

Organizational Culture Case Studies

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 what 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.

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 implement other kinds of change initiatives.

Reveals the complex, interdependent relationship between an organization's corporate culture and its financial effectiveness, through analysis based on interviews, financial data, and case studies of corporations, including Medtronic, People Express Airlines, and Detroit Edison. Unlike most other organizational theory books, it uses hard data and in-depth case research, not just anecdotal material, to support the culture and effectiveness model.

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 ever-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 complex 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 change 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 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 resource 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.

Organizational Culture Management Dilemmas

Based on the Competing Values Framework

The Handbook of Organizational Culture and Climate

Culture Shift

Build Organizational Culture for Competitive Advantage

Key Concepts and Case Studies

Regarded as one of the most influential management books of all time, this fourth and completely updated edition of Edgar Schein's Organizational Culture and Leadership focuses on today's complex business realities and draws on a wide range of contemporary research to demonstrate the crucial role of leaders in applying the principles of culture to achieve their organizational goals. Edgar Schein explores how leadership and culture are fundamentally intertwined, and reveals key findings about leadership and culture including: Leaders are entrepreneurs and the main architects of culture Once cultures are formed they influence what kind of leadership is possible If elements of the culture become dysfunctional, it is the leader's responsibility to do something to speed up culture change. In addition, the book contains new information that reflects culture at different levels of analysis from national and ethnic macroculture to team-based microculture. Praise for Prior Editions of Organizational Culture and Leadership "Worth reading again and again and again."—Booklist "An organizational development pioneer uses an anthropological approach to address a leader's role in shaping group and organizational dynamics."—Knowledge Management "[Schein] is, to use an overworked word, a guru, the recognized expert in the field."—Inside Business

A ground-breaking exploration of the changing nature of trust and how to bridge the gap from where you are to where you need to be. Trust is the most powerful force underlying the success of every business. Yet it can be shattered in an instant, with a devastating impact on a company's market cap and reputation. How to build and sustain trust requires fresh insight into why customers, employees, community members, and investors decide whether an organization can be trusted. Based on two decades of research and illustrated through vivid storytelling, Sandra J. Sucher and Shalene Gupta examine the economic impact of trust and the science behind it, and conclusively prove that trust is built from the inside out. Trust emerges from a company being the "real deal": creating products and services that work, having good intentions, treating people fairly, and taking responsibility for all the impacts an organization creates, whether intended or not. When trust is in the room, great things can happen. Sucher and Gupta's innovative foundation for executing the elements of trust—competence, motives, means, impact—explains how trust can be woven into the day-to-day and the long term. Most importantly, even when lost, trust can be regained, as illustrated through their accounts of companies across the globe that pull themselves out of scandal and corruption by rebuilding the vital elements of trust.

Seize and expand the competitive edge with a smart, well-managed culture "renovation" Most business leaders understand the power of a dynamic, positive culture—but almost every effort to change culture fails. Why? The approach is often all wrong. Rather than attempt to "transform" a new culture from the ground up, leaders need to instead spearhead a culture renovation. It's all about keeping what works, changing what needs to be changed, and ensuring proper care and maintenance—much like refurbishing and

living in a beautiful historic home and improving its overall value. In *Culture Renovation*, the head of the world's leading HR research firm—the Institute for Corporate Productivity (i4cp)—Kevin Oakes provides tangible, tactical insights drawn from a robust data set and informed by CEOs and HR leaders at many of the world's top companies. You'll find everything you need to rebuild your corporate culture with care and expertise, including: Three phases and detailed action steps for architecting the change you want to see Practical insights and examples from T-Mobile, Microsoft, 3M, and other top companies The traits of a healthy corporate culture Proven talent practices to maintain your new culture for long-term success Oakes identifies 18 proven leadership actions for turning any culture into an agile, resilient, and innovative high-performance organization. You'll learn how to best understand the culture in place today and set a new cultural path for decades to come; develop a co-creation mindset; identify influencers and blockers; ferret out skeptics and non-believers; measure, monitor, and report progress; and implement "next practices" in talent strategies to sustain the renovation. *Culture Renovation* delivers everything you need to plan, build, and maintain a corporate culture that drives profits, growth, and business sustainability now and well into the future.

You can change your company's culture. Organizational culture often feels like something that has a life of its own. But leaders are the stewards of a company's culture and have the power to shape and even change it. If you read nothing else on building a better organizational culture, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you identify where your culture can be improved, communicate change, and anticipate and address implementation challenges. This book will inspire you to: See what your company culture is currently like--and what it could be Explore your company's emotional culture Gather input on what needs to be fixed or initiated Improve collaboration Foster a culture of trust Articulate the new culture's mission, values, and expectations Deal with resistance and roadblocks This collection of articles includes "The Leader's Guide to Corporate Culture," by Boris Groysberg, Jeremiah Lee, Jesse Price, and J. Yo-Jud Cheng; "Manage Your Emotional Culture," by Sigal Barsade and Olivia A. O'Neill; "The Neuroscience of Trust," by Paul J. Zak; "Creating a Purpose-Driven Organization," by Robert E. Quinn and Anjan V. Thakor; "Creating the Best Workplace on Earth," by Rob Goffee and Gareth Jones; "Cultural Change That Sticks," by Jon R. Katzenbach, Ilona Steffen, and Caroline Kronley; "How to Build a Culture of Originality," by Adam Grant; "When Culture Doesn't Translate," by Erin Meyer; "Culture Is Not the Culprit," by Jay W. Lorsch and Emily Gandhi; "Conquering a Culture of Indecision," by Ram Charan; and "Radical Change, the Quiet Way," by Debra E. Meyerson.

Case Studies in Knowledge Management

Changing Organizational Culture

New Thinking and Theory for Better Understanding and Process

Organizational Culture and Leadership

Organisation Culture

Futures Thinking and Organizational Policy

This book reveals the complex, interdependent relationship between an organization's corporate culture and its financial effectiveness, through analysis based on interviews, financial data and case studies of corporations including Medtronic, People

*There is significant evidence that an effective organizational culture provides a major competitive edge—higher levels of employee and customer engagement and loyalty translate into higher growth and profits. Many business leaders know this, yet few are doing much to improve their organizations' cultures. They are discouraged by misguided beliefs that an executive's tenure and an organization's attention span are too short for meaningful transformation. James Heskett provides a roadmap for achievable and fast-paced culture change. He demonstrates that an effective culture supplies the trust that makes managing change of all kinds easier. It provides a foundation on which changes in strategy can be based, and it's a competitive edge that can't easily be hacked or copied. Examining leading companies around the world, Heskett details how organizational culture makes employees more loyal, more productive, and more creative. He discusses how to quantify its effects in order to sell the notion of culture change to the organization and considers how to preserve an organization's culture in the face of the trend toward remote work hastened by the COVID-19 pandemic. Showing how leadership can bring about significant changes in a surprisingly short time span, *Win from Within* offers a playbook for developing and deploying culture that enables outsized results. It is a groundbreaking demonstration of organizational culture's role as a foundation for strategic success—and its measurable impact on the bottom line.*

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.

Research in cognitive science over the last 30 years shows much of what we know about culture in the business world is based on myth, wishful thinking, outdated science, or is just plain wrong. This is why culture-shaping and change programs in organizations often amount to little more than sloganeering with minimal impact on the lived experience of employees. This book bridges the gap between the latest research on cognitive science and culture, providing a valuable guide for change leaders, CEOs, and practitioners on how to

sustainably work with and change this important resource. It answers many of the major questions that have plagued culture work, such as: Why so many CEOs and management consultants preach culture change when so few culture interventions actually succeed Why CEOs persist in believing "culture starts at the top" when virtually no research in anthropology supports that claim Why most culture shaping approaches have no answer for how to affect culture in global companies Why culture doesn't cause us to do anything, yet we persist in believing that somehow it does Why so many culture-shaping projects focus on corporate values despite the fact modern science shows why changing personal values is exceedingly difficult What we are learning about culture from the last 30 years of cognitive science gives us the foundation for far more impactful and sustainable interventions than have been possible to date. This book explains why, showing how everyday business practices well beyond HR are key to culture change. Why? Because the brain's synaptic plasticity can only be altered through new sustained and widespread organizational habits and routines. This groundbreaking, practical guide will show you finally how to realize the full power of culture as a transformational, empowering, and competitive resource.

Corporate Culture and Organizational Effectiveness

Handbook of Organizational Culture and Climate

Corporate Culture and Performance

Accelerating Organisation Culture Change

Cultural Change Work in Progress

International Business

Certain consultants argue leaders can quickly, easily, and considerably alter their organization cultures to improve performance. Conversely, field researchers have described situations where leaders could do little to alter the existing organization culture. Between these extreme positions, a spectrum of varying degrees of leader influence exists, and organizations fall at various places along this spectrum. This book presents five field studies dealing with team, service, and sales cultures where both expected and unexpected outcomes arose. In multiple instances, leaders hoped showing some employee appreciation would compensate for offering below market average wages. Several leadership groups were prospering based on cost cuts or increased sales. Those below often had their work intensified and they were experiencing greater stress. Eight paradoxical situations were uncovered and the interpretations of the participants were based in part on their personal work histories and the history of their current organization. In each case, evidence of employee informal organization and managerial operating cultures were documented. Analyzing Organization Cultures uses detailed case studies of five work organizations to offer a comparative approach to analyzing organizational culture. It shows the latest state of knowledge on the topic and will be of interest to researchers, academics, and students in the fields of organizational studies, management history, human resource management, and organizational theory. This book proposes that organizational policies are what ensure the institutionalization and sustainability of futures thinking in organizations. It presents several case studies from corporations and other institutions that describe effective use of foresight methods and internal policies to respond to rapid change. The case studies address changing trends in technology, globalization and/or workforce diversity, and the impact on the economic and political well-being of the organization. The editors also develop an organizational capability maturity model for futures thinking as well as providing questions for discussion that promote critical review of each case chapter. This book will inform scholars and organizational leaders how best to utilize foresight methodologies and organizational policies to sustain successful management strategies within futures thinking organizations. Chapter 9 is available open access under a Creative Commons Attribution 4.0 International License via link.springer.com.

"The Handbook of Organizational Culture and Climate provides an overview of current research, theory and practice in this expanding field. The editorial team and the authors come from diverse professional and geographical backgrounds, and provide an unprecedented coverage of topics relating to both culture and climate of modern organizations.... Well-known editors Neal Ashkanasy, Celeste P. M. Wilderom, and Mark F. Peterson lend a truly international perspective to what is the single most comprehensive and up-to-date source on the growing field of organizational culture and climate. In addition, the Handbook opens with a foreword by Andrew Pettigrew and two provocative commentaries by Ben Schneider and Edgar Schein, and concludes with an invaluable set of combined references." --Publisher.

The Second Edition of Case Studies in Organizational Communication: Ethical Perspectives and Practices, by Dr. Steve May, integrates ethical theory and practice to help strengthen readers' awareness, judgment, and action in organizations by exploring ethical dilemmas in a diverse range of well-known business cases.

Corporate Culture

Management of Organizational Culture as a Stabilizer of Changes

Organizational Culture and International Education

Case Studies in Project, Program, and Organizational Project Management

Cultural Sourcebook and Case Studies

Three Perspectives

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.*

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 empirics 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.

An organisation's culture either gives it a competitive advantage or a competitive disadvantage. It is a crucial factor in determining how successful a business is and how much people want to work for an organisation. That is why managers are putting more and more emphasis on getting their organisation's culture right. This book provides a route map for managers who want to .Get a grip on why culture matters and the effect it has on success. .Understand, define and measure their organisation's culture. .Position their organisation's culture: aligning it with the business strategy. .Avoid the common mistakes of "culture change" programmes. .Keep their culture dynamic, responsive and resourceful. Full of real life example from companies as diverse as Ikea, GE, Microsoft, Google, eBay, McDonalds, Procter & Gamble, Unilever, Wal-Mart and Tesco, the book also includes a series of wide-ranging practical exercises that will help managers analyse and make their organisation's culture a powerful driver of success.

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.

Understanding Organizational Culture

How Companies Build It, Lose It, Regain It

Ethical Perspectives and Practices

Communication and Organizational Culture

The Power of Trust

A Practical Guide to Managing Organizational Culture

The ever expanding market need for information on how to apply project management principles and the PMBOK® contents to day-to-day business situations has been met by our case studies book by Harold Kerzner. That book was a spin-off from and ancillary to his best selling text but has gained a life of its own beyond adopters of that textbook. All indications are that the market is hungry for more cases while our own need to expand the content we control, both in-print and online would benefit from such an expansion of project management "case content". The authors propose to produce a book of cases that compliment Kerzner's book. A book that offers cases beyond the general project management areas and into PMI®'s growth areas of program management and organizational project management. The book will be structured to follow the PMBOK in coverage so that it can not only be used to supplement project management courses, but also for self study and training courses for the PMP® Exam. (PMI, PMBOK, PMP, and Project Management Professional are registered marks of the Project Management Institute, Inc.)

Organizations are facing major disruptions in technology, consumer preferences, and in the makeup of their workforce, and as a result, they will need to adapt to these rapidly changing times to stay effective. Organizations that are able to tap into the collective knowledge of their employees and leverage their insights will have an advantage over those that lack this connectivity. Implementing a knowledge management (KM) strategy can help organizations improve operational effectiveness, innovation, and adapt to changes, but the majority of KM implementations fail due to misalignment with the organization's existing culture. Organizational culture can enable effective KM, or it can be a barrier to its implementation. *The Handbook of Research on Organizational Culture Strategies for Effective Knowledge Management and Performance* defines the relationship between organizational culture and knowledge management and how they impact one another. This handbook also identifies critical business practices to assist organizations in transitioning to work from home while maintaining a strong corporate culture that includes beneficial knowledge-sharing behaviors. Covering topics including knowledge management, organizational culture, and change management, this text is essential for managers, executives, practitioners, leaders in business, non-profits, academicians, researchers, and students looking for research on how organizations can thrive and adapt due to emerging global disruptions as well as local or internal disruptions.

The questionable practices and policies of many businesses are coming under scrutiny by consumers and the media. As such, it is important to research new methods and systems for creating optimal business cultures. *Organizational Culture and Behavior: Concepts, Methodologies, Tools, and*

Applications is a comprehensive resource on the latest advances and developments for creating a system of shared values and beliefs in business environments. Featuring extensive coverage across a range of relevant perspectives and topics, such as organizational climate, collaboration orientation, and aggressiveness orientation, this book is ideally designed for business owners, managers, entrepreneurs, professionals, researchers, and students actively involved in the modern business realm.

The Second Edition provides an overview of current research, theory and practice in this expanding field. The editorial team and the authors come from diverse professional and geographical backgrounds, and provide an unprecedented coverage of topics relating to both culture and climate of modern organizations.

The Flow of Organizational Culture

Race, Work, and Leadership

The Ultimate Strategic Asset

Handbook of Research on Organizational Culture Strategies for Effective Knowledge Management and Performance

Case Studies for Managing Rapid Change in Technology, Globalization and Workforce Diversity

This Sourcebook helps the students to develop the international perspective that is requisite in business today. This book is a collection of original case studies and exercises that teaches how to work effectively and comfortably with individuals who may not share the same belief systems, values, or communication styles. The material in this book covers many of the potential problem areas that confront international managers and domestic managers working with different ethnic groups. These include human resource issues, financial and economic situations that cause stress, and consumer behavior in new and unfamiliar environments. "Sourcebook" emphasizes some of the issues and concerns students need to be aware of when dealing with other cultures, and the importance of studying in-depth the culture, history, politics, and geography of an area.

Rethinking How to Build Inclusive Organizations Race, Work, and Leadership is a rare and important compilation of essays that examines how race matters in people's experience of work and leadership. What does it mean to be black in corporate America today? How are racial dynamics in organizations changing? How do we build inclusive organizations? Inspired by and developed in conjunction with the research and programming for Harvard Business School's commemoration of the fiftieth anniversary of the founding of the HBS African American Student Union, this groundbreaking book shines new light on these and other timely questions and illuminates the present-day dynamics of race in the workplace. Contributions from top scholars, researchers, and practitioners in leadership, organizational behavior, psychology, sociology, and education test the relevance of long-held assumptions and reconsider the research approaches and interventions needed to understand and advance African Americans in work settings and leadership roles. At a time when--following a peak in 2002--there are fewer African American men and women in corporate leadership roles, Race, Work, and Leadership will stimulate new scholarship and dialogue on the organizational and leadership challenges of African Americans and become the indispensable reference for anyone committed to understanding, studying, and acting on the challenges facing leaders who are building inclusive organizations.

No enterprise today is proud of being unchanged. Stability is understood more as a sign of stagnation than reliability, and enterprises that do not change and do not evolve are commonly regarded as fossilized. Increasing globalization processes often force today's enterprises to make organizational changes, but the effectiveness of these processes relies on its organizational culture. This book argues that the problem behind organizational culture is its multilevel structure, including the visible and hidden levels. It addresses difficult questions, such as: Is it better to make thorough, but more painful changes, or to gradually introduce small improvements? It also demonstrates that organizational culture is not a fixed phenomenon: its shaping takes place in stages, and it is essential to take such stages into account in the process of implementing the strategy of an enterprise. Providing a comprehensive insight into "organizational culture" and its relationship to change, this book will be essential reading for professionals involved in business management and IT management throughout the world. Its analyses and suggestions will allow for improved organizational culture and change management in business environments.

Organizational Culture and International Education Case Studies at Selected Institutions International Business Cultural Sourcebook and Case Studies South-Western Pub

Getting it Right

Getting It Right

Psychodynamic Organisational Theory

Issues of Culture and Conflict

A Key to Understanding Work Experiences

Cultures in Organizations

On the surface, people go to work and come home again. They sometimes manage people while most are managed themselves. But beneath the function and structures of the work itself, a whole range of emotions affects the success of the relationship between employee and manager and ultimately the organisation they both belong to. Psychodynamic Organisational Theory: Key Concepts and Cases provides a comprehensive but accessible introduction to this fascinating field of study. Featuring case vignettes which bring the various concepts to life, the book is divided into four parts. Part I looks at how the individual relates to the organisation and the unconscious energies they bring, while Part II examines group dynamics and how they affect productivity, including a chapter on meetings. Part III explores the realm of leadership and what roles a manager can play in managing their staff, while Part IV introduces the idea of personality and describes how the manager's personality influences management dynamics as well as the wider organisational culture. Central to the book, as well as the idea that organisational phenomena are often unconscious, is the understanding that relationships are always reciprocal. Through complex psychological dynamics manager and employee influence and change each other during the process of managing and being managed. This text will be essential reading for students and scholars of leadership, HRM, and organizational psychology, as well as consultants and managers looking for

practical insights into how human relationships affect the success of every organisation.

Nowadays, stakeholder consideration focuses as much on an organization's culture as it does on the bottom line – employees want to work for a company that has clear values and an engaging environment; customers and clients want to know they're supporting a worthwhile brand; and investors look to back socially responsible companies with good organizational health. Too often, too many businesses see culture change as a project with a defined end point – once the project is considered 'done', the dominant culture re-emerges and things go back to how they were. Culture Shift guides organizations on how to do things differently, ensuring that culture really does shift (with minimal budget and no external consultants) and putting culture permanently at the core of running the business. Founded on behavioural economics, Culture Shift recognises that people do not always make average assumptions or follow rational logic. Changing a culture, therefore, is not about telling people what to do and expecting them to fall neatly in line – it's about identifying where they are now and how they make decisions, in order to help them form new habits to create a sustainable culture shift, from the very top of the organization's workforce to the bottom. Using her extensive experience, Kirsty Bashforth outlines exactly what it takes to oversee sustainable culture change in an organization. The book explores how to communicate cultural expectations to a number of stakeholders; implement new, lasting habits in the workforce; effectively measure and track organizational culture; as well as deal with pushback from senior leadership when, as time passes, the planned culture shift risks falling lower on their agenda.

This work began in the form of an all-day symposium developed by co-editor Willis E. Sibley on the topic of corporate culture. The editors have compiled papers presented by anthropologists concerned with corporate and organizational culture. Contents: Preface, Willis E. Sibley; ANTHROPOLOGY AND ORGANIZATIONAL CULTURE: PART ONE; ETHNOGRAPHY AND ORGANIZATIONAL CULTURE: PART TWO; Meetings: The Neglected Routine, Helen B. Schwartzman and Rebecca Hanson Berman; Federal Organizational Cultures: Layers and Loci, Shirley J. Fiske; Culture Conflict with Growth: Cases from Silicon Valley, Kathleen Gregory-Huddleston; A Regional Perspective on the Transfer of Japanese Management Practices to the United States, Donald White and Frank Rackerby; Working Here is Like Walking Blindly Into a Dense Forest, Jill Kleinburg; Hollowing of Industrial Ideology: Japanese Corporate Familism in America, Tomoko Hamada and Yujin Yaguchi; Reconstructing Culture Clash at General Motors: An Historical View from the Overseas Assignment, Elizabeth K. Briody and Marietta L. Baba; VOICES FROM THE FIELD: WORKING ORGANIZATIONAL CULTURE: PART THREE; The Corporation as a Part-Culture, Michael Maccoby; Corporate Culture Studies and Anthropology: An Uneasy Synthesis, Jim R. McLeod and J.A. Wilson; Is Culture "Good" in the Microcosm of the Firm, Manning Nash; Corporate Culture on the Rocks, Peter C. Reynolds; Applying Concepts of Corporate Culture to International Business Management, Anthony J. DiBella; ETHICS AND ORGANIZATIONAL CULTURE: PART FOUR; Real World Anthropology: The Anthropologist-Client Relationship, Daniela Weinberg; Corporate Social Responsibility: Economic Rationality Encounters Societal Values, Thomas Vetica; Corporate Culture and Social Responsibility: The Case of Toxic Wastes in a New England Community, June Nash and Max Kirsch; Organizational Culture and the Development Crisis, Riall W. Nolan; Subject Index; Notes on Contributors.

How corporate culture affects a company's long-term success Today, more and more managers are learning that an organization's culture matters, and are, therefore, putting greater emphasis improving their company culture. The Economist's Organization Culture: Getting It Right can help. In Organization Culture, Naomi Stanford provides a road map for managers who want to: understand the power corporate culture has on a company's success; understand, define, position, and measure their organization's culture; avoid the common and costly mistakes of "culture change" programmes; and, keep their culture dynamic, responsive and resourceful. The book Provides case studies on the business culture of companies like Google, IKEA, eBay, Wal-Mart, Microsoft, and Lehman Brothers Describes cultural patterns within organizations, and offers useful exercises on shaping a positive corporate culture Other titles by Stanford: Guide to Organization Design: Creating High-Performing and Adaptable Enterprises Organization Culture addresses all facets of company culture, offering managers commonsense, practical, realistic and pragmatic approaches that will help them improve all aspects of how they do business, regardless of the type of business they're in.

HBR's 10 Must Reads on Building a Great Culture (with bonus article "How to Build a Culture of Originality" by Adam Grant)

Disrupting Corporate Culture

Case Studies of Organisational Change

Anthropological Perspectives on Organizational Culture

Analyzing Organization Cultures

Innovation Through Digital Tools

Developments in IT and communication technology, coupled with the global 24 hour market, have led to boundaries between work and personal life becoming ever more blurred, while work/life

policies and practice struggle to keep up. This book aims to challenge traditional thinking on work life balance, and to explore different ways of promoting change at many levels. It provides a historical overview of the topic, critiques contemporary approaches and offers creative ideas for integrating work and personal life in local, national and global contexts.

This book introduces an innovative new digital approach to speed up cultural change in organisations and reduce failure rates through use of the Culture Acceleration Tool and Methodology (CATM). Including real life case studies, the book demonstrates the possibility of a higher success rate with organisational culture change management.

This book presents a new approach to organizational culture based in the ontologies of process metaphysics, complexity theory, and social constructionism. The author shows that most existing definitions of organizational culture are inadequate and argues that organizational culture is socially constructed, building on Schein's idea that culture emerges as a dynamic response to problem solving by the organization's members. Through several case studies, he demonstrates that neglecting an organization's culture is responsible for the failures of organizational change efforts and shows how using this new model will lead to improved results. This book will be a valuable resources to anyone interested in organizational studies.

Case Studies in Knowledge Management provides rich, case-based lessons learned from several examples of actual applications of knowledge management in a variety of organizational and global settings. A variety of KM issues are explored, including issues associated with building a KMS, organizational culture and its effect on knowledge capture, sharing, re-use, strategy, and implementation of KM initiatives and a KMS. The benefit of focusing on case and action research is that this research provides an extensive and in-depth background and analysis on the subjects, providing readers with greater insight into the issues discussed.

Case Studies in Organizational Communication

Win from Within

Organizational Culture and Behavior: Concepts, Methodologies, Tools, and Applications

New Perspectives on the Black Experience

Diagnosing and Changing Organizational Culture

Work-Life Integration

This book provides a clear and concise introduction to the different approaches to studying organizational culture. Joann Keyton introduces the basic elements—assumptions, values, and artifacts—of organizational culture, draws on communication and management research findings, and integrates practical applications throughout the text. The book helps students to identify and read organizational culture through different lenses, create cultural interpretations, and ultimately make informed work and employment decisions.

Case Studies at Selected Institutions

Culture by Design

How Cognitive Science Alters Accepted Beliefs About Culture and Culture Change and Its Impact on Leaders and Change Agents

Concepts, Methodologies, Tools, and Applications

Culture Renovation: 18 Leadership Actions to Build an Unshakeable Company

Enhancing Organizational Performance