

CONTENTS

Preface	vii
I: Introduction	1
Chapter 1. Overview	3
Chapter 2. Ethical Problems and Consulting Guidelines	13
Chapter 3. The Powell-Kole Company: Example of an Assessment	41
Chapter 4. Introducing the Assessment	63
II: Organizational Assessment Process	79
Chapter 5. The Assessment Procedure	81
Chapter 6. Genetic Data	109
Chapter 7. Descriptive Data and Analysis of Current Organization as a Whole	125
Chapter 8. Interpretative Data: Inferences Drawn	161
Chapter 9. Interpretative Data: Attitudes and Relationships	191
Chapter 10. In Conclusion	215
Chapter 11. The Closure Process	231

Appendixes

Appendix A.	Interview Questionnaire and Written Questionnaire	239
Appendix B.	Examples of Proposal and Report	265
Appendix C.	Adaptive Activities	283
Appendix D.	Assessment Outline	289
References		301
Bibliography		305
Author Index		307
Subject Index		309
About the Author		317