CONTENTS

I. INTRODUCTION 1. The Power of Culture II. THE PERFORMANCE QUESTION: WHAT KIND OF CORPORATE CULTURES ENHANCE LONG-TERM ECONOMIC PERFORMANCE? 2. Strong Cultures 3. Strategically Appropriate Cultures 4. Adaptive Cultures 4. Adaptive Cultures 5. The Case of Hewlett-Packard 6. The Nature of Low-Performance Cultures 68 III. THE CHANGE QUESTION: HOW CAN CORPORATE CULTURES BE PURPOSEFULLY CHANGED TO MAKE THEM MORE PERFORMANCE ENHANCING?
II. THE PERFORMANCE QUESTION: WHAT KIND OF CORPORATE CULTURES ENHANCE LONG-TERM ECONOMIC PERFORMANCE? 2. Strong Cultures 3. Strategically Appropriate Cultures 4. Adaptive Cultures 4. The Case of Hewlett-Packard 6. The Nature of Low-Performance Cultures 68 III. THE CHANGE QUESTION: HOW CAN CORPORATE CULTURES BE PURPOSEFULLY CHANGED TO MAKE THEM MORE PERFORMANCE
WHAT KIND OF CORPORATE CULTURES ENHANCE LONG-TERM ECONOMIC PERFORMANCE? 2. Strong Cultures 3. Strategically Appropriate Cultures 4. Adaptive Cultures 4. The Case of Hewlett-Packard 6. The Nature of Low-Performance Cultures III. THE CHANGE QUESTION: HOW CAN CORPORATE CULTURES BE PURPOSEFULLY CHANGED TO MAKE THEM MORE PERFORMANCE
3. Strategically Appropriate Cultures 4. Adaptive Cultures 5. The Case of Hewlett-Packard 6. The Nature of Low-Performance Cultures 68 III. THE CHANGE QUESTION: HOW CAN CORPORATE CULTURES BE PURPOSEFULLY CHANGED TO MAKE THEM MORE PERFORMANCE
3. Strategically Appropriate Cultures 4. Adaptive Cultures 5. The Case of Hewlett-Packard 6. The Nature of Low-Performance Cultures 68 III. THE CHANGE QUESTION: HOW CAN CORPORATE CULTURES BE PURPOSEFULLY CHANGED TO MAKE THEM MORE PERFORMANCE
5. The Case of Hewlett-Packard 6. The Nature of Low-Performance Cultures 68 III. THE CHANGE QUESTION: HOW CAN CORPORATE CULTURES BE PURPOSEFULLY CHANGED TO MAKE THEM MORE PERFORMANCE
6. The Nature of Low-Performance Cultures 68 III. THE CHANGE QUESTION: HOW CAN CORPORATE CULTURES BE PURPOSEFULLY CHANGED TO MAKE THEM MORE PERFORMANCE
III. THE CHANGE QUESTION: HOW CAN CORPORATE CULTURES BE PURPOSEFULLY CHANGED TO MAKE THEM MORE PERFORMANCE
HOW CAN CORPORATE CULTURES BE PURPOSEFULLY CHANGED TO MAKE THEM MORE PERFORMANCE
7. People Who Create Successful Change 83
8. Leaders in Action 94
9. The Case of ICI 107
10. The Case of Nissan 123

vi

IV. SUMMARY AND CONCLUSIONS

11. On the Role of Top Management	141
Appendix	153
Notes	185
Bibliography	199
Index	205