



Annotated Summary of:

Kabanoff, Boris, Robert Waldersee, and Marcus Cohen (1995), “Espoused Values and Organizational Change Themes,” *Academy of Management Journal* 38(4): 1075–1104.

Chapter 8: Cluster Analysis

Multivariate Data Analysis, Sixth edition

“The world’s leading authority on applied multivariate data analysis based on number of citations, as reported by Google Scholar”

Through clustering techniques, this study explores the content and structure of organizational visions of top business executives. Executives were asked to articulate their visions and to evaluate them using a 26-item self-evaluation list. Factor analysis of the self-evaluation items reveals seven factors: vision formulation, implementation, innovative realism, general, detailed, risk taking, and profit-oriented. The authors use the 26 items that created the seven factors as clustering variables. The resultant three-cluster solution allows the researchers to examine whether relationships exist between patterns of vision and individual and organizational characteristics. From the findings, the study enhances understanding of the structure of organizational vision, and whether these patterns of vision are related to organizational and individual differences.

In summary, a three-cluster solution was formed using all 26 items on a sample of 331 respondents. A fourth cluster was excluded because it contained only one organization. Each cluster is then profiled based on mean differences in the self-evaluation items. From the results, the authors determined whether relationships exist between cluster membership and individual and organizational characteristics. Comparing the clusters to organizational characteristics (industry type and size) revealed no significant difference; however, membership did differ based on individual characteristics (length of vision horizon, perception of firm and industry change, and perceptions of and need for control). As an extension to their findings, the authors contrasted the current results with those obtained from a previous study of business school deans. Although organizational differences were not apparent, significant differences between executive and business school dean self-evaluations of their respective organizational visions warrants caution as to the universality of the concept of vision.
