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Titolo	Fish can't see water : how national culture can make or break your corporate strategy // Kai Hammerich and Richard D. Lewis
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Soggetti	Corporate culture Organizational behavior National characteristics Strategic planning
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Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Cover; Endorsements; Title page; Copyright page; Preface; Acknowledgements; Introduction; What is "culture"?; The water that we couldn't see when analyzing culture; The long-term view: corporate lifecycles and corporate culture; Interruptions of the lifecycle - when the crisis hit; "Global" companies; Summary; A brief chapter overview; Part I: Developing the Cultural Dynamic Model®; 1: Corporate Culture, Strategy and Business Results; What is corporate culture?; Corporate culture and strategy: the cultural dynamic model®; The water people don't see: the national influencers The three levels of culture The time lag of culture and cultural agility as a competitive advantage; Chapter summary; 2: The Lewis Model - Setting the Scene; Linear-active cultures; Multi-active cultures; Reactive cultures; Getting things done; 3: Nation-State Traits and how they affect Corporate Cultures in Seven Countries; The United States; Sweden; France; Japan; Italy; Germany; Great Britain; 4: The Cultural Dynamic Model® and the Austin Motors Case; Introduction; The static cultural dynamic model® - bringing it all together; Work practices

Decoding observed behaviours and vision statements  
Mission and vision statements; Identifying the values, assumptions and beliefs underpinning the "cultural universe"; A cultural dynamic and the full cultural dynamic model; Case study: Austin Motors; Chapter closing;  
Part II: Cases: The Lifecycle of a Company from Innovation to Consolidation; 5: The Embryonic Period; Values embedded during the early years: Apple, Microsoft and Dell; Traits that enable success over the business cycles; Case study: Nokia; Case study: KONE - agility and humility  
Case study: Walmart - an American business tackling foreign markets  
Chapter close - preview the growth period; 6: The Growth Period; The product line expansion stage; The scale and efficiency phase; Case study: Sony versus Samsung Electronics; Chapter close; 7: The Maturity Period; The consolidation phase; Case study: Toyota; Case study: FLSmidth; Case study: P&G; Key lessons from the eight cases;  
Part III: The Model in Action (Lessons for BOARDS, Managers and Investors); 8: Whither the West; Whither the West; Golden rules for dealing with reactive cultures  
Golden rules for dealing with multi-active cultures  
9: The Crisis; Strategy v. competition: being "outplayed"; Problems in execution; Disruption; Success - the success crisis; Time - if you don't move forwards you move backwards; Change of leadership; Navigating a transformation point; Differing cultural performances in times of crisis; Chapter closing; 10: Enhancing Corporate Performance in a Multicultural World; Seeing the water that surrounds you; Two recommendations to investors; Two recommendations to boards; Four recommendations to management; Implications for countries  
Chapter and book conclusion

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## Sommario/riassunto

How national culture impacts organizational culture-and business success Using extensive case studies of successful global corporations, this book explores the impact of national culture on the corporate strategy and its execution, and through this ultimately business success-or failure. It does not argue that different cultures lead to different business results, but that all cultures impact organizations in ways both positive and negative, depending on the business cycle, the particular business, and the particular strategies being pursued. Depending on all of these factors, cultura

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