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# Chapter 13

## Appendix B: 8 Dimensions and Factor Loadings for OCC

| Item # | Question | Factor loadings |
|---|---|---|
| | **Do the unit leader(s)** | **Factor 1: Trustworthy leaders** |
| 01 | protect the core values while encouraging change? | 0.708 |
| 02 | consistently articulate an inspiring vision of the future? | 0.738 |
| 03 | show courage in their support of change initiatives? | 0.709 |
| 04 | demonstrate humility while fiercely pursuing the vision? | 0.718 |
| | **Do we have an organizational culture that** | **Factor 2: Innovative culture** |
| 05 | values innovation and change? | 0.509 |
| 06 | attracts and retains creative people? | 0.693 |
| 07 | provides resources to experiment with new ideas? | 0.726 |
| 08 | allows people to take risks and occasionally fail? | 0.691 |
| | **Does information flow effectively** | **Factor 3: Communication systems** |
| 09 | from executives to workers? | 0.745 |
| 10 | in a timely fashion? | 0.772 |
| 11 | across organizational units? | 0.787 |
| 12 | from customers to the business unit? | 0.734 |
| | **Do middle managers in this organizational unit** | **Factor 4: Involved midmanagers** |
| 13 | effectively link top executives with frontline employees? | 0.565 |

| Item # | Question | Factor loadings |
|---|---|---|
| 14 | show commitment to the organization's well-being? | 0.660 |
| 15 | balance change initiatives while getting work done? | 0.727 |
| 16 | voice dissent constructively? | 0.676 |
| | **Do frontline employees** | **Factor 5: Trusting followers** |
| 17 | open themselves to consider change proposals? | 0.773 |
| 18 | have opportunities to voice their concerns about change? | 0.609 |
| 19 | generally know how change will help the business unit? | 0.712 |
| 20 | generally view top management as trustworthy? | 0.535 |
| | **Do employees throughout the organizational unit** | **Factor 6: Accountable culture** |
| 21 | experience consequences for outcomes of their actions? | 0.697 |
| 22 | meet deadlines and honor resource commitments? | 0.717 |
| 23 | accept responsibility for getting work done? | 0.780 |
| 24 | have clear roles for who has to do what? | 0.668 |
| | **Do change champions recognize the** | **Factor 7: Systems thinking** |
| 25 | interdependent systems implications of change? | 0.676 |
| 26 | importance of institutionalizing change? | 0.790 |
| 27 | need to realign incentives with desired changes? | 0.806 |
| 28 | value of addressing causes rather than symptoms? | 0.639 |
| | **Do we have change champion(s) who** | **Factor 8: Capable champions** |

| Item # | Question | Factor loadings |
|---|---|---|
| 29 | command the respect of the members in the unit? | 0.776 |
| 30 | possess good interpersonal skills? | 0.804 |
| 31 | are willing and able to challenge the status quo? | 0.797 |
| 32 | have the will and creativity to bring about change? | 0.667 |

*Source*: Judge and Douglas (2009), p. 648.