



This is “Appendix C: OCC Benchmarking”, appendix 3 from the book [Beginning Organizational Change \(index.html\)](#) (v. 1.0).

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Chapter 14

Appendix C: OCC Benchmarking

Table 14.1 Descriptive Statistics for Strategic Business Units

OCC dimension	Mean value	Standard deviation	Coefficient of variation
1. Trustworthy leadership	27.1	4.7	0.17
2. Trusting followers	24.7	4.3	0.17
3. Capable champions	26.1	4.9	0.19
4. Involved midmanagement	26.2	4.5	0.17
5. Systems thinking	25.9	4.1	0.21
6. Communications systems	23.4	4.8	0.21
7. Accountable culture	26.0	4.3	0.17
8. Innovative culture	24.6	4.6	0.19
Overall organization			
Aggregate scores:	204.0		

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. The coefficient of variation is the standard deviation divided by the mean value. The higher the coefficient of variation, the more variation or volatility is experienced with this particular organizational attribute.