



This is “Appendix D: OCC Benchmarking”, appendix 4 from the book [Beginning Organizational Change \(index.html\)](#) (v. 1.0).

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## Chapter 15

### Appendix D: OCC Benchmarking

Table 15.1 Mean Values for Hierarchical Subgroups Within SBUs

OCC dimension	Senior executives	Midmanagers	Frontline workers
1. Trustworthy leadership	29.2	27.9	26.4
2. Trusting followers	25.6	25.0	24.7
3. Capable champions	27.8	26.7	26.0
4. Involved midmanagement	27.6	27.0	25.8
5. Systems thinking	27.1	26.2	25.6
6. Communications systems	25.8	24.2	22.6
7. Accountable culture	26.8	26.2	26.5
8. Innovative culture	27.0	26.0	25.0
<b>Overall organization</b>			
Aggregate scores:	216.8	209.2	202.6

*Source:* These data represent the descriptive statistics on organizational capacity for change across the eight dimensions for 5,124 employees assessing their organizational capacity for change within 205 strategic business units for firms operating in North America, Europe, and Asia during 1999 to 2006.