

Book Review

by Marian Stetson-Rodriguez

D. Denison, R. Hooijberg, N. Lane, C. Lief LEADING CULTURAL CHANGE IN GLOBAL ORG.

For those seeking best practices for trans-border mergers, strategy alignment, or expansion on a global scale, *Leading Culture Change in Global Organizations* offers a practical case study look at the link between corporate culture and higher performance. The book explores the approaches that six successful global companies have used to implement cultural change (GE Healthcare China, Vale, Domino's, Swiss Re, and others).



The authors summarize insights tracked over a decade with the use of the Denison Organizational Culture Survey. This instrument is explained and sample results graphically displayed to help the reader get a snapshot view of the organization. Candidly, the authors share the roles they played, from actively involved in planning and process consultation, to teachers of internal consultants, and the learning gained. Each chapter includes “Lessons for Leaders” showing before and after interventions, the areas change has taken hold, and areas more resistant to change.

Since much of the global economy has shifted since 2008, this book's publication in 2012 offers a fresh calibration on how companies rode the worldwide financial crisis, were forced to change as a result, and what results they have seen to date.

Among the critical lessons for leaders:

- The most powerful catalysts for change were the leaders themselves.
- To survive the present and build for the future, leaders need to create a unique culture of their own, to differentiate themselves from the competition, and gain the commitment and dedication of their people.

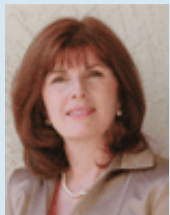
The team of authors worked with Edgar Schein, one of the leading authorities on organizational culture, and Dr. Schein has written the foreword of the book.

Leadership Crossroads™ 10865-B Hazelhurst Dr. #11793, Houston, TX 77043
+1-469-522-3389

info@leadershipcrossroads.com www.leadershipcrossroads.com

This book review solely represents the opinions and conclusions of its author. It does not claim to be accurate, complete, or objective.

© Leadership Crossroads™, 2013



Marian Stetson-Rodriguez is President and founder of Charis Intercultural Training Corporation, an intercultural communication and management consulting firm based in Pleasanton, California.

Her work in successfully building global communication solutions includes cross-cultural business training programs for 30 countries, multicultural diversity training, and international relocation and management development. Since 1999 she has been adjunct faculty at Santa Clara University, Graduate School of Engineering. Marian can be reached at m.s.rodriquez@chariscorp.com.

