

INDEX

A

- Acceptance, need for, 46, 63–64
- Accountability, 21, 112, 134; and consequences, 91, 92, 102, 111, 172; cultural influence on, example of, 200n9; desire for, 52; as a dominant value, 81; and engagement, 74, 75; ensuring, 193; from the organization's point of view, 108–110; relevancy of, identifying, example of, 191–192; and responsibility, 102, 116, 121; seeking, at the survival awareness level, 113; in teams, 110; and transparency, 148, 155
- Achievement, 12, 36, 64, 72, 73, 81, 83
- Acting. *See* Implementation
- Action plans, creating and using, steps to, 173. *See also* Culture assessment; Implementation; Strategic planning
- Adaptability, 81, 86, 143, 185, 186, 197
- Albaugh, James F., 66
- Alignment. *See* Cultural alignment
- American culture, core part of, 102
- Anxiety and fear. *See* Fears and anxieties
- Apathy. *See* Disengagement
- Apple, 45
- Arendt, Steve, 40–41
- Ariely, Dan, 39
- Asch, Solomon, 45, 71
- Aspirations and fears, awareness of, 64, 67. *See also* Awareness levels
- Assagioli, Roberto, 202n4
- Assessing. *See* Culture assessment
- Australia/New Zealand study, 8
- Authority, 42, 46, 56, 69, 108, 109, 140
- Autonomy: and commitment, 87, 117, 119, 125, 135–141, 144, 172, 180, 189; need for, 51, 52, 53–54, 55, 56, 84, 87. *See also* Control, desire for
- Aversion to loss, 41–42, 69

- Awareness levels: concept of, 63–66; from level 1 to 3, described, 68–73; from level 4 to 7, described, 73–79; lower, building up from, 192–195; multiple, operating at, 65; order of, and values at each level, 67. *See also* Communal awareness; Contribution awareness; Engagement awareness; Performance awareness; Relationship awareness; Service awareness; Survival awareness
- Awareness levels model. *See* Seven Levels of Awareness (Barrett's model)
- B**
- Backdating stock options, 44–45
- Bain, Douglas G., 60, 63
- Band-Aid products, 3–4
- Barrett, Richard, 64, 67, 77, 202n4
- Barrett Values Centre, 8, 203n14
- Bartlitt, Fred, 32, 33
- BBC broadcast, 56
- Behavior: affect of culture on, understanding, need for, 6, 8; benchmarks for, 39; changing, requisite for, 11; and culture, 11–14; deceptive, 4; dysfunctional, as a social norm, 8; stating clear expectations of, 7; subconscious, 36, 37, 63; values and, 5, 11, 18, 22, 23, 64. *See also* Standards of behavior
- Behavior roadblocks: avoiding, leaders mindful of, importance of, 56–57; awareness of, need for, 10–11, 33; counterweights to, 35; innate and external factors in, 36–38; as mental switches, 38, 39–56; placing blame vs. removing, 5–7. *See also* Disengagement; Rationalization; Self-deception
- Beliefs and principles. *See* Principles
- Benchmarks, 39, 176
- Berkshire, 121–122
- Best Employer study (2008), 8
- Best practices, 72, 73, 83, 105, 134, 179, 195
- Beth Israel Deaconess Medical Center, 24–25
- Blaisdell, Betsy, 153
- Blame, 30, 35, 68, 70, 71, 83, 86, 92, 113, 144, 192, 193, 194; placing, vs. removing roadblocks, 5–7
- Blindness of leaders, 10
- Blindsiding, 9
- Boeing, 60–63, 65–66, 70, 71, 73, 75, 76, 77, 80, 85, 109, 164, 170, 172
- Boeing Integrated Defense Systems, 66
- Bottom line. *See* Profit margin/bottom line
- BP, 13, 32–35, 36, 40–41, 41–42, 182, 197
- Browne, John, 34
- Buffett, Warren, 121–122
- Built to Last* (Collins and Porras), 86

- Bureaucracy, 17–18, 30, 54, 68, 72, 73, 75, 83, 85, 109, 185, 193
- Burke, James, 20, 22, 29, 30
- Buy-in, securing, 195
- C**
- Cain, Herman, 42
- Caring, 70, 71, 79, 81, 195
- “Carson Manufacturing” company, 114–116
- Cheating, inclination toward, 39, 103, 104
- Clarity, 88, 145, 151–155, 172, 181, 186, 188, 190, 204n7
- Climate surveys, 164, 175
- Clinton, Bill, 42
- Coaching/mentoring, 77, 186, 191
- Code-of-conduct assessment process
example of a, 161–163
- Cognitive biases, fundamental, 38.
See also Disengagement;
Rationalization; Self-deception
- Collaboration, 73, 77, 78, 133, 149, 151, 186, 194–195
- Collins, Jim, 18, 19, 20, 21–22, 77, 86, 172
- Command-and-control culture, 66
- Commitment: aligning principles and goals, 88, 117, 120, 124–128, 171–172; assessing, 180–181; at Boeing, 60; cornerstones of, 119; as a counterweight to behavior roadblocks, 35; creating, 87–88, 128–141, 195, 204–205n7; as critical, 5; and cultural alignment, 80, 171, 172, 173; desire for, 6; desired culture and, example of, 191; as a dominant value, 81; examining, with assessment, examples of, 184, 186, 189–190; fairness and, 104; foundations of, 123–124, 135; gauging levels of, 174; as an interdependent value, 29, 30; links principles and goals, 26–27, 171; locking in, 141–144; as a power value, 23–24, 76; profits following from, 142; as the starting point, example of, 30–31; and transparency, 149; understanding interactions among, and integrity and transparency, 171; and why it matters, 7, 120–123
- Commitments, taking a serious approach to, 101–102, 108, 172.
See also Integrity
- Communal awareness, 192; assessment examining, example of, 183–184; and balancing self-interest against desire, 93; and commitment, 124, 135, 143; described, 75–77; and the dominance of personal values, 76, 81–83; ensuring values at the level of, 88; example of values of, 67; key value of, 102; opportunity provided by, 86; and organizations overemphasizing other values, 83–85; power values and, 23, 76

- Communication, effective. *See* Open communication
- Compassion, 78
- Compensation, 52, 53, 55, 73, 82, 177, 178
- Competitive advantage, achieving, culture for, 20, 86
- Compliance programs: dishonesty in, 6, 8, 9; impact of culture vs. impact of, 9
- Condit, Phil, 60, 61
- Confirmation bias, 42
- Conformity studies, 45–46, 71
- Confusion, 30, 68, 72, 83, 87, 105, 106, 109, 134, 143, 184, 187, 193
- Connected world, 147
- Connection, sense of, 23, 64, 75, 117, 121, 124, 125, 126, 128–135, 144, 149, 180, 204–205n7
- Consequences: accountability and, 91, 92, 102, 172; building, implementing a plan for, example of, 196; and communal awareness, 76; lack of, 93, 190; from the organization's point of view, 108, 111
- Consistency: building, implementing a plan for, example of, 196; and clarity, 152, 172, 188, 190; and communal awareness, 76, 82; creating, 87, 193; culture gap involving, example of, 191; demonstration of, 96; and the elements of culture, 15, 17; from the employee's point of view, 102, 105–108; and fairness, 91, 92, 97, 101, 102, 112, 116; lack of, 30, 93, 95; and performance awareness, 72; at the relationship level, 113, 114; at the survival level, 112, 113
- Contribution awareness, 67, 77–78
- Control, desire for, 55, 68, 69, 72, 74, 120, 128, 136, 137, 142, 147, 149, 166, 189, 193. *See also* Autonomy
- Cooperation, 17, 77, 133
- Corbett, Roger, 96
- Core values: defined, 18, obstacles to living the, 19–20; vs. power values, 24
- Corporate Executive Board, 122, 150, 205n4
- Corporate responsibility, as a goal, 16–17, 153
- Corporate Social Responsibility Branding Survey, 205n3
- Cost cutting, 4, 22
- Criminal activity, crossing the line to, 49, 61
- Cultural alignment, 8, 9, 15, 66, 152; benefits of, 172; building blocks of, 79–85; catalyst for, 22–24; challenges that thwart, 83–85, 95; importance of, 20–22; lack of, frustrations occurring from, 172–173; means of achieving, looking for the, 171–174; model and approach for, need for a, 170–171; path toward, 86–88; sense of, described, 22; three-step process to, 173–196;

- two kinds of, 80. *See also* Power values
- Cultural transformation: example of, 60–63, 65–66; leadership resulting in, 59–60
- Culture: for achieving competitive advantage, 20, 86; adaptability of, 81, 86, 197; American, core part of, 102; behavior and, 11–14; and behavior roadblocks, 38; command-and-control, 66; defined, 7, 200n5; desired, identifying the, 182, 185, 191; elements of, 14–20, 29–30, 38; healthy, foundation of a, 95; impact of, 3–5, 8, 9; importance of, 7–11; and integrity, 96–100; problems with the, 6; role of, in motivation, 52; strong vs. weak, performance of a, 81, 203n15; as a tool, 24; zero-sum, 70. *See also* Goals; Principles; Standards of behavior
- Culture assessment: cultural snapshot revealed by a, examples of, 183–185, 188–191; elements of, and methods in, 174–181; overview of, 174; purpose of, 173. *See also* Values assessments
- Culture gaps. *See* Gaps
- Cultures, risky mix of, 106–107
- D**
- Data collection and analysis. *See* Culture assessment; Values assessments
- Decision making, aspects clouding, 36, 37, 38–39. *See also* Disengagement; Rationalization; Self-deception
- Deepwater Horizon oil spill disaster, 32–35, 40, 41, 41–42
- Delegating, 128, 140, 184, 189, 190, 193, 194
- Devil's advocate, use of a, 167
- Dilbert* cartoon, 123
- Disengagement, 13–14, 57, 58, 84; and awareness challenges, addressing, 68; and communal awareness, 77, described, 51–56; preventing, 94, 96; susceptibility to, 63, 79, 93, 94, 103; and transparency, 147, 156
- Drilling down, 176
- Druyun, Darleen, 61, 70
- E**
- Ebbers, Bernard, 47, 49
- Edwards, John, 42
- Elkind, Peter, 34
- Empire building, 70, 71, 72, 113–114
- Engagement: and commitment, 7, 117, 120, 125, 136, 189; and cultural alignment, 80, 171; dominant values supporting, 81–82; key to, in the alignment process, 195, 196; and micromanagement, 21; and transparency, 156, 162
- Engagement awareness, 67, 74–75, 85, 122, 143, 193

- Engagement surveys, 175, 180
- Enron, 47
- Environmental responsibility, 78, 134, 148, 153, 154
- Erwin, Jerry, 157, 159
- Ethics Resource Center (ERC), 9
- Ethics survey, 164–165
- External and innate influences, 36–38
- Extrinsic motivation, 52–53, 55, 178
- F**
- Failure, fear of, 63, 188
- Fair Factories Clearinghouse, 161
- Fairness: and consistency, 91, 92, 97, 101, 102, 112, 116; from the employee's point of view, 102–105; ensuring, 193; importance of, 82; rationalization involving, 44
- Family: as a value, 44, 81; work as, 123, 130, 132
- Favoritism, 101, 102, 105, 184
- Fears and anxieties, 46, 63–65, 67, 68, 69, 71, 85, 102, 108, 112, 113, 142, 163, 166, 174, 188, 192, 202n4, 205n4
- Federal Bureau of Investigation (FBI), 20, 29
- Feedback: lack of, effect of, 51, 52; need for, 84
- Feedback loop, positive, creating a, 30
- Financial scandals, culture and rationalizations involved in, example of, 47–49
- Firefighting, 72, 83, 185, 193
- Flywheel effect, 21–22
- Focus groups, 81, 164, 165, 178, 180
- Fortune* magazine, investigations by, 27, 34
- Fortune's* “100 Best Companies to Work For” list, 8, 86
- G**
- Gap, The, 26, 171
- Gaps, 18–19, 21, 28, 85, 86, 101, 151, 179, 180, 182, 185–186, 191
- Generalizations, 43
- Giampa, Robin, 153
- Goals, 63; alignment of, 17, 22, 23, 66, 87; assessing, 176–178; as attributes characterizing organizations, 59; commitment links principles and, 26–27, 171; as an element of culture, 15, 16–17, 20, 38; gaps between, identifying, 182; integrity links standards and, 25, 172; and looking for alignment, 171; and power values, 23; and principles, aligning, 25, 80, 88, 117, 119, 120, 124–141, 171–172; questions to ask about, 97; rationalization and, 50; revealing, with assessment, examples of, 183, 188; and standards, aligning, 25, 87, 91, 97, 101–116, 172; taking stock of, 98–99
- Goggins, Colleen, 21, 29, 36–37
- Good to Great* (Collins), 21–22
- Green Working Group, 159

- Greenpeace, 145, 146, 153, 156, 157
- Group norms. *See* Social norms
- Gulf of Mexico disaster. *See* BP
- H**
- Haden, Colleen von, 162
- Hanson, Richard, 92
- Hayes, Ronny, 118
- Hayward, Tony, 32, 33, 34, 35, 36–37
- Health and safety issues. *See* Safety issues
- Heskitt, James, 86
- Hewitt Associates, 8
- Hierarchical organizations, 149
- Hierarchy of human needs, 23, 64, 67, 202n4
- Honesty, 11, 25, 27, 28, 81, 149, 175. *See also* Integrity; Transparency
- Human needs: hierarchy of, 23, 64, 67, 202n4; of others, balancing self-interest and the, 57, 66; unfulfilled, linked to anxieties or fears, 46, 63–64, 68, 85
- Humility, 78
- Hurricane Dennis, 40
- Hurricane Katrina, 117, 118–119, 135
- I**
- Identity, collective, sense of, 130, 204n7. *See also* Connection, sense of
- Implementation: approaches to, 192–196; purpose of, 174
- Inclusion, need for, 46, 63–64, 71, 125
- Inconsistency, issue of. *See* Consistency
- Individual values. *See* Personal values
- Individuation, 202n4
- Information 24/7, access to, 147, 148
- Information flow, maintaining, 149–150
- Innate and external influences, 36–38
- Innovation, 17, 25, 70, 75, 83, 120, 185
- Integrity, 62; aligning goals and standards, 91, 97, 101–116, 172; assessing, 180; building, key to, 97–98; causal connection between transparency and, 181–182; as a counterweight to behavior roadblocks, 35; crises of, organizational successes creating, 106–107; as critical, 5, 186; and cultural alignment, 172, 173; and culture, 96–100; defining, 25, 95; developing, as a first step toward alignment, 87, 106; as a dominant value, 81, 82; ensuring, in addition to creating commitment, 124; examining, with assessment, examples of, 184, 190; first step to establishing, 102; instilling, steps to, 112–116; as an interdependent value, 29, 30, 31; links goals and standards, 25, 172; maintaining,

Integrity (*Cont'd*)

- issue of, 3; opportunity to practice, example of, 50; as a power value, 23–24, 76, 104; profits following from, 142; of quality engineers, pressure facing, 3; and relationship awareness, 113–116; as the starting point, example of, 30; understanding interactions among, and transparency and commitment, 171; and why it matters, 94–96
- Interviews, 55, 81, 108, 109, 127, 131, 132, 178, 180
- Intrinsic motivation, 53, 55, 82, 87, 178, 180–181
- Isolation, 84, 160, 166–167

J

- Jobs, Steve, 45
- Johnson & Johnson (J&J), 3–4, 5–6, 7, 8, 16, 18, 19, 20–22, 27, 28–29, 30, 36, 76, 85, 170, 182, 187, 199n2
- Johnson, Robert Wood, 199n2
- Johnson's Baby Shampoo, 4
- Jung, Carl, 202n4

K

- Kahneman, Daniel, 41
- Kaplan, Robert, 19, 20
- Keltner, Dacher, 42–43
- Kennedy School of Government, 118
- Kerviel, Jérôme, 46
- Kimes, Mina, 27
- Knowledge workers, 52, 55, 120
- Kotter, John, 86

L

- Leather Working Group, 154
- Levels of awareness. *See* Awareness levels
- Levy, Paul, 24–25
- Lewin, Kurt, 12, 38, 63
- Lewis, Jessica, 118
- Liked by others, need for being, 46, 48, 63–64
- Listening, importance of, 142
- Lockheed Martin, 60
- Long-term perspective, 78
- Loss avoidance, 41–42
- “Lothrop Financial” company, 6, 7, 8, 9, 85
- Loyalty, sense of, 129, 130, 135. *See also* Commitment

M

- Macando project, 33, 41
- Making a difference, 77, 78, 79, 126, 188, 192
- Maslow, Abraham, 22–23, 63, 67, 202n4
- Massachusetts Institute of Technology (MIT), 34
- Matrixed organizations, 149
- McDonnell Douglas, 62, 65
- MCI Communications, 48
- McNeil Consumer Healthcare, 4, 5–6, 19, 20–21, 29
- McNeil, Janie, 118–119
- McNerney, Jim, 63, 65–66, 67, 70, 71, 73, 75, 76, 77, 80, 109, 164, 172
- Mental switches, 13, 38, 39. *See also* Behavior roadblocks

Mentoring/coaching, 77, 186,
191

Mergers, 4

Micromanagement, 69, 138

Milgram, Stanley, 56, 69

Misconduct, reporting, 9,
122, 165

Mission and goals. *See* Goals

MIT (Massachusetts Institute of
Technology), 34

Motivations: core, and contribution
awareness, 77–78; deeper,
probing, 175; dominant values
serving as, 81–82; extrinsic,
52–53, 55, 178; intrinsic, 53, 55,
82, 87, 178, 180–181; mapping,
174; understanding, importance
of, 196; unfulfilled needs and
fears as, 63–64. *See also* Intrinsic
motivation

Motrin, 4

Myers, David, 46, 47–49, 56, 69

N

Needs. *See* Human needs

Negative values: awareness level
containing the largest percentage
of, 72; having too many,
challenge of, 85; and positive
values, existence of both, 68, 176,
197

Neurological influences, 38

Nordstrom, 7

“Northern Defense” company,
51–52, 72, 84, 85, 168–169, 173,
183–187, 193–195

Norton, David, 19, 20

O

Objectives. *See* Goals

Occupational Safety and Health
Administration (OSHA), 114, 116,
193

Off-label use, 107, 203–204n4

“100 Best Companies to Work For”
list, 8, 86

Open communication, 6, 28, 70,
88, 113, 148, 186, 192, 193–194.
See also Transparency

“Operations Academy,” 34

Optimism, excessive, 41

Organizational goals: assessing,
176–177, 178; meeting personal
goals and, issue of, 16, 97. *See also*
Goals

Organizational values: assessing,
175–176; within each level of
awareness, 67; identifying, 80–81.
See also Values

Overconfidence, 41

P

Pandora’s box, 100

Paradoxes, 42–43, 103, 120

Peer pressure, 44, 179. *See also*
Social norms

Performance awareness, 67, 72–73,
83, 102, 105, 109, 135, 140–141,
142, 193

Performance evaluations, 178

Performance, revving up, tool for, 24

Personal goals: assessing, 177–178;
meeting assigned goals and, issue
of, 16, 97; rationalizing, 50. *See*
also Goals

- Personal values: actions based on, 11; assessing, 175; dominance of, at the communal awareness level, 76, 81–83; within each level of awareness, 67; identifying, 80–81. *See also* Values
- Pfizer, 4, 21, 22
- “PharmX” company, 106–107, 109, 110
- Planning. *See* Strategic planning
- Point of view: employee’s, fairness and consistency from the, 102–108; organization’s, accountability and consequences from the, 108–111
- Politeness, 43, 113
- Porras, Jerry, 86
- Power: need for, 46; paradox of, 42–43
- Power values: assessments examining the, examples of, 184–185, 189–191; and communal awareness, 23, 76; core values vs., 24; described, 22–29; as interdependent, 29; relevant, identifying, 182, 186–187, 191–192; separately addressing the, basis for, 29–31. *See also* Commitment; Integrity; Transparency
- Predictability, need for, 96
- Principles, 4, 63; alignment of, 20–21, 22, 23, 66, 87; assessment of, 174–176; as attributes characterizing organizations, 59; commitment links goals and, 26–27, 171; defining, clarity in, importance of, 152, 153, 154; as an element of culture, 15, 17–18, 20, 38; enforcement of, 160–163; gaps between, identifying, 182; and goals, aligning, 25, 80, 88, 117, 119, 120, 124–141, 171–172; and looking for alignment, 171; and power values, 23, 24; revealing, with assessment, examples of, 183–184, 188–189; and standards, aligning, 25, 88, 150–169; transparency links standards and, 27–29, 172. *See also* Values
- Profit margin/bottom line: clarity in balancing, with principles, 154, 155; committing to other goals besides the, 142; excessive focus on the, 69–70, 112; quality/safety vs., 3, 27, 32, 33–34, 36, 40–41, 114–116, 158
- Project RED, 26
- Proprietary document scandal, 60
- Psychology, role of, 22–23, 38
- Psychosynthesis, 202n4
- Q**
- Quality issues, 3, 4, 5, 6, 16, 18, 19, 20–21, 22, 27, 121, 158, 179, 184, 186
- Quality professionals, pressure facing, 3, 19

R

- Rationality and rationalization, line between, 46–47
- Rationalization, 13, 37–38, 57, 60, 68, 72–73, 77; described, 43–50; paths of, 44; preventing, 94, 96; rationality and, line between, 46–47; susceptibility to, 63, 79, 93, 94, 103, 104, 105; and transparency, 147
- Realities, creating our own, 39, 43.
See also Disengagement;
Rationalization; Self-deception
- Recalls, 4, 20, 27, 28–29
- Recognition, 36, 46, 71
- Relationship awareness, 67, 70–72, 102, 113–116, 138–140, 142, 169, 192–193, 193–194
- Relationships, need for, 202n4
- Reporting misconduct, 9, 122, 165
- Reputation, false sense of security provided by, 157
- Respect, 28, 46, 71, 72, 31, 109, 113, 125, 130, 131, 138, 139, 140, 142, 163, 182
- Responsibility, 11, 29; and accountability, 102, 116, 121; assuming more, expectation of, 105, 124; and bureaucracy, 193; and commitment, 87, 117, 120, 125, 126, 136, 144, 189; corporate, 16–17, 153; desire for, 52; as a dominant value, 81; and engagement, 75; environmental, 78, 134, 148, 153, 154; and levels of awareness, 71, 72, 73, 74, 75, 78; paradox involving, 42; power values influencing, 24; social, 78, 134, 148, 205n3; taking, vs. disengaging, 54–55, 56, 74, 87; transferring, to others, problem with, 56; and transparency, 149
- Retail chains, 26
- Retaliation, 7, 9, 66, 72, 150, 164, 205n4
- Retention levels, evaluating, 180
- Riker, Donald, 29
- Risk aversion, 41–42, 68, 69
- Risk, tool for managing, 24
- Roadblocks. *See* Behavior roadblocks
- Root causes, getting to the, 62, 67, 112, 160, 161, 164, 167–169, 173
- S**
- S&P 500, 8
- Safe space, creating a, for raising issues, 7, 30, 160, 163–166, 167.
See also Transparency
- Safety issues, 4, 7, 19, 20, 27, 28–29, 30, 32, 33–34, 35, 36, 40–41, 91–92, 114–116, 158
- Sarbanes-Oxley legislation, 147–148, 167
- Schein, Edgar, 200n5
- Scott, Lee, 117–118
- Sears, Michael, 60–61, 70
- Securities and Exchange Commission, 45
- Self-actualization, capacity for, 64, 65, 202n4

- Self-awareness, 64, 65, 79, 169, 196–197
- Self-deception, 13, 57, 60–61, 68, 77, 147; described, 39–43; preventing, 94, 96; susceptibility to, 63, 79, 93, 94, 103, 104; types of, 41–42
- Self-esteem, 46, 53, 68, 72, 79, 112, 202n4
- Self-fulfillment, achieving, 64
- Self-interest and needs of others, balancing, 57, 66
- Service awareness, 67, 78–79
- Seven Levels of Awareness (Barrett's model), 64, 67–79, 202n5. *See also* Awareness levels
- Sexual discrimination, 61, 204n7
- Sexual harassment, 61
- Shefrin, Hersh, 41
- Shell, 34
- Silence, culture of, 66
- Silicon Valley, 45
- Silo mentality, 71, 73, 133
- Six Sigma program, 186
- Slippery slopes, 25, 56, 103, 105, 111
- Social networks, 146, 149
- Social norms, 7, 8, 12, 18–19, 39, 45–46, 49, 71, 93, 94, 116, 178, 179
- Social responsibility, 78, 134, 148, 205n3
- Sociopaths, 12
- Southwest Airlines, 7
- Speaking up, factors inhibiting, 6–7, 28, 66, 71
- Spitzer, Eliot, 42
- St. Joseph aspirin, 3
- Standards of behavior, 63; alignment of, 22, 23, 66, 87; assessing, 178–180; as attributes characterizing organizations, 59; credibility of, defined, 103; decline in, 3, 4; defining, clarity in, importance of, 152, 154; as an element of culture, 15, 18–19, 20, 38; enforcement of, 160; gaps between actions and, identifying, 179, 180; and goals, aligning, 25, 87, 91, 97, 101–116, 172; integrity links goals and, 25, 172; and looking for alignment, 171; and power values, 23; and principles, aligning, 25, 83, 145, 150–169, 172; questions to ask about, 97; revealing, with assessment, examples of, 183, 188; taking stock of, 99–100; transparency links principles and, 27–29, 172
- Starbucks, 7
- Stereotypes, 43
- Stock options, backdating, 44–45
- Stonecipher, Harry, 42, 62, 63
- Strategic planning: case examples of, 183–192; overview of, 181–182; purpose of, 173; three-step process for analysis in, 182, 185–187, 191–192; using assessment results in, examples of, 183–185, 188–191
- Strong vs. weak cultures, performance of, 81, 203n15
- Subconscious behaviors, 36, 37, 63. *See also* Disengagement; Rationalization; Self-deception

- Subcultures, 65, 181
- Success, need for, 46, 63–64
- Successful organizations, 197
- Sullivan, Scott, 47, 48, 49
- Surprises, dislike of, 95, 106
- Surveys, 28, 122, 133, 143, 164, 174, 175, 178, 180
- Survival awareness, 67, 68–70, 83, 102, 112–113, 137–138, 141–142, 192
- Survival need, 202n4
- Survival-of-the-fittest attitude, 70
- Swartz, Jeff, 145, 146, 155, 156, 158
- T**
- Team players, 189
- Teamwork, 74, 75, 80, 110, 134, 143, 149, 186, 194–195
- Texas City refinery, 34
- 3M, 63
- Thunder Horse oil platform, 40
- Tiger teams, 131
- Timberland Company, 16–17, 78, 134, 145–146, 151, 152–154, 155, 156–159, 160–163, 170, 205–206n5
- Toyota, 157
- Toyota production system, 179
- Trade-offs, 33
- Transformation process, 202n4
- Transparency: aligning standards and principles, 145, 150–169; assessing, 181; building, as a third step toward alignment, 88; building blocks of, 159–169; causal connection between integrity and, 181–182; clarity and, 151–155; as a counterweight to behavior roadblocks, 35; as critical, 5; and cultural alignment, 172, 173; definitions of, 147; examining, with assessment, examples of, 184–185, 186, 190–191; expectation of, 148–149; heart of, 148; and information flow, 149–150; as an interdependent value, 29, 30, 31; journey to, 150–151; links standards and principles, 27–29, 172; opportunity to practice, example of, 13–50; as a power value, 23–24, 76; profits following from, 142; as the starting point, example of, 30; truthfulness and, 151, 155–159; understanding interactions among, and commitment and integrity, 171; and why it matters, 146–151, 205n4
- Trial-and-error, 53
- Trust: and commitment, 126–127, 128; earning, improving, example of, 195–196; foundations for, 96; heart of what generates, 148; importance of, 70, 76, 82–83, 109, 191; and the power values, 24; quantifiable value of, 70; and transparency, 159, 162, 190, 191
- Truthfulness, 27, 41, 88, 109, 145, 151, 155–159, 160, 163, 166, 172, 181, 192
- Tversky, Amos, 41
- Tylenol, 4, 19, 20, 28, 29, 30

U

Unfair treatment, issue of. *See*

Fairness

U.S. Air Force, 61

U.S. Congress, 4, 24

U.S. Department of Agriculture
(USDA) standards, 157

U.S. Food and Drug
Administration, 4, 20, 107,
203–204n4

“USZ” corporation, 43, 130–133,
164–166

V

Values: behavior and, 5, 11, 18, 22,
23, 64; and behavior roadblocks,
39, 40, 43; competing, attempts
at balancing, truthfulness in, 157,
158–159; connected, restoring, by
focusing on one starting point,
29–31; critical, 5; defining, 17, 22;
dominating at the communal
level, 76, 81–83; goals and, 16;
identifying, means of, 80–81;
within levels of awareness, 64, 67,
68–79; overlap in, too little,
83–85; selective application of,
decision making involved in,
37–38; shared, benefit of, 24, 76,
86. *See also* Core values; Negative
values; Power values; Principles;
specific values

Values assessments, 80–81, 83, 102,
108, 112, 124, 126, 143, 175–176,
180, 181, 183–185, 188–191, 195,

203n14. *See also* Culture
assessment

Values gap. *See* Gaps

VF Corporation, 205–206n5

Virtuous people, 12

Vision: compelling, desire for a,
129, 184; responsible, 78; shared,
76, 77

Visionary goals, 16–17

W

Walking the talk, 25, 76, 87, 97,
116, 172

Walmart, 117–119, 135, 171–172,
204–205n7

Walton, Sam, 204n7

Watchdog agencies/groups,
evaluations by, 181

“Watching their backs,” 113, 126,
189. *See also* Commitment

Weak cultures, performance of
strong cultures vs., 81, 203n15

Weak spots, compensating for,
173

“Western Financial” company,
55–56, 92, 94, 98–99, 111,
125–128, 140–141, 152, 169, 173,
177, 187–192, 195–196

Weyerhaeuser, 91–92

Win-at-any-cost attitude, 70, 188

Woolsworth (Australia), 96

WorldCom, 8, 13, 46, 47–49, 56, 69

Z

Zero-sum culture, 70, 168