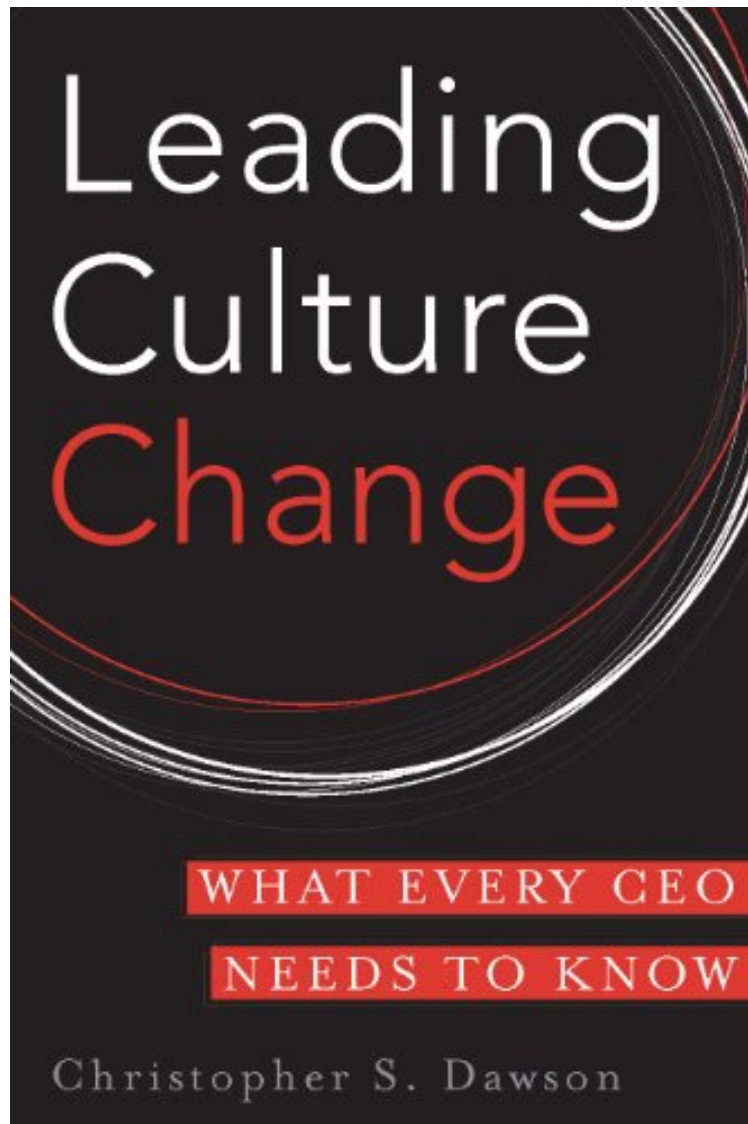


(Download ebook) Leading Culture Change: What Every CEO Needs to Know

## Leading Culture Change: What Every CEO Needs to Know

*Chris Dawson*

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**Chris Dawson : Leading Culture Change: What Every CEO Needs to Know** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Leading Culture Change: What Every CEO Needs to Know:

0 of 0 people found the following review helpful. Excellent, with Insights Not Found In Any Other Book By Mark Andre Alexander Last November I was in a meeting with a VP of a global semiconductor company in Silicon Valley and had reason to return to Chris Dawson's "Leading Culture Change: What Every CEO Needs to Know." I'm glad I did. A company's culture has always been critical to the kind of OD work I do. I believe in companies that can be highly competitive while also maintaining or developing a genuinely healthy employee culture. Mr. Dawson provides insights that mirror my beliefs, especially in the high-stress environments found in Silicon Valley. He breaks his book

into three sections: Section I: Culture as an Engine of Value Creation Section II: Implementing Culture Change Section III: Practical Applications In Section I, he makes a strong case for how "organizational culture is the prime mover and the accelerator, or barrier, for all other-producing (or destroying) activities." High tech companies are often aiming to achieve strategic goals without fully realizing how the company's culture can be working against those goals. He brilliantly defines and explicates the two faces of organizational culture: 1) culture-as-personality and 2) culture-as-capability. And he also defines "Shadow Cultures" while discussing the new Vision Culture and the legacy Actual Culture. Shadow cultures point to the Ideal Culture (Wish to Be) and the Required Culture (Needs to Be). Mr Dawson points out how these cultures are not subcultures but potential distortions in conceiving the new Vision Culture, and what can happen when they are not taken into account. How Mr. Dawson describes the relationship between two kinds of org culture, and the nature of shadow cultures, is worth the price of this book. And that's just in Section I. I will not go into detail for Sections II and III. Suffice it to say that if you are an OD professional of any stripe, even if you are not a CEO or do not work with C-Staff, you still owe it to yourself to get this book. It is incredibly illuminating! 2 of 2 people found the following review helpful. A Clear and Practical Guide for Executives By Mark Dean Dr. Chris Dawson's book is one of the best I have come across on Cultural Transformation and Organizational Change. As a professor of Organizational Leadership, I have studied and taught organizational change for many years. I find Dawson's book to be refreshingly clear and interesting, with a focus on practical advice that can be applied immediately. I share Dawson's strong commitment to the critical role of the CEO and top leadership team in leading cultural and organizational transformation efforts. In this book, Dawson brings that point home with clear logic and succinct case studies. He also provides a practical roadmap for these key executives as they set the direction for superior organizational performance. Finally, he provides compelling insights to help executives determine when and how they must be involved in every step of the cultural transformation process. 1 of 2 people found the following review helpful. BP and Goldman Sachs - thier CEOs should have read this book! By M Amelia Taylor Leading Culture Change is required reading. How can CEOs of major companies be so out of touch with the actions and decisions of their employees? BP and Goldman Sachs will be paying the price of a misaligned culture for years. Dr. Dawson starts by helping the CEO assess the current culture and the degree to which it is suited to fulfilling the company's mission. This is the only way to create value for the shareholder. The book then provides concrete tools for implementing lasting change. Read it now so you, as CEO, can exercise the greatest impact on your company's long-term success. M. Taylor, Santa Barbara CA

Leading Culture Change: What Every CEO Needs To Know is a practical guide for top leaders who are faced with the challenge of shaping their culture to create long term, sustainable value. Culture is changeable; but only with CEO sponsorship and a methodical, best practices approach. Author Christopher S. Dawson draws on 25 years of experience as an organizational consultant in a variety of industries to delineate five critical success factors, without which culture change is unlikely to occur. He offers practical tools and approaches to facilitate culture change, in addition to an overall framework that acts as a yardstick for seasoned and new top leaders. The book provides a "red-yellow-green" level of urgency tool for determining the degree of organizational effort required to address the gap between strategy and culture; a roadmap for culture change; and more. After describing how to effect change, the text describes frequent scenarios, providing guidelines, an in-depth case example, and lessons for top leaders. Finally, the book outlines four essential leadership competencies; dual-horizon vision; self-awareness; team leadership; and source of inspiration; based on the requirements for leaders of any transformation. This book is an ideal guide for today and tomorrow's top leaders; as well as a valuable supplement to management consultants' and human resource executives' professional training.

"Leading Culture Change: What Every CEO Needs to Know provides concrete, practical guidance to ensure that your organization can move quickly through the process of assessing the status quo; crafting culture objectives that will yield maximum valu