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Corporate Culture and Performance (Paperback)

By John P Kotter

SIMON SCHUSTER, United States, 2011. Paperback. Book Condition: New. Reprint. 226 x 150 mm. Language: English . Brand New Book ***** Print on Demand *****.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...



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