

Index

Page references followed by *fig* indicate a figure; followed by *t* indicate a table.

A

Adaptability: Apple's case study on, 12–14; corporate culture's impact on, 2, 6, 7; creating change, customer focus, organizational learning dimensions of, 7, 8*fig*; Domino's Pizza (2001, 2003, 2004, 2006), 30*fig*–31, 32*fig*, 34*fig*, 36*fig*–37*fig*; GE Healthcare's CSW (Clinical System) Wuxi [2007], 119*fig*, 122*fig*–123*fig*; global purchasing department's strategic alignment of, 63*fig*; GT Automotive's HVAC North America, 95*fig*, 98*fig*, 102*fig*, 106*fig*; Polar Bank (2004), 75*fig*; Swiss Re Americas Division (2000 and 2002), 60*fig*; Vale (2006, 2008), 140*fig*, 146*fig*; Vale versus Inco (2006, 2008), 142*fig*, 147*fig*

Agnelli, Roger, 135–136, 137

Alstom (France), 113

AmBev (Brazil), 133

AMCI Holdings, 144, 146

Americas Division. *See* Swiss Re's Americas Division

Anheuser-Busch (USA), 133

Apple: adaptability of, 12–14; App Store innovation of, 13–14; mindset focusing on customer ecosystem, 14

Arcelor, 133

ArcelorMittal, 133

Artifacts: definition of, 3, 4*fig*; organizational cultural level of analysis, 153

B

Bad habits: rethinking and trying again in case of new, 158*fig*, 167–169; unlearning and leaving behind old, 158*fig*–161

Bad new habits: GE's approach to improving product quality, 168–169; GT Automotive's service learning methods in European transformation, 168; rethinking and trying again, 167–169; Vale's centralized approach to integrating the Inco acquisition, 167

Bad old habits: fiefdoms at Vale, 160–161; old HR process at Domino's, 159; sales process at Deutsche Tech, 160; unlearning and leaving behind, 158*fig*–161

Bain Capital: Domino's Pizza purchased by, 27; reporting on Domino's investment by, 29; strategy based on people as competitive advantage, 22

Bartlett, Chris, 42–43

Berli, Andreas, 57, 65–66

Beliefs: definition of, 3, 4*fig*; organizational cultural level of analysis, 153

“Belonging” standard, 47

Bharti Airtel, 133, 148

BlackBerry, 13

Board restructuring, 79–80

Boer Wars (South Africa), 156

Bombardier (Canada), 113

Boston Consulting Group (BCG), 133, 134, 148

- Bottom half improvement, 47
 Boudreau, John, 44
 Brandon, David, 27, 28, 35, 39
 BRIC (Brazil, Russia, India, and China) countries, 133
 Buffett, Warren, 156
 Building sense of belonging, 47
 Business performance: cultural traits in organizations with high- vs. low-, 6–7; four main ways that corporate culture impacts, 2, 6–8
- C**
- Canon, 71–72, 171–172
 Capability development: Domino's Pizza (2001, 2003, 2004, 2006), 30fig–31, 32fig, 34fig, 36fig–37fig; integration lesson on building cross-business, 85
 Capacity: Domino's Pizza case study on frontline support to increase, 22, 27–42; Ritz-Carlton Hotels case study on involvement to increase, 14–16
 “Cargo cult” (Trobriand Islanders), 5
 Case studies: DeutscheTech, 22, 56, 62–67, 160; Domino's Pizza, 22, 27–42, 159, 162; following the change process using, 22–23; GE Healthcare's CSW (Clinical Systems Wuxi), 23, 115–126, 163–164, 166–167, 168–169; GT Automotive's HVAC Division, 23, 93–111, 163, 168; IKEA, 10–12; Polar Bank, 23, 73–85, 162–163, 165–166; Ritz-Carlton Hotels, 14–16; Swiss Re's Americas Division, 23, 56–62, 164–165; Toyota, 16–18; Vale, 23, 134, 135–150, 160–161, 167. *See also* Corporate culture change
 Change. *See* Corporate culture change
 Charan, Ram, 22, 50
 China Haidian Holdings, 133
 China State Construction, 133
 Chinese Academy of Sciences (CAS), 150
 CHINT Group, 133
 Cho Fujio, 16–17
 Chopra, Deepak, 156
 Churchill, Winston, 5
 Colleen, Lief, 38
 Collins, Jim, 43
 Communicating: corporate strategy dialogue (CSD), 84; one strategic vision, 78–79
 Companhia Vale do Rio Doce (CVRD), 135. *See also* Vale case study
 Consistency: core values, agreement, coordination and integration factors of, 7, 8fig, 9; corporate culture's impact on, 2, 6, 7; Domino's Pizza (2001, 2003, 2004, 2006), 30fig–31, 32fig, 34fig, 36fig–37fig; GE Healthcare's CSW (Clinical Systems Wuxi) [2007], 119fig, 122fig–123fig; global purchasing department's strategic alignment of, 63fig; GT Automotive's HVAC North America, 95fig, 98fig, 102fig, 105, 106fig, 109; Polar Bank (2004), 75fig; Swiss Re Americas Division (2000 and 2002), 60fig; Toyota case study on quality founded on, 16–18; Vale (2006, 2008), 140fig, 146fig; Vale versus Inco (2006, 2008), 142fig, 147fig
 Consumer focus: Domino's Pizza (2001, 2003, 2004, 2006), 30fig–31, 32fig, 34fig, 36fig–37fig; recognizing that we are all in the service business, 40–41
 Coordination and integration. *See* Integration
 Core values: consistency rooted in set of, 2; corporate cultural analysis of, 153; definition of, 3, 4fig; Domino's four guiding principles and, 28; Domino's Pizza (2001, 2003, 2004, 2006), 30fig–31, 32fig, 34fig, 36fig–37fig; IKEA's mission growing out of, 10–12; One-Hundred-Year-Old Manufacturing Company assessment of their, 20fig–21; overinvesting at the outset in inculcating, 46–47; Ritz-Carlton Hotels, 15. *See also* Culture profile
 Corporate centers, 79
 Corporate culture change: Canon's approach to planning for future, 171–172; using case studies to follow the process of, 22–23; culture profile used to determine needed, 19–22; developing new habits as part of, 153–172; Domino's Pizza (2001, 2003, 2004, 2006), 30fig–31, 32fig,

- 34fig, 36fig–37fig; exporting, 23, 91–111; how it impacts everyone in the organization, 56–59; steps for leading in global organizations, 21fig; tracking the transformation process of, 170–171; trading old habits for new framework for, 154–169; understanding the importance of routines for, 169–170. *See also* Case studies; Integration; Leader lessons
- Corporate cultures: challenge of managing your, 3; cultural incompatibility of different, 89; description and importance of, 3, 5–6; GE Healthcare case study on challenge of integrating different, 122–124; of high- vs. low-performance organizations, 6–7; how business performance is impacted by, 2, 6–18; how rituals, habits, and routines make up, 154; iceberg image of, 3, 4fig, 5; knowledge embedded in, 1, 4fig, 153–154, 169; recognizing that strategy is based on, 2; three different levels of analysis of, 153. *See also* Cultures; Integration; Organizations
- Corporate strategy dialogue (CSD), 84
- Cross-business capability, 85
- CSW (Clinical Systems Wuxi) [China]: challenge of integrating cultures at, 121–124; continued focus on the value segment by, 163–164; Culture Survey (2007) results for, 119fig; Culture Survey (comparing 2007 to 2009) result for, 122fig–123fig; Denison and Lief's role at, 121; lessons for leaders from experience of, 126–129; moving toward a global strategy, 125–126; origins of, 115–116; quality improvement through new product development at, 124–125; tracking the process made at, 118, 120; vision-led strategy used at, 117–118
- Cultural incompatibility issue, 89
- Culture profile: description and measures used to create, 19; leading culture change to improve, 21fig–22; *more color is better* rule for interpreting, 19; One-Hundred-Year-Old Manufacturing Company, 20fig–21. *See also* Core values
- Culture Survey: design and purpose of, 6–7; DeutscheTech use of, 52; Domino's Pizza (2001, 2003), 30fig–31, 32fig; GE Healthcare's CSW (Clinical Systems Wuxi) [2007, 2009], 119fig, 122fig–123fig; GT Automotive's HVAC North America, 94, 95fig, 98fig, 102fig, 106fig; interpreting culture profile, 19; Polar Bank (2004, 2006), 75fig–76fig, 82fig; Vale (2006, 2008), 140fig, 146fig; Vale versus Inco (2006, 2008), 142fig, 147fig
- Cultures: collective wisdom and knowledge embedded in, 1; used as competitive advantage in emerging markets, 131–132; definition of, 3; external adaptation and internal integration problems of all, 9; national versus organizational, 109–111; unique characteristics and identity of different, 1. *See also* Corporate cultures
- D**
- Daimler-Chrysler merger, 72
- Datex-Ohmeda (D-O) [Finland]: CSW's culture integration of processes of, 121, 124; GE Healthcare's acquisition of, 115, 116, 163; GE Healthcare's bridging cultural gap between Zymed and, 127; Zymed's adaption of D-O technology, 128–129
- Davenport, Tom, 45
- Denison, Daniel R., 38, 56, 61–62, 76, 96, 141
- DeutscheTech case study: characteristics of DeutscheTech culture, 51–52; Denison and Lief's role during the, 56; on strategic alignment, 22, 56; on taking the time to implement a new strategy, 51–56; unlearning and leaving behind the old sales process, 160; Vision Index used during, 52–56
- DeutscheTech Vision Index: application of the, 53–56; five times making up the, 52–53; illustration of the, 53fig
- Domino's Pizza case study: Culture Survey (2001–2003) comparison, 32fig, 36fig; Culture Survey (2001–2004) comparison, 34fig;

- Culture Survey (2001–2006) comparison, 37fig; Culture Survey (2001) results, 30fig–31; Denison and Lief's consulting work during, 38; Domino's four guiding principles, 28; on importance of supporting front line people, 22; improved organization and culture outcomes during, 35–38; lessons for leaders learned from, 38–42; on "OBI" provision, 42; origins and early development of Domino's, 27–28; preserving the franchise OBI clause, 162; strategy for supporting frontline people, 28–29; tracking the progress made for frontline support, 29–35; unlearning and leaving behind the old HR process, 159
- Doyle, Patrick, 41
- DSM, 84
- DuPont, 50
- E**
- Einstein, Albert, 170
- El Sewedy Electric (Egypt), 148
- Embraer, 133
- Emerging markets (global business building from): importance of vision for, 150–151; lessons for leaders on, 148–150; Vale case study on, 23, 134, 135–150
- Emerging markets (global business building in): using culture as a competitive advantage in, 131–132; examples of building a global business in, 113–114; GE Healthcare's CSW case study on building business in, 23, 115–129; lessons for leaders on, 126–129; theory of globalization applied to, 129–131. *See also* Global Challengers
- Emerging markets lessons: on benefits of acquiring a "competitor," 128–129; on importance of vision, 126–127; on the truth that organizational subcultures are everywhere, 127–128
- Employees: balancing empowerment and professionalism of, 149–150; corporate culture's impact on involvement of, 2; Domino's empowerment of, 30fig–31, 32fig, 34fig, 36fig–37fig; Domino's Pizza case study on supporting front line, 22, 27–42; job rotation of, 85
- Empowerment: balancing professionalism and, 149–150; Domino's Pizza (2001, 2003, 2004, 2006), 30fig–31, 32fig, 34fig, 36fig–37fig
- Eterna (Switzerland), 133
- Exporting culture change: examining the possibility of, 92–93; examples of successful, 91–92; GT Automotive's HVAC Division's case study on, 23, 93–109; lessons for leaders on, 107–111; national culture versus organizational culture issue, 109–111
- External adaptation problem, 9
- F**
- FDA approval requirements (U.S.), 124, 126, 169
- Feedback: Polar Bank's use of 360-degree, 80; Vale's use of 360-degree, 144
- Felix Resources (Australia), 133
- Feynman, Richard, 5
- Fitzgerald, F. Scott, 9
- FORTUNES's 100 Best Places to Work, list, 28
- Frontline people: additional strategies for supporting, 42–47; creating a corporate system supporting, 26–27; Domino's Pizza case study on supporting, 22, 27–42; JetBlue Airways lesson on need to support, 25–26; lessons learned from Domino's Pizza case study on supporting, 38–42; Marine "gravel crunchers" as, 25
- Frontline strategies: Domino's Pizza case study on, 22, 27–42; examining other organizational approaches to, 42–44; five guidelines on how leaders can implement, 46–47; Lawler's "know more, care more, and contribute more," 46; Walt Disney's Mickey Mouse versus street sweepers, 44–45
- Frontline support lessons: lead with personal touch but follow up with structure, 38–40; we are all in the service business, 40–41; what you keep is as important as what you change, 41–42

- A Furniture Dealer's Testament* (Kamprad), 10
Fylkesbanken (Norway), 73
- G**
- Galanz (China), 26
Gazprom, 133
GE Healthcare case study: background information on, 115–116; building the management team, 116–117; challenge of integrating cultures during, 121–124; continued focus on the value segment during, 163–164; Culture Survey (comparing 2007 to 2009) results for, 122fig–123fig; Culture Survey results (2007) during, 119fig; Denison and Lief's role during the, 121; lessons for leaders from the, 126–129; moving toward a global strategy during, 125–126; quality improvement through new product development during, 124–125; rethinking approach to improving product quality, 168–169; on using their CSW business to build global business, 23; tracking the progress during, 118, 119; vision-led strategy used during, 117–118, 166–167
Gerstner, Lou, 2
GE's John F. Welch Technology Centre (Bangalore), 130–131
Ghoshal, Sumantra, 42–43
Global business building (from emerging market): importance of vision for, 150–151; lessons for leaders on, 148–150; Vale case study on, 23, 134, 135–150
Global business building (in emerging market): using culture as a competitive advantage for, 131–132; examples of using emerging markets for, 113–114; GE Healthcare's CSW case study on, 23, 115–126; lessons for leaders on using emerging markets for, 126–129; theory of globalization applied to, 129–131
Global business building lessons: balancing professionalism and empowerment, 149–150; on benefits of acquiring a "competitor," 128–129; on importance of vision, 126–127; putting your own house in order first, 148; on the truth that organizational subcultures are everywhere, 127–128
Global Challenger Emeritus, 134
Global Challengers: BCG (Boston Consulting Group) list of, 133–134; importance of vision by, 150–151; three stages of adaptation process by, 134–135; Vale case study on becoming a, 23, 134, 135–150. *See also* Emerging markets
"Global Challengers" list, 133–134
Global Leadership Forums (Vale), 145
Global purchasing department: comparing executive team's and buyers' view of strategic alignment, 63fig; lessons for leaders on strategic alignment, 62, 64
Globalization process: using culture as a competitive advantage, 131–132; GE's John F. Welch Technology Centre (Bangalore) example of, 130–131; internalization stage of, 130; localization stage of, 129–130; ownership stage of, 129; Pfizer-Shanghai Pharmaceutical joint venture example of, 130
Goddard, Jeff, 41
Good habits: inventing and perfecting new, 158fig, 164–167; preserving and strengthening good, 158fig, 161–164
Good new habits: GE Healthcare China's vision-led integration, 166–167; inventing and perfecting, 158fig, 164–167; Polar Bank's new system of governance, 165–166; Swiss Re Americas Division's new operating model, 164–165
Good old habits: Domino's franchise agreements: the OBI clause, 162; GE Healthcare's focus on the value segment, 163–164; Polar Bank's maintaining a local presence, 162–163; preserving and strengthening, 158fig, 161–164
Governance: creating one board following merger, 79–80; creating one corporate center for, 79; Polar Bank's new system of, 165–166
"Gravel crunchers," 25
GT Automotive case study: acquisition of S&H Fabrication, 93, 94; business teams involved during, 97–98, 104t;

- Denison and Lief's role during, 96; exporting culture change examined through, 23, 92–93; HVAC Division transformation, 93–107t; HVAC North America's Culture Survey used during, 94, 95fig, 102fig, 106fig; improved HVAC culture change results, 107t; involvement meetings during, 94–96; lessons for leaders from, 107–111; North America/Europe culture change during, 100t–101t; rethinking service learning methods in European transformation, 168
- Gunfire at Sea* (Morrison), 155–156
- Guo Song, 116
- H**
- Habits: changing culture by changing, 158fig; difficulty of changing, 156–157, 166–167; evolution of naval artillery innovation story on, 155–156; as the “flywheel of society,” 154; introduced as framework for leading culture change, 157–158fig; inventing and perfecting good new, 158fig, 164–167; learning to trade old ones for new, 154–157; preserving and strengthening good old, 158fig, 161–164; rethinking and retrying bad new, 158fig, 167–169; unlearning and discarding old bad, 158fig–161. *See also* Knowledge; Rituals; Routines
- The Halo Effect* (Rosenzweig), 5
- Hansen, Katarina: creating one leadership development process, 80–81; creating one Polar Bank board, 79–80; creating one team, 80; Culture Survey response by, 77; decisions regarding misaligned managers, 85; developing one strategy at Polar Bank, 77–78; as Polar Bank's CEO, 73; tracking Polar Bank's transformation by, 74, 81, 83
- Harrah's Entertainment, 45
- Hindalco (India), 149–150
- Holliday, Chad, 50
- Hooijberg, Robert, 142
- Hormosan Pharma (Germany), 133
- HP-EDS merger: background information on, 71–72; integration challenges faced during, 72–73
- HVAC North America. *See* GT Automotive case study
- I**
- IBM, 133
- IBM Consulting, 89
- Iceberg image, 3, 4fig, 5
- IKEA: flatpack element of IKEA system, 11–12; “The IKEA Way” strategy, 12; mission grows out of core beliefs and assumptions, 10–12
- InBev, 133
- Inco (Canada): cultural differences between Vale and, 141, 143–144; Culture Survey results on Vale versus Inco (2006), 142fig; Culture Survey results on Vale versus Inco (2008), 147fig; rethinking Vale's centralized approach to integrating, 167; Vale's acquisition of, 141
- Indal (India), 149–150
- Innovation: habits as framework for culture change and, 157–169; naval artillery, 155–156
- Institute of Computing Technology (CAS), 150
- Integration: communicating one message for, 78–79; creating one board for, 79–80; creating one corporate center for, 79; creating one leadership development process for, 80–81; creating one team for, 80; developing one strategy for, 77–78; Domino's Pizza (2001, 2003, 2004, 2006), 30fig–31, 32fig, 34fig, 36fig–37fig; GE Healthcare case study on challenge of culture, 122–124; of Inco and Vale's cultures, 141–147fig, 167; lessons for leaders on, 83–85; merger challenge of, 72–73, 86; Polar Bank case study on, 23, 73–85; tracking the transformation for, 81, 83. *See also* Corporate culture change; Corporate cultures; Mergers; Strategic alignment
- Integration lessons: build cross-business capability, 85; create a common governance structure, 83–84; engage leaders in building common strategy, 84; make quick decisions about misaligned managers, 85

- Integration strategy: creating an integration plan, 86–88; cultural incompatibility issue for, 89; deciding on how much integration, 88fig–89
- Interbrew (Belgium), 133
- Internal integration problem, 9
- International Bank of Denmark (IBD), 73
- Involvement: corporate culture's impact on, 2, 6, 7; Domino's Pizza (2001, 2003, 2004, 2006), 30fig–31, 32fig, 34fig, 36fig–37fig; empowerment, team orientation, capability development characteristics of, 7, 8fig; GE Healthcare's CSW (Clinical Systems Wuxi) [2007], 119fig, 122fig–123fig; global purchasing department's strategic alignment of, 63fig; GT Automotive's HVAC North America, 95fig, 98fig, 102fig, 106fig; Polar Bank (2004), 75fig; Ritz-Carlton Hotels case study on capacity created through, 14–16; Swiss Re Americas Division (2000 and 2002), 60fig; Vale (2006, 2008), 140fig, 146fig; Vale versus Inco (2006, 2008), 142fig, 147fig
- iPhone, 14
- iPod, 13
- iTunes, 13
- J**
- James, William, 154
- JetBlue Airways, 25–26
- JFK International Airport shutdown (2007), 25–26
- Jing, Lucy, 124
- Job rotation system, 85
- Jobs, Steve, 12–13, 14, 49
- John F. Welch Technology Centre (Bangalore), 130–131
- K**
- Kamprad, Ingvar, 10
- Kaplan, Robert, 68, 69
- Katzenbach, Jon, 46
- Kawasaki (Japan), 113
- Kiss, *Bow, or Shake Hands* (Conaway), 156
- Knowledge: embedded in organizational culture, 1, 4fig, 153–154, 169; how rituals, habits, and routines capture, 154. *See also* Habits; Routines
- Kotter, John, 22, 43
- Kuppler, Tim, 93–94, 95, 99, 104, 105, 107
- L**
- Ländesbanken (Sweden), 73, 75
- Lane, Nancy, 142
- Lawler, Edward E., III, 43, 46
- Leader lessons: adapt as you go, 108–109; on building a global business in an emerging market, 126–129; on building global business from an emerging market, 143–150; on changing to support the front lines, 38–42; do what you know best, 108; on exporting culture change, 107–111; on integration, 83–85; lead with personal touch but follow up with structure, 38–40; on strategic alignment, 62–67; we are all in the service business, 40–41; what you keep is as important as what you change, 41–42. *See also* Corporate culture change
- Leaders: corporate culture change steps required by, 21fig; Domino's Pizza case study on frontline support by, 22, 27–42; five guidelines for supporting front line, 46–47; preparing frontline supervisors to become, 47
- Leadership development alignment, 80–81
- Lehtonen, Matti, 116, 117, 120, 121, 126
- Lenovo (China), 133, 148, 150
- Liang Qingde ("Uncle De"), 26
- Lief, Colleen, 38, 56, 61–62, 76, 96, 141
- Likert, Rensis, 43
- Liu Chuanzhi, 150–151
- Lundgren, Gillis, 12
- Lupin Pharmaceutical (India), 133
- M**
- Mailloux, Patrick, 58, 59, 65
- Marcopolo, 133
- Marine "gravel crunchers," 25

Marketplace: Apple's mindset focusing on customer ecosystem, 14; asking frontline employees about realities of, 47

Marks, Mitchell Lee, 88

Mars management meeting story, 49–50

McGregor, Douglas, 43

Meng, Kevin, 124

Mergers: Daimler-Chrysler, 72; developing one strategy following, 77–78; different types of, 87fig–88; HP-EDS, 72–73; integration challenges during, 72–73; Polar Bank case study on, 23, 73–85, 162–163, 165–166. *See also* Integration

Mickey Mouse (Walt Disney), 44–45fig

Mirvis, Philip H., 88

Mission: corporate culture's impact on, 2, 6, 7; Domino's Pizza (2001, 2003, 2004, 2006), 30fig–31, 32fig, 34fig, 36fig–37fig; GE Healthcare's CSW (Clinical Systems Wuxi) [2007, 2009], 119fig, 122fig–123fig; global purchasing department's strategic alignment of, 63fig; GT Automotive's HVAC North America, 95fig, 98fig, 102fig, 106fig; IKEA's core values foundation of, 10–12; Polar Bank (2004), 75fig; strategic direction alignment with, 7, 8fig, 49–70; Swiss Re Americas Division (2000 and 2002), 60fig; Vale (2006, 2008), 140fig, 146fig; Vale versus Inco (2006, 2008), 142fig, 147fig

Mitarai Fujio, 71, 171

Mittal Steel, 133

Monaghan, Jim, 27, 162

Monaghan, Tom, 27, 41, 42, 162

Morrison, Elting, 155

N

National culture, 109–111

Naval artillery innovation story, 155–156

Nokia, 13

Nonaka Ikujiro, 25

Norms: definition of, 3, 4fig; organizational cultural level of analysis, 153

Norton, David, 68, 69

Nunnally, Mark, 35

O

One-Hundred-Year-Old Manufacturing Company culture profile, 20fig–21

Organizational learning: Domino's Pizza (2001, 2003, 2004, 2006), 30fig–31, 32fig, 34fig, 36fig–37fig; of good habits, 158fig, 161–167

Organizations: cultural traits of high- vs. low-performance, 6–7; external adaptation and internal integration problems of all, 9; leading culture change in global, 18–22. *See also* Corporate cultures

P

Papua New Guinea, 5, 6

Pfizer-Shanghai Pharmaceutical joint venture, 130

Polar Bank case study: background information of, 73–74; Culture Survey results (2004 and 2006) during, 75fig–76fig, 82fig; Denison and Lief's role during the, 76; on integrating three different acquisitions into one culture, 23; lessons for leaders learned from, 83–85; maintaining a local presence during, 162–163; new system of governance created during, 165–166; tracking the transformation during, 74–77

PricewaterhouseCoopers Consulting, 89

Pride in belonging, 47

Procter & Gamble, 28

Professionalism-empowerment balance, 149–150

R

Research in Motion, 13

Rituals: challenge of creating new, 166–167; changing culture by changing, 158fig; description of, 154. *See also* Habits; Routines

Ritz-Carlton Hotels case study: core values of, 15; on involvement creating capacity, 14–16; on “ThreeSteps of Service” standard, 14

Roche Vitamins, 84

Roger. *See* Agnelli, Roger

Rosenzweig, Phil, 5

Routines: challenge of creating new, 166–167; changing culture by changing, 158*fig*; how they capture knowledge, 154; as requiring a shared mindset among participants, 156–157; understanding the importance of, 169–170. *See also* Habits; Knowledge; Rituals

S

Samsung, 13
 Santamaria, Jason, 46
 Schein, Edgar, 3, 9
 Service learning, 108–109
 Shanghai Pharmaceutical-Pfizer joint venture, 130
 Siemens (Germany), 113
 Strategic alignment: Apple's successful, 49; creating cycle of formulation and implementation for, 67–70; DeutscheTech case study on, 22, 56, 62–67; Domino's Pizza (2001, 2003, 2004, 2006), 30*fig*–31, 32*fig*, 34*fig*, 36*fig*–37*fig*; implementation of new, 22, 51–70; of leadership development, 80–81; Mars management meeting story on, 49–50. *See also* Integration
 Strategic alignment implementation: creating cycle of formulation and, 67–70; formulating versus, 50–51; in global purchasing, 63*fig*; lessons for leaders on, 62, 64–67; mobilizing mindset for, 69–70; successful culture change impact during, 56–62; taking the time to, 51–56
 Strategic alignment lessons: on deciding who to trust, 65–66; on how transformation impacts everyone, 66–67; on reasons for lack of alignment, 64–65; on shared sense of purpose, 65
 Strategic vision message, 78–79
 Stumpf, John, 2
 Subprime mortgage crisis, 6
 “Superstitious learning,” 5
 Supporting front line. *See* Frontline people
 Swiss Re's Americas Division case study: comparing 2000 to 2002 Culture Survey results, 60*fig*; on crisis-driven

top-down strategic change, 23; Denison and Lief's role during, 61–62; on how culture change impacts everyone in organization, 56–59; new operating model created during, 164–165; performance 2001–2003 during, 61*fig*
 Sysco, 45

T

Tata (India), 148, 154
 Tata Nano, 154
 Tata, Ratan, 154
 Team orientation: Domino's Pizza (2001, 2003, 2004, 2006), 30*fig*–31, 32*fig*, 34*fig*, 36*fig*–37*fig*; Polar Bank's creation of single orientation following merger, 80
 Teams: building the CSW, 116–117; distinguish between single-leader work groups and, 47; GT Automotive case study on business, 97–98, 104*fig*; Polar Bank's creation of one team following merger, 80
 360-degree feedback: Polar Bank's use of, 80; Vale's use of, 144
 Toyota case study: on consistency as foundation for quality, 16–18; on the Toyota Way and Toyota Production System, 16–17, 18
 Trobriand Islanders' “cargo cult,” 5
 Tube Investments Ltd., 93

U

Underlying beliefs: definition of, 3, 4*fig*; organizational cultural level of analysis, 153
 University of Michigan, 28
 U.S. FDA requirements, 124, 126, 169

V

Valassis Communications, 28
 Vale case study: background information on, 135–136; becoming an internationally diversified company, 138–140; on creating global corporation from local base, 23; Culture Survey results (2006), 140*fig*; Culture Survey results (2008), 146*fig*; Culture Survey results on Vale versus Inco (2006), 142*fig*; Culture Survey

- results on Vale versus Inco (2008), 147fig; Denison and Lief's role during the, 141; getting the Brazilian business in order, 136–137; Global Leadership Forums used during, 145; international vision adopted during, 138; lessons for leaders from, 148–150; rethinking centralized approach to integrating Inco acquisition, 167; unlearning and discarding fiefdoms at Vale, 160–161; the “Vale way,” 138; Vale's Global Challenger Emeritus status, 134. *See also* Companhia Vale do Rio Doce (CVRD)
- Vale's Corporate University, 139
- Values. *See* Core values
- Vision: communicating one strategic, 78–79; Domino's Pizza (2001, 2003, 2004, 2006), 30fig–31, 32fig, 34fig, 36fig–37fig; GE Healthcare CSW's use of vision-led strategy, 117–118, 166–167; importance for global business building from emerging market, 150–151; importance for global business building in an emerging market, 126–127; Vale's international, 138
- Vision Index (DeutscheTech), 52–56
- W**
- Walt Disney, 44–45fig
- Weick, Karl, 111
- Welch, Jack, 71
- Wilmar International, 148
- Wilmot, Patti, 28
- Wong Mai Min, 151
- Wu, Kevin, 124, 125
- Y**
- Yanzhou Coal Mining Company (China), 133, 148
- Z**
- Zhang, Maggie, 116
- Zhang Yukun, 117
- Zymed (China): adaption of D-O technology by, 128–129; CSW's culture integration from processes used at, 124–125; GE Healthcare's acquisition of, 115–116, 163; GE Healthcare's bridging cultural gap between D-O and, 127; GE's rethinking of product quality approach at, 168–169

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>