

# MANAGING CORPORATE CULTURE



Expert Duong Ngoc Dung

# Managing Corporate Culture

**Jouko Kuisma**



## **Managing Corporate Culture:**

**Managing Corporate Culture** Stanley M. Davis, 1984      **The Fourth Factor** Linda Ford, 2007-09

Manage the 800 pound Gorilla your corporate culture or it will manage you Editorial Reviews Culture matters What Ford calls the fourth factor is at least as important as products customers and cash in getting results and generating shareholder value Any executive who wants to successfully manage culture should heed the practical advice Ford provides Jonathan Schwartz CEO Sun Microsystems Inc Ford s wonderful new book on the Gorilla of corporate culture is brilliantly practical carefully thought out and clearly written To mix metaphors the blind men and women can finally begin to see the sides of the elephant when it comes to culture Michele Bolton Author of The Third Shift Ford has done a great job of creating a book that allows leaders at all levels of the organization to lead more effectively by understanding and managing culture A must read for executives Brian Scudamore Founder and CEO 1 800 GOT JUNK Book Description Corporate culture is the 800 pound Gorilla in your organization it does whatever it wants to You can t ignore it If you focus only on managing products customers and cash leaving the fourth factor culture to take care of itself your culture may undermine your success in the first three Managing the fourth factor is crucial to any leader s success and this book will show you how to do that Failure to manage corporate culture can result in Inability to change strategic directions more quickly than your competition A failed merger or joint venture The isolation of functional silos in the organization Most executives hate dealing with culture because they don t know how to manage or measure it let alone change it So they focus on managing products customers and cash leaving the fourth factor culture to take care of itself All too often the neglected fourth factor undermines success in the first three A successful culture provides a competitive advantage that is virtually impossible to duplicate This will be increasingly important as the global talent shortage becomes more severe Statisticians estimate that in 2008 approximately 12 million experienced workers will leave the workforce and only 3 5 million new workers will enter the workforce Your organization needs to be able to attract and retain talent in that market Managing culture is vital to your ability to do that Understanding how culture maintains and reproduces itself is the key to managing culture Dr Ford provides plenty of real world examples and specific behaviors to make culture real and visible And she deals specifically with the pragmatics of managing culture change In this engaging practical look at organizations you ll learn how to take charge of your destiny by managing the fourth factor Dr Ford takes culture from a soft nebulous concept that can t be managed to a strategic asset that must be managed More Editorial Reviews Ford has finally provided an answer to every CEOs question We ve tried everything and the problem persists What s wrong Read The Fourth Factor and you ll pick up that missing organizational link George W Kessinger CEO Goodwill Industries International This is an important work on a significant subject for serious leaders who want to grow extraordinary organizations Dr Ford elaborates with clarity and wisdom about the power of culture in any environment Nido R Qubein Chairman Great Harvest Bread Company President High Point University About the Author

Maverick entrepreneur catalyst leader sage advisor change agent Dr Linda Ford is all of these Linda is committed to helping senior executives manage the fourth factor culture She consults and speaks on improving business performance After twenty five years in Silicon Valley Linda is back home in Texas She lives in Austin with her cat Lizzie

*Managing Corporate Culture* Ronnie Lessem,1990 Explains the evolution of corporate culture and proposes ways to transform cultural theory into corporate practice Lessem illustrates the four major approaches to managing cultural change available to managers today primal rational developmental and metaphysical

**Corporate Culture** Naomi Stanford,2011-09-20 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

Organizational Culture Karel De Witte,Jaap J. van Muijen,2000-02-10 Management of organizational culture is a controversial topic Pragmatists argue that it can be should be and has been easily managed and they offer guidance how to do this whilst purists find it ridiculous to talk about managing organizational culture it cannot be managed it evolves Contributions to this fascinating book cover the following topics the relationship between leadership and organizational culture the study of the role of organizational culture in four distinct cases a change project of managerial culture the FOCUS instrument for measuring organizational culture the main influences of organizational culture on its individual members critical questions for future research The editors do not intend to give final answers to this ongoing discussion but to contribute to the debate and aid understanding The contributions guide practitioners and researchers through the complex issues to avoid possible pitfalls

**Analyzing and Managing Corporate Culture** ,1997

**The Corporate Culture Survival Guide** Edgar H. Schein,2009-08-17 The father of the corporate culture field and pioneer in organizational psychology on today s changing corporate culture This is the definitive guide to corporate culture for practitioners Recognized expert Edgar H Schein explains what culture is and why it s important how to evaluate your organization s culture and how to improve it using straightforward practical tools based on decades of research and real world case studies This new edition reflects the massive changes in the business world over the past ten years exploring the influence of

globalization new technology and mergers on culture and organization change New case examples help illustrate the principals at work and bring focus to emerging issues in international nonprofit and government organizations as well as business Organized around the questions that change agents most often ask this new edition of the classic book will help anyone from line managers to CEOs assess their culture and make it more effective Offers a new edition of a classic work with a focus on practitioners Includes new case examples and information on globalization the effects of technology and managerial competencies Covers the basics on changing culture and includes a wealth of practical advice **Gaining Control of the Corporate Culture** Ralph H. Kilmann, Mary J. Saxton, Roy Serpa, University of Pittsburgh. Program in Corporate Culture, 1985-10-15 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

*Organizational Culture and Leadership* Edgar H. Schein, 2010-08-16 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 *Managing Corporate Growth* Jordi Canals, 1999-12-02 As economic growth in Western countries shows signs of fatigue companies are battling hard to discover how to generate and sustain corporate growth The restructuring and reengineering processes of the early 1990s and the massive lay offs they brought about have only given an additional boost to the need for expansion Corporate efficiency is indispensable but is not a sufficient condition for corporate survival Firms need to think about their future growth **Managing Corporate Brands** Marcos Ormeno, 2007-12-03 Marcos Ormeno introduces both behavioural science theory and decision analysis into corporate brand management using corporate communication He develops a managerial decision making model that outdoes existing approaches for selecting communication tools due to its high degree of formalisation and its strong behavioural basis An illustrative study supports the author's model and shows the importance of communication in building a corporate brand

Managing Corporate Values in Diverse National Cultures Philippe d'Iribarne, 2012-05-16 How should a Western company manage cross culturally corporate values in its foreign subsidiaries Do these values make sense everywhere and can they assumed to be universal or on the contrary are they culturally Western specific Philippe d Iribarne provides answers to these timely and urgent questions based on research carried out in the subsidiaries of a leading global company Lafarge in the contrasting cultural environments of China the United States France and Jordan It appears that in a large part of the world people s expectations are similar they expect from a good employer clear and decisive leadership and fair and compassionate treatment helping them to live a good life But treating these expectations as the same could be misleading Western companies with a humanistic orientation are well positioned to fulfil them provided they are willing in each and every geography to take into account the local vision of the right way to achieve a good life By following the example presented in this book companies who care can deliver economic efficiency as well as progressive people management in the countries in which they operate

**Corporate Culture** Eric Flamholtz, Yvonne Randle, 2011-04-08 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

*Managing Corporate Social Responsibility in Action* Frank de Bakker, 2016-05-13 Since the mid 1990s political and public debates about the social responsibilities of firms have gained renewed force Although CSR seems to be a well defined concept in management literature in its diverse applications the CSR concept loses much of its pertinence In *Managing Corporate Social Responsibility in Action* the authors focus on different aspects of managing CSR in action to capture differences between discourse and practice By examining the question from three angles talking about CSR doing CSR and measuring CSR they attempt to make sense of the difference

between practice and reality This volume considers ways to overcome the difficulties that arise around CSR in action

Managing Corporate Communication Rossella Gambetti, Stephen Quigley, 2017-09-16 Corporate communication is an increasingly powerful strategic tool for connecting with a company's stakeholders This book features contributions from leading international academics combining a strong theoretical grounding and the latest research with a practical managerial focus Ideal for students and practitioners of corporate communications

*Managing Corporate Change* Klaus Doppler, Christoph Lauterburg, 2013-03-09 Part I Scenario for the Future Chapter 1 Today's Situation Tomorrow's Prospects 3 Warning Signals 3 Structural condition no 1 reduced time resources 4 Structural condition no 2 reduced financial resources 5 Structural condition no 3 dramatic increase in complexity 8 The new challenges 11 Darwin rules 18 Chapter 2 Organization Design for Change 23 New tasks new structures 23 The perfect model the network 24 Structural principle process chains 24 Quantum leap to the third millennium 26 Wanted motivation and identification 27 Corporate culture five key factors 29 Survival strategy and safeguarding the future 31 Chapter 3 Leadership the Manager's New Role 33 Management yesterday management tomorrow 33 Changing the emphasis 33 Management redefined 34 A profession manager of change 35 Profiling what's needed for the future 38 Contenta r From dignitary to players coach 40 The strategic bottleneck in management capacity 42 Part II Designing Change Basic Principles 45 Chapter 1 The Psycho Logical Basis For Failure 47 Cold start 47 All things good come from above 49 The not invented here syndrome 50 The wrong question 50 The solution is part of the problem 51 The human image and the organizational model 51 Outlining what's needed and appealing for behavior to match 52 Playing it down or the truth by installments 53 Dramatizing or the business of fear 53 Isolated solutions 54 Juggling with names or the hidden agenda 56 The credibility gap

*MANAGING CORPORATE KNOWLEDGE IN THE DIGITAL AGE* AWAD, ELIAS M., 2024-02-19 There is an old saying that people change the world books pave the way This timely book is about Corporate Knowledge how to capture it how to network it and how to manage it for competitive advantage It is an era of digital connectivity where 20 percent of a company's core knowledge can effectively operate 80 percent of the business The text takes the readers through a logical process oriented examination of the topic striking a balance between the behavioral and the technological aspects of Corporate Knowledge Management in today's digital age Remembering Dalai Lama when he said The human mind is like a parachute It works best when it is open A closed mind gathers no intelligence With an open mind you will grow richer with this text Part one is about the concept of corporate knowledge and the knowledge centric organization Part two covers how to build corporate knowledge management solutions Part three examines corporate knowledge sharing and knowledge transfer Part four deals with corporate knowledge management portal Part five brings up the ethical legal and managerial issues in corporate knowledge management KEY FEATURES Learning by examples is evident throughout the text Boxed vignettes throughout each chapter Illustrations are incorporated where necessary for clearer understanding of the concepts Relates chapter material to corporate knowledge

management or management decision making Summary at the end of each chapter brings into focus the essence of the chapter Glossary of terms included at the end of the text TARGET AUDIENCE MBA IT Management Professionals For Instructor s Resources visit [https://www.phindia.com/Managing\\_corporate\\_knowledge\\_digital\\_age\\_elias](https://www.phindia.com/Managing_corporate_knowledge_digital_age_elias)

**Managing Corporate Responsibility in the Real World** Jouko Kuisma, 2017-08-31 This book is a comprehensive road tested framework for managing Corporate Social Responsibility CSR based on years of award winning performance in senior management roles in a multinational business The author shows why non financial performance indicators are just as important as financial ones when it comes to delivering performance and securing long term shareholder value CSR is not window dressing it is not a tiresome box ticking exercise and it is not a cost centre Done properly CSR is a cost saving simple everyday process that adds value to your business While most companies already have suitable founding values and have carried out some basic CSR measures many lack the systematics for managing the issue holistically across the business Beginning with a CSR briefing paper for managers new to the area or for providing to senior management who may need convincing **Managing Corporate Responsibility in the Real World** goes on to provide a fully integrated framework for delivering a corporate responsibility programme in your organization Drawing on real world examples and stories Jouko Kuisma shows how to start with the political practicalities of setting up an internal steering group to analysis of your firm s value chain and management principles before drawing up an action plan and set of performance criteria on which to be measured

**Managing Corporate Reputation and Risk** Dale Neef, 2012-06-25 Developing a corporate ethics program is a hot issue that will be the next big thing for large organizations A drive toward standardized reporting of corporate ethics practices was coming anyway the recent public corporate disasters will only encourage corporate executive teams to scramble to demonstrate to customers and shareholders that their organization takes these issues seriously This book is an executive briefing for business people explaining how a corporation can combine leading practices in risk and knowledge management with emerging international integrity guidelines in order to manage corporate reputation and risk Through a mixture of leading practice case studies and a clear framework it shows how existing knowledge management tools and systems can be re engineered to manage corporate risk and integrity policies

**Managing Organizational Behavior** Ronald R. Sims, 2002-07-30 Change is relentless disruptive and unavoidable To manage organizations today executives need new ways to look at the world their companies their jobs and most importantly the people who report to them Sims sees these as the prime requisites for success in management today an ability to feel comfortable with ambiguity with constant and increasingly demanding change with a new unique commitment to teams and teamwork and with a willingness to stay customer oriented Marshalling his evidence from academic research and practical experience Sims shows how researchers are continuing to redefine the roles and responsibilities of executives and their reports One crucial finding the emphasis is now and must remain on people The executive today has to be a facilitator team member teacher advocate sponsor and coach



and it is all of these tasks requirements outlooks responsibilities and accountabilities that Sims explores here Offering a new way to look at work at organizations and at oneself Sims provides not only the reasons why the new organization is what it is but how to cope with it and to succeed in it A must read for supervisors managers executives and recent graduates who are ready to take their own places in the new world of business Sims sees people as the key to the successful performance of any organization He provides a balance between theory and practice nuts and bolts prescriptives and interesting anecdotes Detailed wide ranging and readable his book offers up to date relevant and engaging discussions of the individual foundations of behavior perception attitudes personality plus various theories of motivation and the most useful tools derived from them to use in managing people He also covers such issues as communication groups and teams and the decision making challenges that leaders managers and employees must actively address Sims highlights the increasing importance of conflict and negotiation within and between individuals groups and organizations as well as the special personal demands placed upon people as they strive to acquire flexibility to become adaptive and more responsive to new organizational designs and structures With its coverage of traditional topics as well Sims book offers a balanced rounded forward looking view of what it means to work in today s changing organizations and how to help one s own organization not just to survive but to prosper

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