Index

Artifacts (continued) EDB, 63	influence of, 22–23 structural stability of, 10
meanings of, 18–19	variation in, 21–22 Behaviors
Assessments. See Diagnostic assessments; Dialogic qualitative	basic assumptions and, 24–25
assessments; Quantitative	change order of, 332–333
assessments	concretely defining of, 338–339
Assumptions. See also Basic taken-	culture-inferred from, 12–13
for granted assumptions; Shared	group, 9
assumptions	norms, 35, 56
authority, 278–281	regularities of, 3
broader, 25	"Being-in-becoming" orientation,
engineering, 224	99–100
executive subculture, 226–228	"Being" orientation, 99
human activity, 98–100	Beliefs
human nature, 345	change order of, 332-333
idiosyncratic experience of, 25	cognitive redefinition of, 333–334
intimacy, 278–281	in cultural analysis, 349
shared, basic, 158-159, 224	dominate systems, 227
spacial, 91–96	in managed environment, 346
technological, 242	transmission of (See Embedding
time orientation, 89–90	mechanisms)
unconscious, 24	Bell, Gordon, 136
unlearning of, 339	Bezos, Jeff, 147
Authority	"Big data," xviii
assumptions about, 278–281	Blakes' managerial grid, 241
distribution issues, 170–173	"Blame culture," 165, 175–176
in groups, 128–129	Body language, 94–95
internal integration of, 151	Boundaries, 159
	defining, 168–170
В	internal integration of, 151
Б	occupational, 107
Bargaining, 327	types of, 120
Barrier removal, 329–330	Boundaryless organizations, 69–70
BART (San Francisco Bay Transit	Breadth, 11
Authority), 225	Budgets, 192–193
Basic taken-for granted assumptions, 7	
behavior and, 24–25	C
Ciba-Geigy, 51–55	
DEC example, 38–42	Capitalism, 64
distortion potential of, 23–24	Captain Cook, 77–78

Career anchors, 46 Celebrations, 4 CEO (chief executive officer) impact of, 143–147 promotion of, 207 subculture assumptions of, 214	remedial actions by, 167 rites/rituals of, 200 status issues, 170 subsidiaries of, 55–56 summary of, 56–58 Civil service, 65
subculture of, 226–228	Civility, 101
Change. See also Evolution	Climate, 3–4, 17
agenda, revision of, 298–302	Coaching, 194–195
cautions in, 337–339	Coercive organizations, 278
learning process and, 330–337	Cognitive redefinition, 333–334
managed, 322	Collaborations, 65, 105–106
order of, 332–333	Collectivism, 83–84
planned, 253–254	Commitments
resistance to, 325	building, 218
theory of (See General change	honoring, 134
theory)	to innevation, 72–73
Change leaders	leadership, 302
definition of, 319	to learning, 72–73, 344–347
direction taken by, 343–344	to truth, 346–347
faith of, 345	Communication
goal defining by, 320–321	at DEC, 34
motivation by, 327–328	face-to-face, 208
Charisma, 182–183	macro cultural, 118–120
Ciba-Geigy, 2, 264, 274	task-relevant, 347–348
analytical comments, 53–55	Compaq, 31, 145
artifacts of, 45–50	Consensus
assumptions at, 51–55	building, examples of, 145
diagnostic/quantitative assessment	core mission, 156–157
of, 314–316	correction strategy, 164–168
espoused beliefs/values of, 50	corrections of, 160
founding of, 131	external adaption of, 150
goals of, 157	goals, 158
human activity orientation at, 99	internal integration, 151
implications of, 73–74	measurement strategy, 160–161
managers at, 48, 50	repair strategy, 164–168
meetings at, 48	skills, 159
merger of, 45–46	Context, 86–87
mission evolution at, 155	Conversations. See Cross-cultural
physical environment at, 201	conversations
problem solving at, 159	Cook, Tim, 143

Coordination methods, 209	overview of, 255–256
Corporate character, 281–285, 282	process of, 257–260
Corrections	professional obligations in, 266-267
adaption issues in, 150	researcher's role, 257-260
function of, 160	summary of, 267–268
strategies, 164–168	Cultured islands, 109–113
Cosmopolitan technocracy, 68–69	CultureIQ, 290
Creation, 323–330, 351	Cultures
Creeds, 203	aids/hindrances, 305
Crisis management, 190–192	basic dimensions of, 82–83
Critical incidents, 190–192	behavior-inferred, 12-13
Cross-cultural conversations	characteristics of, 10-11
analysis of, 114–115	complexity of, 203–204
case examples, 113-117	content, perspectives of, 1–2
dialog in, 113–115	dynamic definition of, 5–6
personalization in, 115–117	elements of, 3–8
Cross-cultural learning, 109–113	evolution of 74
"Cultural island," 28	founders' tole, 130-144
Cultural compass, 288	group formation in, 127–130
Cultural dimensions	impact of, xiv
basic, 82–83	levels of, 17–29
comparisons-based on, 277	occupations, 13–14
Denison's survey, 285–288	organizational vs. national, 55–56
educating employees about, 278	overview of, 125–126
evaluation of, 276–277	patterns in, 2
HSI, 286–287	shared, 211
Cultural DNA, 7	typologies for, 281–285
DEC, 40	
organizational succession and,	D
238–239	D
structural stability of, 10	Data gathering
Cultural intelligence, 107–108	ethical issues in, 257–258
CulturalAmp, 291–293	interviews and, 259–260
Culture matrix model, 284–285	validity of, 262–263
Culture, deciphering	DEC. See Digital Equipment
data gathering in, 257–260	Corporation (DEC)
data validity in, 262–263	Decision making
ethical issues in, 263–266	biased, 201–211
ethnographers approach, 260–261	boundaryless, 69
helper approach to, 261–262	confidence in, 188
outside approach to, 256–257	consensus, 129

constraints on, 192 DEC, 133–134	for multicultural exploration, 113–115
emotional, 186	Differentiation. See Subculture
hierarchical, 70	differentiation
HP, 145	Digital Equipment Corporation
independence in, 194	(DEC), 2, 185, 264
problems of, 149	accountability at, 159
strategic, 156	analytic comments, 37–38
truth-based, 86	artifacts of, 32–35
Denial, 327	basic assumptions of, 38-42
Depth, 10	conflict at, 34, 53–54
Design	crisis at, reaction to, 191
engineering alignment with,	cultural paradigm, 38–42
224–226	decision making at, 210–211
organizational, 197–198	diagnostic/quantitative assessment
physical space, 201–202	of, 314-316
Development system, 284–285	espoused beliefs/values/norms,
Development time, 92	35 - 38, 50
Diagnostic assessments	evaluation at, 336–337
DEC case, 314–316	failure of, 31–32
overview of, 271	founding of, 132–136
profile-based, 285–288	geographical differentiation, 216
SaaS for, 288–293	growth effects, 208
summary of, 293–294	human activity orientation at, 99
surveys for, 274–278, 285–288	implications of, 73–74
typologies for, 272–274, 278–285	jargon of, 9
Dialogic qualitative assessments	lack of divisions at, 219
Apple reassessment case, 307–311	language issues at, 151
Army Core of Engineer case,	latent functions at, 153–154
302–307	management system of, 132–136
Ciba-Geigy case, 314–316	managers at, 33–34, 48
EDB case, 314–316	measurements methods at, 161
MA-Com case, 298–302	meetings at, 36–37
overview of, 297–298	mission consensus at, 156–158
a priori criteria for, 313–314	organizational inconsistency at, 189
SAAB Combitech case, 311–312	physical environment at, 201
summary of, 315–316	remedial actions by, 166–167
Dialogue	resource allocation at, 193
commitment to, 346–347	rites/rituals of, 200
definition of, 111	self-guided evolution at, 236
initiation of, 111–112	subsidiaries of, 55–56

Digital Equipment (continued) summary of, 55–56 teamwork at, 145 technological innovation at, 345	EDB. See Economic development board (EDB) educational "Educational interventions," 241
Disconfirmation	Electronic Patient Records System,
definition of, 323	333
process of, 322–323	Embedding mechanisms
types of, 323–324	company lore, 202–203
Diversity 248, 240	crises reactions, 190–192
commitment to, 348–349	cultural artifacts, 196
problems from, 214–215	emotional outbursts, 186–188
subculture, 240	formal statements, 203
Division of labor, 159	in hiring, 195–196
Divisionalization, 217–218	lessons of, 203–204
Dogma, 88 "Doing" orientation, 98–99	organizational design/structure, 199–198
Dominant value orientations. See Basic	physical space design, 201–202
taken-for granted assumptions	procedures, 198–199
Doriot, General, 132, 136	in promotions, 195–196
"Double bottom line," 8	resource allocation, 192–193
"Double-loop learning," 22	rites/rituals, 200–201
	role modeling, 193–194
	summary of, 204–205
E	systematic consistency, 184–190
Economic development board (EDB)	systems, 198–199
artifacts of, 63	teaching/coaching, 193-194
contextual paradigm of 63-66	Emotions. See Feelings
creation of, 62	Employees
cultural model of, 61-63	DEC, 36–37
cultural paradigm of, 66–73	hiring of, 195–196
diagnostic/quantitative assessment	indoctrination of, 56
of, 314–316	motivation of, 97–98
founding of, 131	promotion of, 195–196
goal implementation at, 160	surveys of, 274–278
history of, 62–63	teamwork by, 66–68
implications of, 73–74	whistle blowers, 247
leadership, 68–69	Employment, 54, 234
newsletter at, 67	Engagement surveys, xx
organizational structure of, 197	Engineers
teamwork at, 66–68	human element, 225

label of, 224 professional organizations, 225–226 Environment declining organizations, 245 evolution of, 235 executive, 226 influence of, 322	subcultures and, 240 summary of, 250 technology, 240–243 Extended trust relationships, 71–72 External adaptation, 150, 159 Exxon, 163
influence of, 322 learning, 344 management of, 346 mature organization, 245 new organizations, 234 orientation of, 99 preferred, 287 Espoused beliefs analysis of, 19–21 Ciba-Geigy, 50 DEC example, 35–38 origins of, 19 Espoused values, 4 analysis of, 19–21 Ciba-Geigy, 50 DEC example, 35–38 documentation of, 81 ESSOCHEM, 163 Ethnography, 260–262 Evolution. See also Change by acquisitions, 248–249 complexity of, 245 destruction-induced, 249–250 general, 235 incremental, 234–236 managed, 236–237 mature organizations, 245–250 by mergers, 248–249 in midlife, 234–245 outsider-induced, 243–245 overview of, 233	F Feedback definition of, 160–161 face-to-face, 182 usefulness of, 345 Feelings family, 211 group, 9 space and, 92 strong, 101 The Fifth Discipline, 73 The Fifth Discipline (Senge), 241 Fiorina, Carly, 145–146 Ford Motor Company, 238 Ford, William Clay, 238 Formal statements, 203 Founders cultural insights from, 144 Hewlett Packard example, 144–146 inspiration implications, 147 jargon created by, 152 Jobs case, 142–143 Olsen example, 132–136 role of, 130–132 Smithfield case, 140–142 Steinberg example, 136–140 summary, 146 Watson example, 144
rebirth-induced, 249–250 scandal as, 247–248 self-guided, 236 specific, 235–236	"Frame breaking," 22 Friendships, 101 Functional differentiation, 212–215

Functions	Government, 63–66
decentralization of, 217	Groupism, individualistic, 66–68
familiarity with, 208–209	Groups
growth and, 214	artifacts of, 1719
manifests/latent, 153-155	authority in, 128–129
Future	behavior of, 9
aspiration for, 21	beliefs, 19–21
orientation to, 85, 90, 347	boundaries for, 168-170
plans for, 83	breadth of, 11
	correction issues in, 160–162
G	culture of, 5–6
	definition of, 6–7
Game, rules of, 4	depth of, 10
General change theory	external adaption by, 150
anxiety, 324–330	fights in, 36–37
cautions in, 337–339	formation of, 127–130
disconfirmation process	fundamental problems of,
in, 322–323	149–150
evaluation standards in, 335–337	individual perspective of, 27–28
learning process in, 330–337	influence in, 128–129
motivation creation, 323–330	internal integration issues in, 151
overview of, 321–322	measurement issues in, 160–162
readiness, 323–330	membership in, 326–327
summary of, 339–340 General Electric, 249 General Foods headquarters design, 94	missions of, 152–156
General Electric, 249	new members of, 128
General Foods	perception of, 9
neadquarters design, > 1	performance in, 130
reward allocation at, 194	perspective of, 28–29
rites/rituals at, 265	process adoption, 158
Geographical differentiation, 215–216 Glint, 289–290	purpose of, 8
Globalization, 219	recognition in, 129–130
Goals	self-assessment by, 303
adaption issues in, 150	socialization process in, 1112
agreements about, 158–159	structural stability of, 10
definition of, 157–158	support, 329
implementation of, 302–303	thoughts of, 9
mission-derived, 156–158	values, 19–21 Growth
Google, 4, 169	early, evolution in, 234
GoogleGlasses, 241	general effects of, 208–211
	general effects of, 200–211

subculture alignment and, 221–229 subculture differentiation and, 211–220	essence of, 96–102 pecking order of, 170–171 positive assumptions about, 345 relationships of, 100–102 self-esteem of, 171–172
H	Hybrids, 236–237
Handbook of Cultural Intelligence (Ang and Van Dyne), 108 Handy, Charles, 281 Hawaiians, 77–78 "Here-and-now humility," 28 Hewlett-Packard, 4, 31 Compaq merger, 248–249 espoused values of, 21 founding of, 144–146 geographical differentiation, 215 indoctrination at, 56 teamwork at, 145 Hewlett, Bill, 144–146 Hierarchy macro cultures, 118–121 motivation, 98 spacial positioning and, 94–95 subculture differentiation by 219–220 Hiring, 195–196 History as embedding mechanism, 202–203 managers', 139 shared, 15–16 Hofstede national cultural model, 82, 288 HP. See Hewlett-Packard HSI. See Human Synergistics International (HSI) Human resources, 228, 345 Human Synergistics International (HSI), 286–287 Humans activity of, 98–100	IBM, 13, 82–84 Identification mechanisms, 330–332 Identity characterization of, 4 finding, 127–128 internal integracion of, 151 latent functions and, 154–155 loss of, 326 Imitation, 330–332 Inclusion, 168–170 Individualism analysis of, 27–28 collectivism vs., 83–84 in groups, 66–68 recognition of, 101 Influence basic assumptions, 22–23 environment, 322 group, 128–129 outsider, 243–245 technocracy, xvi Information, 264 assumptions about, 213 in boundaryless organizations, 69 definition of, 89 disconfirmation, 323–325, 337 distribution of, 164–165, 186 in hierarchical organizations, 70 inaccurate, 168, 257 reality of, 89 relevant, 55, 87

Information (continued)	context of, 86–87
reliable, 227	internal integration of, 151
technologically-based, 212–213	Latent functions, 153–155
Information technology	Leaders. See also Change leaders
changes in, 240–341	coaching/teaching by, 194–194
implementation of, 218–219	consistency by, 184–185
introduction of, 333	crisis reactions by, 190–192
subculture of, 212–214	emotional outbursts by, 186–188
Innovation, 72–73	hiring practices, 195–196
Inquiry	inconsistency by, 188–190
clinical, 260–265	problems ignored by, 188
commitment to, 346–347	promotion practices, 195–196
truth through, 346	resource allocation, 192–193
types of, 257	rewards allocation by, 194–195
Insight, 236	role modeling by, 193–194
Internal Integration, 7–8	status allocation by, 194–195
Intervention, 257–260	structural/design changes by,
Interview, 259–260	197–198
Intimacy, 101, 278–281	Leadership
Intrusion distance, 93	computment of, 302
Investments, 68–69	in declining organizations, 352–354
	during development, 351
J	EBD, 68–69
	learning-orientated, 14, 344
Jargon, 9	in mature organizations, 352–354
Jobs, Steve, 142–143, 147	in midlife, 351–352
· · · · · · · · · · · · · · · · · · ·	nonhierarchic, 70–71
J Jargon, 9 Jobs, Steve, 142–143, 147 K	Lean methodology, 284
N	Learning
Knowledge	accumulated, 6–7
distribution of, 345	beliefs about, 346–349
multicultural, 108	change and, 330–337
organization-based, 170	commitment to, 72–73, 344–340
presumed, 89	cross-cultural, 109–115
technological, 214	in cultural creation, 351
Koechlin, Samuel, 46, 48, 51–52, 55	in declining organizations, 352-354
	dimensions of, 349–350
L	double-loop, 22
L	gene for, 344
Language	involvement in, 329
common, 151–152	key to, 14
,	, , ,

leadership orientated to, 14, 344,	realty, nature of, 87–88
350	space, 91–96
in mature organizations, 352–354	summary of, 102–103
in midlife, 351–352	truth, nature of, 87–88
proactive, 344	Macro cultures
problems, 329	alignment of, 204
shared, 6–7	collaborations, 105–106
trial-and-error, 330–337	definition of, 77
Learning anxiety	echelons as, 118–121
change resistance and, 325-327	explaining unexplainable by, 177
overview of, 324–325	historical examples of, 77–78
reduction of, 328-330	occupational, 166
survival anxiety vs., 327–328	paradox of, 117–118
Lee Kuan Yew, 61–62, 197	relevance of, 3
Leupold, Dr. Jürg, 45–46, 51–52, 55	social units in, 13
Levine, Jack, 138	summary of, 121
Lily pond metaphor, 25–27	Madoff, Bernie, 247–248
Linguistic paradigms, 5	Mana "Managerial grid," 7
Linux, xvii	Management
Literature assessments, 81–82	environment, 346
Love, 101	subculture, 229
	turnaround, 244
M	Managers
W	Ciba-Geigy, 48, 50
M MA-Com, 298–302	DEC, 33–34, 48
The Machine That Changea	at EDB, 70–71
The World (Krafyik, Womack	Maori, 77–79
et. al.), 284	Markets, 216–218
Macro cultural din ensions	Markkula, Mike, 142
assessment models for, 81–65	Maturity
basic motivation, 96–102	decline potential during, 245–250
basic time orientation, 89–91	learning leadership in, 352–354
collectivism of, 83–84	operational myths in, 246
evolution of, 154–155	McGregor, Douglas, 184–185
human essence, 96–102	McNeill, Paul, 184
individualism of, 83–84	Means adaption, 150
language context, 86–87	Measurement
moralism, 88–89	adaption issues in, 150
observational assessment of, 81–62	
observational assessment of, of–oz	<u>-</u>
	complex, 162 growth-related changes, 209
power distance of, 84 pragmatism, 88–89	complex, 162

Measurement (continued)	strategy in, 155–156
methods for, 160-162	structure/systems for, 158-160
quantitative, 162–168	MIT, 62
Meetings	Models. See also Three-level model
assumptions about, 25, 305	culture matrix, 284
beliefs/values espoused in, 50,	EDB, 61–63
304–305	macro dimension assessment, 81-65
Ciba-Geigy, 48	mental, 5
consensus in, 145	national cultural, 82, 288
cultural differences at, 174	Modulated openness, 69-70
DEC, 36–37	Monochromic time, 90–91, 95
emotional, 34, 186–187	Moralism, 88–89
levels of, 101–102	Motivation
off-site/informal, 200	disconfirmation and 323-324
purpose of, 303	employee, 97–98
Mental models, 5	hierarchy of, 98
"Mental map." See "Thought world"	overview of, 323
Mergers, 248–249	Multicultures
Meritocracy, 65	collaborations, 105–106
Metaphors	conflicts among, 219
lily pond, 25–27	exploration of, 113–115
root, 5	functions of, 153
Silicon Valley use of, xvi–xvii	issues of, 107–108
Micro cultures. See Subcultures	rules of, 102, 174
Midlife	understanding, 107–108
definition of, 237–236	Myths, 246–248
outsider-influenced change	
243–245	N
succession during, 238–239	
technology changes in, 240–243	Negative relationships, 101
Millennials	Netflix, 4
attitudes of, <i>xix–xx</i>	"Network," 67
motivation of, xxi	New Zealand, 78–79
work gig of, <i>xxi–xxii</i>	NeXT, 143
Mission	Normative organizations,
adaption issues in, 150	279–281
goals derived from, 156–158	Norms
latent functions of, 153–155	behavioral, 35, 56
manifest, 153–154	carrier advancement, 163
overview of, 152–153	characterization of, xxii
processes for, 158–160	development of, 173–174

in dialogue groups, 113 group, 4	Organizational Culture and Leadership Institute, xν
socio-technical systems, 163–164	Organizational effectiveness inventory
Novartis, 45–46	(OEI), 286–287
	Organizations
0	ambidextrous, 49–50 boundaryless, 69–70
OCAI (organizational culture	coercive, 278
assessment instrument), xvii, 283	correction issues at, 160–162
Occupational differentiation,	declining, 352–354
212–215	design of, 197–198
_	early evolution of, 234–237
Occupations	EDB as, 66–73
culture of, 13–14, 212	
fundamental problems of, 149–150	external adaption by, 150
mission statement, 81	internal integration issues in, 151
Olsen, Ken, 131, 146	market/hierarchies/clans model,
behavior of, 33–34, 36–37	73–74
conflicts/inconsistencies of, 188–189	mature, 45, 352–354
crisis management by, 191–192	measurement issues at, 160–162
emotional outburst by, 186–188	midlife transition, 237–245
family if, 48–49	missions of, 152–156
jargon used by, 151–152	normative, 279–281
management system of, 132–136	rites/rituals of, 200–201
personal history, 202–203	structure of, 197–198
remedial actions by, 166-167	trust development in, 173–174
role modeling/teaching by, 193–194	utilitarian, 278–279
structural changes by, 197–198	Orientations, 98–100
unit dividing strategy of, 153–154	OS X, xvii
values of, 35, 38	Outward Bound, 111
work ethic of, 37	
Openness	P
modulated, 69–70	_
principle of, 348	Packard, Dave, 144–146
in relationships, 101–102, 173–174	Paradigms
Operator function	Ciba-Geigy, 55
adaption by, 223	contextual, 63–66
assumption of, 221–222	cultural, EDB, 66–73
bases of, 222-223	DEC, 38–40
characterization of, 221	linguistic, 5
Organizational cultural profile (OCP), 287–289	Participant observation assessment, 81–82

Participant observation (continued)	Processes, 158–160
Personal acquaintance, 208	Productivity, xxi
Philosophy, 4, 203	Promotion
Pignoni, 249	differentiation and, 220
Pixar, 143	embedding mechanism in, 195–196
Planning	Psychological safety, 172–173, 328
importance of, 185	Punishments, 151, 326
long-range, 72, 307–311	Pure dogma, 88
process of, 307–311	
short-run, 90	0
time, 92	Q
Polychromic time, 90–91, 96	Quantitative assessments
Power	DEC case, 314–316
control and, 289	examples of, 162–163
distance, 82, 84	overview of, 271
distribution issues, 170–173	profile-based, 285–288
loss of, 326	SaaS for, 288–293
mechanisms, 184, 236	summary of, 293–294
signals, 188	surveys for, 274–278, 285–288
technology, 240	typologies for, 272–274, 278–285
Power distance, 84	"Quasi-stationary equilibrium," 321
"Practical drift," 223	30
Pragmatism	D
moralism vs., 88–89	K
strategic, 65–66	Rapid surveys, 292–293
moralism vs., 88–89 strategic, 65–66 Problem solving	"Rate busters," 223–224
adaptation/integration, 7–8	"Rational-legal" truth, 88
assumptions in, 40, 345	Reality, 87–89
consultants' role in, 251	Recognition, 101
culturally defined, 149	The Reengineering Alternative
day-to-day, 72	(Schneider), 284
group meetings for, 305	Relationships
methods, 130	close, 101
proactive, 344	extended trust, 71–72
process of, 39	growth impact on, 208–209
Procedures	level in groups, 129–130
checklist, 119	levels of, 100–102
formal, 223	peer, 279–280
function of, 198–199	rules governing, 173–174
rituals, 205	space and, 91–92

transactional role, 101	Scott, Michael, 142
working, 101	Scully, John, 143, 238, 244
Repairs, 150, 164–168	Self-image, 4, 226
Resources	Self-assessments, 303
allocation of, 192–193, 210	Self-esteem, 171–172
people as, 228, 345	Self-socialization, 12
providing, 329	Senge, Peter, 73
Responsibility, 201–211	Shared assumptions
decision making and, 201–211	engineering subculture, 224
Revealed dogma, 88	identification of, 305
Rewards, 151, 194–195	outsider influence on, 243–244
Risberg, Per, 311–312	structure/systems/processes, 158–159
Rituals	Shared meanings, 5
deference/demeanor, 94–95	Shell Oil Company, 161
definition of, 200	Singapore. See also Economic
examples of, 200–201	development board (EDB)
formal, 4	blende i legacy of, 72-73
Role modeling, 193–194, 329	changing concepts in, 334–335
Roles	cîvil service of, 65
in collectivist societies, 83-84	economic vision of, 73
finding, 127–128	leadership in, 61–62
founders, 130–144	leadership in, 65
helper, 261–262	long-range planning by, 72
in individualistic societies, 83-84	meritocracy in, 65
transactional, 101	overseas investment in, 68–69
Root metaphors, 5	political stability in, 64
RoundPegg, 290–291	sector collaboration in, 64–65
Rules of the game, 4	strategic pragmatism of, 65–66
	Skills
Y	cultural intelligence and, 108
S	development of, 110
S	distribution of, 345
SAAB, 311–312	embedded, 4
SaaS. See Software-as-a-service (SaaS)	evolution of, 159, 235
companies	interpersonal, 70–71
Sandoz, 45	Slavery, 96–97
Scandals, 247–248, 335–336	Sloan School, 62
Scanning mechanisms, 330–331	Smithfield Enterprises, 141
Scapegoating, 327	Smithfield, Fred, 140–142
Scientific management, xxii	Social media, <i>xxi</i>
	•

Social reality, 87–88	State capitalism, 64
Social validation, 20	Status
Socialization, 12	allocation of, 194–195
Socio-technical systems, 8	display, time and, 91
authority distribution issues,	distribution issues, 170–173
170–173	space as symbol of, 93–94
boundaries for, 168-170	Steinberg, Sam
common language for, 151–152	background of, 136
concept of, 149	conflicts/inconsistencies of, 188–189
correction issues in, 160–162,	crisis management by, 191–192
164–168	death of, 139
explaining unexplainable in,	emotional outburst by, 188
177–178	mission of, 136–137
external adaptation of, 150	philosophy of, 137–139
inclusion criteria for, 168–170	role modeling/teaching by, 193-194
internal integration of, 151	Strategic focus, 65–66, 210
means issues in, 158–160	Strategic Pragmatism: The Culture of
measurement issues in, 160-164	Singatore's Economic Development
mission development, 152–158	Board, 63
norm development in, 173–174	Strategies
norms of, 163–164	corrections, 164–168
power distribution issues, 170–173	meaning of, 157
rewards/punishment issues, 175–177	raission and, 155–156
status distribution issues, 170–173	repair, 164–168
thought categories for, 151–152	Stratification, 170–171
Software-as-a-service (SaaS)	Structure
companies	beliefs about, 197-198
CulturalAmp, 291–293	mission, 158–160
cultureIQ, 290	stability, 10
Glint, 289–290	support, 329–330
overview of, 288–289	Subculture alignment
RoundPegg, 290–291	engineering/design functions,
TinyPulse, 289	224–226
Space	executive, 226–228
allocations of, 94	operator function, 221–223
body positioning in, 94–95	summary of, 229–230
orientation of, 95–96	Subculture differentiation
overview of, 91–92	divisionalization in, 217–218
symbolism of, 93–94	functional/occupational, 212–215
Spindler, Michael, 143	geographical, 215–216
Standardization, 209	by hierarchy, 219–220

by market factors, 216–217 overview of, 211	T
by product, 216–217 summary of, 229–230	"Talking to the campfire," 112–113 "Tall poppy syndrome," 83
by technology, 216–217	Task accomplishment, 130
Subcultures	Task-relevant communication, 347–348
basic, 156 diversity in, 240, 277	Teamwork
evolution of, 154–155	basis for, 145
function issues, 29	definition of, 176
IT, 212–214	pragmatic reason for, 66-68
management of, 229	valuing, 332–333
perspective of, 28–29	Technocracy
shared assumptions of, 224–225	cosmopolitan, 68–69
Subordinates	design alignment with, 224–226
accommodation of, 189	evolution of, 240–243
development of, 185	influence of, xxiv
leadership view of, 186, 188	subculture differentiation by, 216–217
rank-ordering of, 164	theories "Theories-in-use," 22
vulnerability of, 172	Theory U, 241
Succession	Thinking
battles during, 237–238	categories of, 151–152
cultural DNA and, 238–239	group, 9
preparation for, 239 Sun Microsystems, xvi	habits of, 5
Support groups, 329–330	systemic, 349
Surveys	"Thought world," 22
appropriate use of 276–278	Three-level model
based profiles, examples, 285–288	artifact analysis, 17–19
engagement, <i>xx</i> – <i>xxi</i>	basic assumptions, 21–25
IBM study use of, 82–84	espoused beliefs/values, 19–21
issues in, 274–275	function of, xxi
rapid, 292–293	lily pond metaphor, 25–27
Survival anxiety, 324–325, 327–330	Thurow, Lester, 62
Symbolism, 93–94	Time
Symbols, 5	development, 92
Systemic thinking, 349	monochromic, 90–91, 95
Systems	orientation of, 89–90, 95–96
function of, 198–199	planning, 92 polychromic, 90–91, 95
mission, 158–160	status display and, 91
origins of, 198	status display and, 71

Toyota Production System, 284	U
Training	Unexplainable, 151
formal, 328	Unilever, 13
impact of, 182	Utilitarian organization, 278–279
process of, 109	othicarian organization, 210 217
relevant groups, 329	
Transactional role relationships, 101 Trial-and-error learning, 330–331	V
Trust	W 1-1
development of, 107	Validation, 20
extended, 71	Values. See also Espoused values
focus on, 114	change order of, 332–333
internal integration of, 151	cognitive redefinition of, 333–334
learning to, 348	contradictory, 195
levels of, 101–102	cultural analysis, 349
in relationships, 173–174	transmission of (Se? Embedding mechanisms)
Truth	Veteran's Administration, 336
belief in, 199	Vision, 328
commitment to, 346–347	V131011, 320
criteria for, 88–89	
nature of, 87–88	W
reluctance to, 265	
telling, 172, 348	Watson, Thomas Jr., 144, 190, 238
"Turnaround" management, 244	Welch, Jack, 249
Turnaround management, 248–250	Wellmade flute, 161
Typologies	What Millennials Want
advantages of, 272–273	From Work, xxi
authority, 278–281	Whirlwind, 132
character/culture, 281–285	Whistle blowers, 247
employee surveys, 274–278	Whitman, Meg, 146
measurement of, 274	Woods Meeting, 200
overview of, 271	Working relationships, 101
simplification of, 273	Wozniak, Steve, 142