

Corporate Cultures The Rites And Rituals Of Corporate Life

A reissue of the classic best-seller that coined the term 'corporate culture' In the early 1980s, Terry Deal and Allan Kennedy launched a new field of inquiry and practice with the publication of their landmark book, Corporate Cultures, in which they argued that distinct types of cultures evolve within companies, with a direct and measurable impact on strategy and performance. Despite the dramatic evolution of the business landscape over the last twenty years, the basic principles of the book remain as fresh and relevant as they did when it was first published; that organizations, are social enterprises, with tribal habits, well-defined cultural roles for individuals, and various strategies for determining inclusion, reinforcing identity, and adapting to change. In the new introduction, the authors reflect on the enduring lessons of their investigation into the life of organizations. Allan A. Kennedy is a Boston-based writer and management consultant whose new book, The End of Shareholder Value, will be published by Perseus in April.

Regarded as one of the most influential management books of all time, this fourth edition of Leadership and Organizational Culture transforms the abstract concept of culture into a tool that can be used to better shape the dynamics of organization and change. This updated edition focuses on today's business realities. Edgar Schein draws on a wide range of contemporary research to redefine culture and demonstrate the crucial role leaders play in successfully applying the principles of culture to achieve their organizational goals.

This book provides an extensive introduction to research on growth-oriented entrepreneurship , /> A number of different methods have been used to describe growth-oriented entrepreneurship; however, there is a consensus that there is a particularly desirable form of entrepreneurship that seeks to create and scale up businesses that will drive productivity growth, create new employment, increase innovation, promote business internationalization and achieve sustainable economic growth. Innovation is a condition of growth-oriented entrepreneurship that includes both the development and commercialization of new products and services and the development and implementation of new or improved processes that enhance productivity or reduce costs associated with manufacturing or distributing existing products. Innovation involves firms pursuing distinctive business strategies and doing new things in new ways to increase productivity, product development, sales and profitability, including finding and developing new ways of identifying the needs of new and existing customers and making and marketing products that satisfy those needs. The goal of the launch phase for growth-oriented entrepreneurial ventures is to reach the point of scale up and common goals and activities associated with the launch phase include market disruption and penetration; gaining access to capital and markets and mentorship opportunities; organizational growth through management capacity, systems, resources (i.e., people, product and assets) management; embedding organizational culture; development of stakeholder relationships; monitoring and evaluation; and governance and reporting. This book provides an extensive introduction to research on growth-oriented entrepreneurship and continues with an assessment of attempts to create the appropriate framework conditions for growth-oriented entrepreneurship to flourish and sustain including financial support; government policies; government programs; education and training; research and development transfer; commercial and professional infrastructure; internal market openness; access to physical infrastructure; cultural and social norms; and protection of intellectual property rights. The final chapter looks at growth-oriented entrepreneurs in practice as they work to launch and grow emerging companies. This book is a unique compendium of research and analysis on a dynamic and important segment of entrepreneurship and will be useful to entrepreneurs, academics and policymakers.

Corporate CulturesThe Rites and Rituals of Corporate LifePerseus Books

Gaining Control of the Corporate Culture

Corporate Culture: Problems and Limitations of Change after a Takeover

Organizational Culture in Action

Competing Values Leadership

Organizational Communication

Objective of conference is to define knowledge and technologies needed to design and develop project processes and to produce high-quality, competitive, environment- and consumer-friendly structures and constructed facilities. This goal is clearly related to the development and (re)-use of quality materials, to excellence in construction management and to reliable measurement and testing methods.

Behind-the-scenes profiles of major companies illustrate this typology of corporate cultures that includes an analysis of how they function, how corporate heroes are made, and how surprisingly far their influence extends

This Harvard Business Review digital collection showcases the ideas of Rob Goffee and Gareth Jones, authors of Why Should Anyone Be Led by You? and Why Should Anyone Work Here? In Why Should Anyone Be Led by You?, Goffee and Jones argue that leaders don't become great by aspiring to a list of universal character traits. Rather, effective leaders are authentic: they deploy individual strengths to engage followers' hearts, minds, and souls. In Why Should Anyone Work Here?, the authors argue that it used to be that businesses could ask individuals to conform to the organization's needs but that now today's leaders are charged with creating the best company on earth to work for: they must transform their organizations to attract the right people, keep them, and inspire them to do their best work.

"The Groupness Factor" is a useful guide for any leader who wants to become more influential and create outstanding business results through attraction and retention of top talent and high employee engagement. In his quest for innovative and effective leadership methods, executive coach Charlie Lang came across an age-old, almost unknown concept - the groupness factor - which accounts for some of the complexities of group behavior. By carefully examining the principles behind this factor, Lang discovered that a leader could get his team to want what he wants by being aware of this powerful factor and how it can be controlled. This book describes the evolutionary background of the groupness factor and how it still exists in today's modern society. With real-life examples and anecdotes from his coaching practice, the author provides a practical approach to first-class leadership and a corporate success culture.

The New Corporate Cultures

Enhancing Organizational Performance

The Groupness Factor - How to Achieve a Corporate Success Culture Through First-Class Leadership

Working Backwards

A Cultural Analysis Workbook

Reshaping the Corporation for the Future

Corporate cultures can be tested with the loss of founders and the addition of outside leaders. This project is intended to analyze four companies. Cantor Fitzgerald, Hewlett Packard, Walt Disney Company and Apple to identify the characteristics that build a sustainable, high performance culture as well as the forces that apply pressure to change it. Sources for this project include the books HP Phenomenon, On Top of the World, Steve Jobs, The Disney Way and Corporate Cultures - The Rites and Rituals of Corporate Life. In addition, multiple articles from Forbes, Harvard Business Review, Washington Post, San Francisco Chronicle and LA Times were referenced for current events of these companies, as well as academic databases (Mergent Online) for financial data. It was determined that strong cultures will win in clashes with outside leaders trying to make aggressive changes, especially to cultures built on teamwork, integrity and transparency. In order to adjust the direction of the company a leader must us a mixture of acknowledging founding values and a forward vision to institute evolution instead of revolutionary change.

101 management theories from the world's best management thinkers - the fast, focussed and express route to success. As a busy manager, you need solutions to everyday work problems fast. The Little Book of Big Management Theories gives you access to the very best theories and models that every manager should know and be able to use. Cutting through the waffle and hype, McGrath and Bates concentrate on the theories that really matter to managers day-to-day. Each theory is covered in two pages - telling you what it is, how to use it and the questions you should be asking - so you can immediately apply your new knowledge in the real world. The Little Book of Big Management Theories will ensure you can: Quickly resolve a wide range of practical management problems Be a

better, more decisive manager who gets the job done Better motivate and influence your staff, colleagues and stakeholders Improve your standing and demonstrate that you are ready for promotion All you need to know and how to apply it - in a nutshell.

How is practical change work carried out in modern organizations? And what kind of challenges, tasks and other difficulties are normally encountered as a part of it? In a turbulent and changing world, organizational culture is often seen as central for sustained competitiveness. Organizations are faced with increased demands for change but these are often so challenging that they meet heavy resistance and fizzle out. Changing Organizational Culture encourages the development of a reflexive approach to organizational change, providing insights as to why it may be difficult to maintain momentum in change processes. Based around an illuminating case study of a cultural change programme, the book provides 15 lessons on the entire change journey: from analysis and design, to implementation and how organizational members should approach change projects. This enhanced edition considers the most recent studies on organizational change practice, with new examples from businesses and the public sector, and includes one empirical study which uses the authors' own framework, enriching their practical recommendations. It also draws on the latest theoretical developments, including ideas of power and storytelling. Accompanying the text is an online pedagogic and research ideas guide available for course instructors and lecturers at Routledge.com. Changing Organizational Culture will be vital reading for students, researchers and practitioners working in organizational studies, change management and HRM.

The management of culture currently dominates the attention of the controllers of both private and public institutions. Culture is believed to provide the key to a commitment to excellence from which will follow success, survival and profit. Some of the extensive literature implies that effective management depends upon cultural management, that nothing else needs to be done. Managing Culture examines these claims and explains why they have been made. It describes some examples of cultural change as a preliminary to the main purpose which is to present some critical questions about the case for cultural management and about the confusions that lie behind it. The book argues that there are likely to be severe practical difficulties about the control and prediction of the outcome of change in the field of culture. It goes on to suggest that there is a real danger of cultural management causing considerable organizational damage when the instigators of change programmes are easily led to believe that the changes have worked when they have not. In these circumstances, the managers of organizational culture may find that their organizations are no longer under their control: there is a divorce between their perception and reality. The book ends positively by asserting the advantages of understanding the culture of organizations in order to have some real hope of influencing, rather than controlling, their development.

The Art of Reframing

Insights, Stories, and Secrets from Inside Amazon

Gods of Management

Organizational Culture and Leadership

Changing Organizational Culture

Corporate Culture and Performance

Communication in organizations has changed drastically since the release of the first edition of this bestselling textbook. This fully revised and updated edition delves into state-of-the-art studies, providing fresh insights into the challenges that organizations face today. Yet this foundational resource remains a cornerstone in the examination of classic research and theory in organization communication.

A New York Times bestselling author and veteran board member offers an insider's view of corporate boards, their struggles, and why they must adapt to survive. Corporate boards are under great pressure. Scandals and malpractice at companies like Theranos, WeWork, Uber, and Wells Fargo have raised justified questions among regulators, shareholders, and the public about the quality of corporate governance. In How Boards Work, prizewinning economist and veteran board director Dambisa Moyo offers an insider's view of corporate boards as they are buffeted by the turbulence of our times. Moyo argues that corporations need boards that are more transparent, more knowledgeable, more diverse, and more deeply involved in setting the strategic course of the companies they lead. How Boards Work offers a road map for how boards can steer companies through tomorrow's challenges and ensure they thrive to benefit their employees, shareholders, and society at large.

Finally! A comprehensive volume on the management of corporate acquisitions that summarizes contemporary research, and that moves what we know about acquisition management a step further. The book encompasses innovative works from several countries, related to a variety of issues; managerial motives, the role of acquisitions in competitive strategy, as well as organizational and political processes. Unlike several other works on acquisitions, this book emphasizes the most critical issue faced by managers today: how to manage successfully already acquired companies and operations. Both researchers, managers and students of strategy and organization will find this book an important supplement.

Working Backwards is an insider's breakdown of Amazon's approach to culture, leadership, and best practices from two long-time Amazon executives—with lessons and techniques you can apply to your own company, and career, right now. In Working Backwards, two long-serving Amazon executives reveal the principles and practices that have driven the success of one of the most extraordinary companies the world has ever known. With twenty-seven years of Amazon experience between them—much of it during the period of unmatched innovation that created products and services including Kindle, Amazon Prime, Amazon Studios, and Amazon Web Services—Bryar and Carr offer unprecedented access to the Amazon way as it was developed and proven to be repeatable, scalable, and adaptable. With keen analysis and practical steps for applying it at your own company—no matter the size—the authors illuminate how Amazon's fourteen leadership principles inform decision-making at all levels of the company. With a focus on customer obsession, long-term thinking, eagerness to invent, and operational excellence, Amazon's ground-level practices ensure these characteristics are translated into action and flow through all aspects of the business. Working Backwards is both a practical guidebook and the story of how the company grew to become so successful. It is filled with the authors' in-the-room recollections of what "Being Amazonian" is like and how their time at the company affected their personal and professional lives. They demonstrate that success on Amazon's scale is not achieved by the genius of any single leader, but rather through commitment to and execution of a set of well-defined, rigorously-executed principles and practices—shared here for the very first time. Whatever your talent, career or organization might be, find out how you can put Working Backwards to work for you.

Growth-Oriented Entrepreneurship

Authentic Leadership and Organizations: The Goffee-Jones Collection (2 Books)

Shaping School Culture

International Perspectives

Managing Culture

The Heart of Leadership

Strategies for Cultural Change develops a conceptual framework for thinking about cultural change. Starting with a discussion of the vocabulary (the concepts) of cultural change, the book moves on to the grammar (the thinking structures), and finally the "oral" practice (the applications) of cultural change in the organizational setting. Four main questions are addressed: Why change culture? Is planned cultural change possible? What kind of cultural change is envisaged? How does cultural change occur? The book contains 14 chapters organized into two parts. Part One examines the different types of cultural change strategy in some depth. "Developmental" and "transformational" strategies are then brought together into a single conceptual framework for cultural change. Part Two shifts from strategy to implementation; from thinking frameworks to frameworks for action. It begins by surveying current practice and examines the various, often strikingly different, ways in which people seek to effect cultural change in their organizations. Accounts are presented based both on the author's own first-hand experiences of working with private and public sector companies on cultural change programs, and on an extensive review of the available literature.

Seminar paper from the year 2013 in the subject Business economics - Business Management, Corporate Governance, grade: 1,0, University of applied sciences, Nürnberg (IOM), course: HR Management, language: English, abstract: Corporate culture is an important phenomenon of organizations. Values, visions, norms, language, beliefs and habits of the organization are fixed in the cultures contents. A good working culture is important for the company's success and profit situation. The globalization leads to a dramatic process in the economic markets. Takeovers, cooperation and mergers are typical consequences of the new economic era. This market process is also responsible for the collision of corporate cultures. Different needs justify that willful intervention in the culture system after a takeover. Dissatisfaction, isolation and inefficiency are only a few reasons why a cultural change is recommendable. For a successful change it is decisive to know everything about the old culture and to know what to do for changing it. Several theoretical models and strategies have been developed for this issue. The most reason why a change fails is that problems and limitations have not been taken into consideration or have not been handled the right way. Culture guides should lead the employees thru the changing process and should help orientating. The change of a culture is a long way and many do are not patient enough to wait. The success of a change is based on many task but the important task is to recognize that problems occurring during the changing process are usual and the solving of these problems lead to the new culture. Problems are indicators for mistakes or wrong planning which have to be solved. Changing operators have to recognize problems as chances for succeeding.

Total quality management (TQM), reengineering, the workplace of the twenty-first century—the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to Enhancing Organizational Performance. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. Enhancing Organizational Performance reviews the most popular current approaches to organizational change—total quality management, reengineering, and downsizing—in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined. Enhancing Organizational Performance looks at the influence of the organization's norms, values, and beliefs—its culture—on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions—organizations are increasingly turning to new intra- and inter-organizational structures. Enhancing Organizational Performance discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, Enhancing Organizational Performance clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

Just as culture is critical to understanding the dynamics behind any thriving community, organization, or business, the daily realities and deep structure of school life hold the key to educational success. Reforms that strive for educational excellence are likely to fail unless they are meaningfully linked to the school's unique culture. In Shaping School Culture, Terrence E. Deal and Kent D. Peterson show how leaders can harness the power of school culture to build a lively, cooperative spirit and a sense of school identity. The authors draw from over twenty years of research on school improvement as well as from their own extensive work with school leaders across the country to identify viable new strategies for effective school leadership. They describe the critical elements of culture—the purposes, traditions, norms, and values that guide and glue the community together—and show how a positive culture can make school reforms work. Deal and Peterson also explore the harmful characteristics of toxic cultures and suggest antidotes to negativity on the part of teachers, students, principals, or parents. Using real-life cases from their own research, Deal and Peterson provide concrete, detailed illustrations of exemplary practice in different school cultures. They reveal the key symbolic roles that leaders play in school change and identify the specific skills needed to change school culture successfully. Shaping School Culture provides an action blueprint for school leaders committed to transforming their schools for success.

Structural & Construction Conf

... and how to use them

Downsizing

Revitalizing The Workplace After Downsizing, Mergers, And Reengineering

Insights from IBM's Tangible Culture Approach

Corporate Culture

The Oxford Handbook of Organizational Climate and Culture presents the breadth of topics from Industrial and Organizational Psychology and Organizational Behavior through the lenses of organizational climate and culture. The Handbook reveals in great detail how in both research and practice climate and culture reciprocally influence each other. The details reveal the many practices that organizations use to acquire, develop, manage, motivate, lead, and treat employees both at home and in the multinational settings that characterize contemporary organizations. Chapter authors are both expert in their fields of research and also represent current climate and culture practice in five national and international companies (3M, McDonald's, the Mayo Clinic, PepsiCo and Tata). In addition, new approaches to the collection and analysis of climate and culture data are presented as well as new thinking about organizational change from an integrated climate and culture paradigm. No other compendium integrates climate and culture thinking like this Handbook does and no other compendium presents both an up-to-date review of the theory and research on the many facets of climate and culture as well as contemporary practice. The Handbook takes a climate and culture vantage point on micro approaches to human issues at work (recruitment and hiring, training and performance management, motivation and fairness) as well as organizational processes (teams, leadership, careers, communication), and it also explicates the fact that these are lodged within firms that function in larger national and international contexts.

Organizational culture is a quiet, but driving, influence on our perception of a company, whether as a consumer or as an employee. For instance, we know Southwest Airlines as laid back and friendly. We think of Google as innovative. To almost every well-known company we can assign a character. It is now well recognized that corporate culture has a significant impact on organizational health and performance. Yet, the concept of corporate culture and culture management is too often tantalizingly elusive. In this book, Flamholtz and Randle define culture, identifying and explaining the five key dimensions that determine it: a customer orientation; a people orientation; a process orientation; strong standards of performance and accountability; innovation and openness to change. They explain why culture is a critical factor in organizational success and failure—a key determinant of financial performance. Then, they provide a theoretically sound, highly practical, and field-tested method for managing corporate culture—presenting a set of international and domestic cases that show how actual companies have leveraged culture as the ultimate source of sustainable competitive advantage. In addition to well-known companies such as Starbucks, Ritz-Carlton, American Express, IBM, and Toyota, the text presents lesser known culture stars, such as Smartmatic and Infogix. While other titles on culture have focused too heavily on the organization as a psychological being, or on academic studies of culture as a business lever, Corporate Culture draws on empiric to present a go-to, must-read guide for leveraging corporate culture as a source of competitive advantage and as a means of impacting the bottom line.

"Brings together leading authorities' major approaches to understanding, managing, and changing organizational cultures. Presents methods for identifying cultural norms, strengthening positive aspects of existing cultures, and building new cultures to support organizational goals and strategies."--Sloan Management Review

The most trusted guide to school culture, updated with current challenges and new solutions Shaping School Culture is the classic guide to exceptional school leadership, featuring concrete guidance on influencing the subtle symbolic features of schools that provide meaning, belief, and faith. Written by renowned experts in the area of school culture, this book tackles the increasing challenges facing public schools and provides clear, candid suggestions for more effective symbolic leadership. This new third edition has been revised to reflect the reality of schools today, including the increased emphasis on high-stakes testing, federal reforms such as No Child Left Behind (NCLB) and Every Student Succeeds Act (ESSA), state sponsored improvement programs, and other major issues that impact organizational culture and the role of school leaders. Each chapter features new examples and cases that illustrate persistent problems, spelling out key cultural implications and offering concrete examples of overcoming the challenges while maintaining a meaningful learning environment. The chapter on toxic schools continues to provide the field's most trusted advice on navigating this rocky terrain, and the discussion's focus on how to manage negativity remains especially integral to besieged school administrators across the U.S. Recent years have jolted the nation's school system with a number of new developments that spell problems for the cultural tapestry of schools. This book provides expert perspective and sage, doable advice for administrators tending to external pressures while sustaining[]?or evolving[]?a more positive school culture. Navigate new challenges including Every Student Succeeds Act (ESSA) and waning confidence and faith Turn around a toxic school culture with confidence and success Foster a culture of passion, purpose, and meaning Adopt a more active form of symbolic leadership to support students, faculty, staff, parents, and community Test scores as the primary metric, relentless reforms, waning public support, and timid initiatives wrapped in bureaucratic packaging: while among the most prominent issues administrators face are only the tip of the iceberg. Shaping School Culture charts a route through competing pressures to help educational leaders hew a positive learning environment for schools.

The Only Grant-Writing Book You'll Ever Need

Diagnosing and Changing Organizational Culture

Corporate Culture as the Driver of Transit Leadership Practices

The Management of Corporate Acquisitions

The Little Book of Big Management Theories

Corporate Cultures 2000 Edition

In the early '80s, Allan Kennedy and Terry Deal launched a new field of inquiry and practice, with the publication of Corporate Cultures, in which they argued that distinct types of cultures evolve within companies and have a direct impact on strategy and performance. Fifteen years later, the authors have teamed up to assess the effects of globalization, short-termism, technology, downsizing, outsourcing, mergers, and reengineering on corporate culture. They find that despite these tremendous pressures, organizations, by their very nature, will create self-reinforcing communities; the pattern today is for mini-cultures to form within the larger corporation. The challenge for managers and leaders at all levels is to find ways to knit these cultures together to unleash learning and encourage everyone to take ownership and pride in their work. Taking examples from innovative companies around the world, the authors offer new strategies for "exercising cultural leadership," – rebuilding the cultural fabric of the organization, energizing the workforce, enhancing corporate performance, and preparing for new challenges in the 21st century.

Social Media and Crisis Communication provides a unique and timely contribution to the field of crisis communication by addressing how social media are influencing the practice of crisis communication. The book, with a collection of chapters contributed by leading communication researchers, covers the current and emerging interplay of social media and crisis communication, recent theories and frameworks, overviews of dominant research streams, applications in specific crisis areas, and future directions. Both the theoretical and the practical are discussed, providing a volume that appeals to both academic-minded readers as well as professionals at the managerial, decision-making level. The audience includes public relations and corporate communication scholars, graduate students studying social media and crisis communication, researchers, crisis managers working in communication departments, and business leaders who make strategic business communication planning. No other volume has provided the overarching synthesis of information regarding the field of crisis communication and social media that this book contains. Incorporated in this volume is the recent Social-mediated Crisis Communication Model developed by the editors and their co-authors, which serves as a framework for crisis and issues management in a rapidly evolving media landscape.

Nowadays, nearly every business leader recognizes the crucial importance of culture. But, in many organizations, attempts to handle culture issues remain "squishy," unfocused, and unlikely to bring any value or results. Now, IBM's leading experts reveal the way to make culture tangible to everyone involved—and how to effectively deal with a variety of culture challenges. Can Two Rights Make a Wrong? leverages the lessons learned during IBM's \$3.5 billion acquisition of PricewaterhouseCoopers Consulting: insight that IBM has crystallized into a powerful methodology for transforming business culture. The authors introduce "Business Practices," an actionable surrogate for "culture" that business people can identify with, gauge, and act upon. Then, one step at a time, you'll learn how to apply IBM's practical culture transformation techniques in your unique environment. You'll discover common patterns that lead to culture clashes so you can resolve or, better yet, prevent them. You'll learn to clarify your expectations so people really "get" it—and do it. You'll gain the way to measure culture change progress in terms everyone can understand and buy into. Whether you're involved with M&As, joint ventures, major transactions, internal restructuring, or any other initiative where culture is important, this book can help you take culture from a worrisome risk to a competitive advantage. Business Practices: the unseen hand that propels action Uncover what makes your organization unique Right vs. Right: What to do when good options conflict Understand and manage the source of culture clash Outcome Narratives: Get to the right place, the right way Clarify your desired future, clear the obstacles, measure progress, and deliver results

From top experts in the field, the definitive guide to grant-writing Written by two expert authors who have won millions of dollars in government and foundation grants, this is the essential book on securing grants. It provides comprehensive, step-by-step guide for grant writers, including vital up-to-the minute interviews with grant-makers, policy makers, and nonprofit leaders. This book is a must-read for anyone seeking grants in today's difficult economic climate. The Only Grant-Writing Book You'll Ever Need includes: Concrete suggestions for developing each section of a proposal Hands-on exercises that let you practice what you learn A glossary of terms Conversations with grant-makers on why they award grants...and why they don't Insights into how grant-awarding is affected by shifts in the economy

The Oxford Handbook of Organizational Climate and Culture

Based on the Competing Values Framework

Strategies for Cultural Change

And How They Can Work Better in a Chaotic World

Understanding Organizational Culture

Sustaining a High Performance Corporate Culture

It would be unusual for a framework as powerful and predictive as the Competing Values Framework to remain unchallenged and absent of criticism. In addition to updating the examples and references, this second edition provides a new chapter motivated

This report of the Transportation Research Board will be of interest to transit staff interested in implementing leadership development initiatives at their agencies. Current practices, major issues, trends, and innovations related to the use of corporate culture as the driver in hiring, developing, evaluating, and retaining a leadership team, within and outside the transit industry were documented for this synthesis. The report discusses the state of the practice in leadership recruitment, development, evaluation, and retention. It reports on innovative approaches to the problems faced in todays work environment in transit and other industries. This synthesis also covers the manner in which corporate culture affects the hiring, development, evaluation, and retention of the top management team.

The proven model that offers powerful and elegant strategies for leaders How Great Leaders Think: the Art of Reframing uses compelling, contemporary examples to show how more complex thinking is the key to better leadership. Leaders who understand what's going on around them see what they need to do to achieve the results they want. Bolman and Deal's influential four-frame model of leadership and organizations—developed in their bestselling book, Reframing Organizations: Artistry Choice and Leadership—offers leaders an accessible guide for understanding four major aspects of organizational life: structure, people, politics, and culture. Tapping into the complexity enables leaders to decode the messy world in which they live, see more options, tell better stories, and find strategies that are more effective. Case examples of leaders like Jeff Bezos at Amazon, Howard Schultz at Starbucks, Tony Hsieh at Zappos, Ursula Burns at Xerox, and the late Steve Jobs at Apple provide concrete lessons that readers can put to use in their own leadership. The book's lessons include: How to use structural tools to organize teams and organizations for better results How to build motivation and morale by aligning organizations and people How to map the terrain and build a power base to navigate the political dynamics in organizations How to develop a leadership story that shapes culture, provides direction, and inspires commitment to excellence

Electronic Inspection Copy available for instructors here 'With his usual engaging and inimitable style, Mats Alvesson takes the reader on a riveting journey through the diverse ways in which culture itself can be understood and how these powerfully inform organizational life.' - Blake E. Ashforth, Arizona State University 'Understanding Organizational Culture communicates complex ideas in a manner that will illuminate for those who are less familiar with the concepts discussed, as well as providing a depth and critique of interest to those familiar with the topics.' - Claire Valentin, The University of Edinburgh Unlike prescriptive books about organizations, Understanding Organizational Culture challenges and provokes the reader to think critically. It provides an insight into organizational culture, aided by numerous empirical illustrations from ethnographic studies that develop and illustrate how cultural thinking can be used in managerial and non-managerial organizational theory and practice. Mats Alvesson answers questions of definition, explores alternative perspectives and expands on substantive issues, before discussing key issues of research and developing his framework. Further more, the advances in the field of organizational culture are synthesized for the reader by drawing upon the range of relevant literature within organization studies. Understanding Organizational Culture provides great breadth within a textbook approach - covering a wide spectrum of management and organization while at the same time developing a new theoretical approach to organizational culture. The new edition contains improved pedagogy and expanded coverage of topics such as identity and organizational change. It is essential reading for students taking undergraduate and postgraduate modules in Organizational Behaviour and Organizational Theory on Management and Organization Studies programmes, including MBA.

The Rites and Rituals of Corporate Life

Perspectives and Trends

Cultures of the Future

How Great Leaders Think

The Ultimate Strategic Asset

How Boards Work

Explains why large businesses have had to reduce the number of management positions, suggests ways to maintain a lean organization, and shares examples of corporate reductions

This book is a practical guide to eoverreading the culture of organizations and to understanding the implications of culture for organizational effectiveness.Beginning with an explanation of the theories of organizational culture, the book provides guidance on collecting information, leading students through qualitative research methods of observation, interviewing, and analyzing written texts. Students come away equipped to apply cultural insights to fostering diversity, supporting organizational change, making leadership more dynamic, understanding the link between ethics and culture, and achieving personal growth.

Diagnosing and Changing Organizational Culture provides a framework, a sense-making tool, a set of systematic steps, and a methodology for helping managers and their organizations carefully analyze and alter their fundamental culture. Authors, Cameron and Quinn focus on the methods and mechanisms that are available to help managers and change agents transform the most fundamental elements of their organizations. The authors also provide instruments to help individuals guide the change process at the most basic level—culture. Diagnosing and Changing Organizational Culture offers a systematic strategy for internal or external change agents to facilitate foundational change that in turn makes it possible to support and supplement other kinds of change initiatives.

It is, according to Handy, a myth that there is one best way to manage. Four different styles of management go hand in hand with different organisational cultures: club culture, rule culture, task culture and existential culture.

Can Two Rights Make a Wrong?

Culture by Design

Second Edition

Social Media and Crisis Communication

Corporate Cultures

Cultural Change Work in Progress

Going far beyond previous empirical work, John Kotter and James Heskett provide the first comprehensive critical analysis of how the "culture" of a corporation powerfully influences its economic performance, for better or for worse. Through painstaking research at such firms as Hewlett-Packard, Xerox, ICI, Nissan, and First Chicago, as well as a quantitative study of the relationship between culture and performance in more than 200 companies, the authors describe how shared values and unwritten rules can profoundly enhance economic success or, conversely, lead to failure to adapt to changing markets and environments. With penetrating insight, Kotter and Heskett trace the roots of both healthy and unhealthy cultures, demonstrating how easily the latter emerge, especially in firms which have experienced much past success. Challenging the widely held belief that "strong" corporate cultures create excellent business performance, Kotter and Heskett show that while many shared values and institutionalized practices can promote good performances in some instances, those cultures can also be characterized by arrogance, inward focus, and bureaucracy -- features that undermine an organization's ability to adapt to change. They also show that even "contextually or strategically appropriate" cultures -- ones that fit a firm's strategy and business context -- will not promote excellent performance over long periods of time unless they facilitate the adoption of strategies and practices that continuously respond to changing markets and new competitive environments. Fundamental to the process of reversing unhealthy cultures and making them more adaptive, the authors assert, is effective leadership. At the heart of this groundbreaking book, Kotter and Heskett describe how executives in ten corporations established new visions, aligned and motivated their managers to provide leadership to serve their customers, employees, and stockholders, and thus created more externally focused and responsive cultures.