

# *Contents*

<b>Preface</b>	<b>ix</b>
<b>1. Diagnosis: Approaches and Methods</b>	<b>1</b>
Uses of Diagnosis	4
Three Keys to Successful Diagnosis	11
Diagnosis in Turbulent Times	22
Conclusion and Plan of the Book	24
Exercise	25
<b>2. Open Systems Models</b>	<b>27</b>
Using the Open Systems Approach	27
Gathering and Analyzing Data	34
Assessing Effectiveness	39
Assessing Feasibility of Change and Choosing Appropriate Interventions	48
Exercises	52
<b>3. Assessing Individual and Group Behavior</b>	<b>55</b>
Model for Diagnosing Individual and Group Behavior	55
Action Model for Group Task Performance	61
Diagnostic Methods and Procedures	64
Exercises	74
<b>4. System Fits and Organizational Politics</b>	<b>77</b>
Diagnosing System Fits	78
Emergent Behavior and Culture Versus Official Mandates	92
Assessing the Impacts of Fits and Gaps	94
Power and Politics	95
Exercises	102
<b>5. Environmental Relations</b>	<b>105</b>
Guidelines for Diagnosis	105
Diagnostic Methods	114
Exercises	119
<b>6. Challenges and Dilemmas of Diagnosis</b>	<b>121</b>
The Goals Dilemma	122
The Politics Dilemma	126
The Professionalism Dilemma	130
Conclusion	134

<b>Appendix A: General Orientation Interview</b>	<b>137</b>
<b>Appendix B: Instruments for Diagnosis and Assessment</b>	<b>143</b>
<b>Appendix C: A Guide to Diagnosing Behavior During Meetings</b>	<b>147</b>
<b>Appendix D: Resources for Developing Expertise in Diagnosis</b>	<b>151</b>
<b>References</b>	<b>155</b>
<b>Index</b>	<b>171</b>
<b>About the Author</b>	<b>181</b>