

APPENDIX A

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DEFINITIONS AND MEASUREMENTS OF ADAPTABILITY

DEFINITIONS

MEASUREMENT

Dodgson (1993)

The need to learn is a requirement for adaptation and improved efficiency. The ability to learn is, therefore, a requirement for the ability to adapt.

NONE

Gordon and DiTomaso (1992)

Two factors:

- 1) Innovation/Risk-taking
- 2) Action Orientation

Uses 2 scales of an 8 scale instrument developed by Gordon for earlier research by Hay Associates

Kotter and Heskett (1992)

Adaptive cultures:

- value customers, shareholders, employees
- value people and processes that create useful change
- focused on needs of external constituencies
- able to identify changing competitive situation
- willing to devise and implement new strategies
- willing to change culturally engrained behaviors

- interviewed industry financial analysts
- asked them to evaluate 22 firms
- 8 question instrument
- only 4 of those questions used for statistical analysis
- compared high and low performing firms on answers to each question separately

Schein (1992)

Culture is a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Therefore, by implication, adaptability is the set of assumptions that differentiate firms on their ability to solve the problem of external adaptation. Specific assumptions or values are not identified specifically but would fall into the categories of shared assumptions about:

NONE

- Mission and Strategy
- Operational Goals
- Means to Achieve Goals
- Criteria for Measuring Results
- Remedial and Repair Strategies

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O Reilly, Chatman and Caldwell (1991)

Adaptability considered one of a set of 54 cultural characteristics. Not further defined.

Adaptability characteristic itself did not load on any of the 8 factors identified through factor analysis.

Orton and Weick (1990)

Adaptability implies assimilation and accommodation of the change. Three types of adaptability:

NONE

- 1) experimentation (actions that untangle causality)
- 2) collective judgement (agreement on preferences)
- 3) preservation of dissent

Kilmann (1985)

- risk-taking
- trusting and proactive approach to organizational and individual life
- members support others efforts to identify problems and implement workable solutions
- shared feelings of confidence that members can effectively manage new problems and opportunities
- widespread enthusiasm
- spirit of doing what it takes to achieve success
- receptivity to change and innovation

NONE

Peters and Waterman (1982)

Achievement of an openness to opportunities

NONE

Angle and Perry (1981)

Four elements:

- 1) Ability to anticipate problems
- 2) Ability to keep up with changes in equipment and new ways of doing things
- 3) Ability to adjust to changes quickly
- 4) Ability to cope with emergency situations

Four questions extracted from an instrument developed by Mott (1972)

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Miles, Snow, Meyer and Coleman (1978)

The adaptive cycle consists of the solution of three broad problems:	NONE
1) Entrepreneurial - choice of product/market domain	
2) Engineering - selection of appropriate technology; formation of new information, communication, and control linkages	
3) Administrative - rationalize and stabilize activities which successfully solved the entrepreneurial and engineering problems; formulate and implement processes which will enable the organization to continue to evolve (innovation) PIVOTAL FACTOR	

Child (1972)

Adaptive organization structure:	NONE
- roles open to continual redefinition	
- coordination achieved by frequent meetings and considerable lateral communications	