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Dr. John Kotter and James L. Heskett. In Corporate Culture and Performance, Dr. Kotter discusses the role that culture (broadly defined as the shared attitudes, behavioral patterns, and values that cohesive human groups pass on from one generation to the next) can play in the capacity of major corporations to succeed or fail in the marketplace.

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John Kotter talks about corporate culture's effect on long-term financial performance.

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John Kotter and James Heskett's "Corporate Culture and Performance" sits at the other end of the spectrum from this norm. The book is in effect a report on their scientific investigations of a hypothesis. The authors set out a number of hypotheses and then test them against the hard data of long-term business performance.

[Corporate Culture and Performance: Kotter, John P.](#)

John Paul Kotter is the Konosuke Matsushita Professor of Leadership, Emeritus, at the Harvard Business School, an author, and the founder of Kotter International, a management consulting firm based in Seattle and Boston. ... Corporate Culture and Performance. Free Press.

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John P. Kotter is the Konosuke Matsushita Professor of Leadership at the Harvard Business School. His most recent book is A Force for Change, (Free Press). Empez a leer Corporate Culture and Performance (English Edition) en tu Kindle en menos de un minuto. ¿No tienes un Kindle?

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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 to change.

[Corporate Culture and Performance by John P. Kotter \(2014\)](#)

Corporate culture and performance John P Kotter, James L Heskett Published in 1992 in New York NY) by Free press The power of culture -- Strong cultures -- Strategically appropriate cultures -- Adaptive cultures -- The case of Hewlett-Packard -- The nature of low-performance cultures -- People who create succ...

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As stated by Kotter and Heskett in their book 'Corporate Culture and Performance' "strong corporate cultures that facilitate adaptation to a changing world are associated with strong financial results" (2015). The true value of a company is no longer determined by looking through financial statements.

[Organizational Culture And Performance By Kotter And](#)

Corporate Culture and Performance Harvard Business School professor and best selling author, John Kotter identifies the characteristics of healthy and unhealthy corporate cultures and then guides you through a process which will positively transform the culture within your organization. Your session may have expired.

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 to change. They also show that even "contextually or strategically appropriate" cultures -- ones that fit a firm's strategy and business context -- will not promote excellent performance over long periods of time unless they facilitate the adoption of strategies and practices that continuously respond to changing markets and new competitive environments. Fundamental to the process of reversing unhealthy cultures and making them more adaptive, the authors assert, is effective leadership. At the heart of this groundbreaking book, Kotter and Heskett describe how executives in ten corporations established new visions, aligned and motivated their managers to provide leadership to serve their customers, employees, and stockholders, and thus created more externally focused and responsive cultures.

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In the early '80s, Allan Kennedy and Terry Deal launched a new field of inquiry and practice, with the publication of Corporate Cultures, in which they argued that distinct types of cultures evolve within companies and have a direct impact on strategy and performance. Fifteen years later, the authors have teamed up to assess the effects of globalization, short-termism, technology, downsizing, outsourcing, mergers, and reengineering on corporate culture. They find that despite these tremendous pressures, organizations, by their very nature, will create self-reinforcing communities; the pattern today is for mini-cultures to form within the larger corporation. The challenge for managers and leaders at all levels is to find ways to knit these cultures together to unleash learning and encourage everyone to take ownership and pride in their work. Taking examples from innovative companies around the world, the authors offer new strategies for "exercising cultural leadership," -- rebuilding the cultural fabric of the organization, energizing the workforce, enhancing corporate performance, and preparing for new challenges in the 21st century.

There is significant evidence that an effective organizational culture provides a major competitive edge--higher levels of employee and customer engagement and loyalty translate into higher growth and profits. Many business leaders know this, yet few are doing much to improve their organizations' cultures. They are discouraged by misguided beliefs that an executive's tenure and an organization's attention span are too short for meaningful transformation. James Heskett provides a roadmap for achievable and fast-paced culture change. He demonstrates that an effective culture supplies the trust that makes managing change of all kinds easier. It provides a foundation on which changes in strategy can be based, and it's a competitive edge that can't easily be hacked or copied. Examining leading companies around the world, Heskett details how organizational culture makes employees more loyal, more productive, and more creative. He discusses how to quantify its effects in order to sell the notion of culture change to the organization and considers how to preserve an organization's culture in the face of the trend toward remote work hastened by the COVID-19 pandemic. Showing how leadership can bring about significant changes in a surprisingly short time span, Win from Within offers a playbook for developing and deploying culture that enables outsized results. It is a groundbreaking demonstration of organizational culture's role as a foundation for strategic success--and its measurable impact on the bottom line.

The contribution of culture to organizational performance is substantial and quantifiable. In The Culture Cycle, renowned thought leader James Heskett demonstrates how an effective culture can account for 20-30% of the differential in performance compared with "culturally unremarkable" competitors. Drawing on decades of field research and dozens of case studies, Heskett introduces a powerful conceptual framework for managing culture, and shows it at work in a real-world setting. Heskett's "culture cycle" identifies cause-and-effect relationships that are crucial to shaping effective cultures, and demonstrates how to calculate culture's economic value through "Four Rs": referrals, retention, returns to labor, and relationships. This book: Explains how culture evolves, can be shaped and sustained, and serve as the organization's "internal brand." Shows how culture can promote innovation and survival in tough times. Guides leaders in linking culture to strategy and managing forces that challenge it. Shows how to credibly quantify culture's impact on performance, productivity, and profits. Clarifies culture's unique role in mission-driven organizations. A follow-up to the classic Corporate Culture and Performance (authored by Heskett and John Kotter), this is the next indispensable book on organizational culture. "Heskett (emer., Harvard Business School) provides an exhaustive examination of corporate policies, practices, and behaviors in organizations." Summing Up: Recommended. Reprinted with permission from CHOICE, copyright by the American Library Association.

Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating short-term wins.

In today's complex work world, things no longer get done simply because someone issues an order and someone else follows it. Most of us work in socially intricate organizations where we need the help not only of subordinates but of colleagues, superiors, and outsiders to accomplish our goals. This often leaves us in a "power gap" because we must depend on people over whom we have little or no explicit control. This is a book about how to bridge that gap: how to exercise the power and influence you need to get things done through others when your responsibilities exceed your formal authority. Full of original ideas and expert insights about how organizations--and the people in them--function, Power and Influence goes further, demonstrating that lower-level personnel also need strong leadership skills and interpersonal know-how to perform well. Kotter shows how you can develop sufficient resources of "unofficial" power and influence to achieve goals, steer clear of conflicts, foster creative team behavior, and gain the cooperation and support you need from subordinates, coworkers, superiors--even people outside your department or organization. He also shows how you can avoid the twin traps of naive and cynicism when dealing with power relationships, and how to use your power without abusing it. Power and Influence is essential for top managers who need to overcome the infighting, foot-dragging, and politicking that can destroy both morale and profits; for middle managers who don't want their careers sidetracked by unproductive power struggles; for professionals hindered by bureaucratic obstacles and deadline delays; and for staff workers who have to "manage the boss." This is not a book for those who want to "grab" power for their own ends. But if you'd like to create smooth, responsive working relationships and increase your personal effectiveness on the job, Kotter can show you how--and make the dynamics of power work for you instead of against you.

The critics who despair of the coming of imaginative, charismatic leaders to replace the so-called manipulative caretakers of American corporations don't tell us much about what leadership actually is, or, for that matter, what management is either. Now, John P. Kotter, who focused on why we have a leadership crisis in The Leadership Factor shows here, with compelling evidence, what leadership really means today, why it is rarely associated with larger-than-life charismatics, precisely how it is different from management, and yet why both good leadership and management are essential for business success, especially for complex organizations operating in changing environments. Leadership, Kotter clearly demonstrates, is for the most part not a god-like figure transforming subordinates into superhumans, but is in fact a process that creates change -- a process which often involves hundreds or even thousands of "little acts of leadership" orchestrated by people who have the profound insight to realize this. Building on his landmark study of 15 successful general managers, Kotter presents detailed accounts of how senior and middle managers in major corporations, in close concert with colleagues and subordinates, were able to create a leadership process that put into action hundreds of commonsense ideas and procedures that, in combination with competent management, produced extraordinary results. This leadership turned NCR from a loser to a big winner in automated teller machines, despite intense competition from IBM. The same process at American Express and SAS helped businesses grow dramatically despite the fact that they were "mature" and "commodity-like." Kotter also shows how leadership turned around operations at P&G and Kodak; produced huge business successes at PepsiCo, ARCO, and ConAgra; and made the impossible occasionally happen at Digital. Thousands of companies today are overmanaged and underled, John Kotter concludes, not because managers lack charisma, but because far too few executives have a clear understanding of what leadership is and what it can accomplish. Without such a vision, even the most capable people have great difficulty trying to lead effectively and to create the cultures which will help others to lead.

Describes the hallmarks of effective leadership, and covers power, influence, vision, and strategies for change

Transform your organization with speed and efficiency using this insightful new resource Incremental improvement is no longer sufficient in helping organizations navigate the complexity, uncertainty and volatility of today's world. In Change: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times, authors John P. Kotter, Vanessa Akhtar, and Gaurav Gupta explore how to create non-linear, dramatic change in your organization. You'll discover the emerging science of change that teaches us about how to build organizations -- from businesses to governments -- that change and adapt rapidly. In Change you'll discover: Why the ability of organizations to deal with threats and take advantage of opportunities in the face of ever greater complexity and uncertainty is being severely challenged In-depth, evidence-based, actionable solutions for dealing with institutional resistance to change Case studies and success stories that describe organizations who have successfully built the ability to change quickly into their DNA A universal approach for how to dramatically improve outcomes from various change efforts, including: strategy execution, digital transformation, restructuring, and more Perfect for managers, executives, and leaders at companies of all types and sizes, Change will also prove to be a valuable asset to other professionals who serve these organizations. This book is for anyone seeking a proven approach for delivering fast, sustainable and comprehensive results.

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