

# Contents

<b>1</b>	<b>Corporate Culture and Organizational Effectiveness</b>	<b>1</b>
	A Theory of Organizational Culture and Effectiveness	4
	The Involvement Hypothesis	6
	The Consistency Hypothesis	8
	The Adaptability Hypothesis	11
	The Mission Hypothesis	13
	Integrating the Four Hypotheses	14
	Organizational Culture and Human Resource Management	16
	Summary	19
<b>2</b>	<b>Studying Culture and Effectiveness</b>	<b>21</b>
	The Culture-Climate Debate	22
	Past Attempts: The Organizational Climate Literature	24
	Organizational Culture: Theory and Research	27
	An Attempt at Synthesis	31
	Organizational Effectiveness: The Criterion	35
	Summary	38
<b>3</b>	<b>The Comparative Research Design</b>	<b>39</b>
	The Behavioral Data: The Survey of Organizations and the Organization Survey Profile	41
	The Behavioral Data: The Organization-Level Sample	45
	The Measures of Effectiveness Used in This Study	48
	Standardization	52
	The Final Sample of Firms	53
	The Analysis Plan	56



**xvi CONTENTS**

<b>4</b>	<b>The Quantitative Results</b>	<b>59</b>
	The System-Level Results	60
	Results from the Subsystem Level	70
	The Effects of Inertia: Combining Units of Analysis	76
	Quantitative Tests of Culture Hypotheses:	
	The Findings on Consistency	78
	Quantitative Tests of Culture Hypotheses:	
	The Importance of Ideals	80
	The Quantitative Results: A Summary	83
<b>5</b>	<b>The Qualitative Results: Introduction and Overview</b>	<b>87</b>
	The Limits of Comparative Research	88
	Selecting Firms for the Case Studies	91
<b>6</b>	<b>Medtronic</b>	<b>95</b>
	History and Background	95
	The Medtronic Culture	97
	The "New Culture"	100
	Reconciling the "Old" and "New" Cultures	102
	The Culture and Effectiveness Model	103
	Lessons Learned from the Medtronic Culture	106
<b>7</b>	<b>People Express Airlines</b>	<b>109</b>
	History and Background	110
	The People Express Culture and Management Practices	113
	Subcultures: Flight Managers	
	and Customer Service Managers	117
	The "Cult" in Culture	119
	The Growth and Restructuring of the Organization	120
	Effectiveness	126
	The Culture and Effectiveness Model	127
	Lessons Learned from the People Express Culture	128
<b>8</b>	<b>Detroit Edison</b>	<b>133</b>
	History and Background	133
	The Detroit Edison Culture	137
	Management Practices	139
	Effectiveness	141
	The Culture and Effectiveness Model	142
	Lessons Learned from the Detroit Edison Culture	145



<b>9</b>	<b>Procter &amp; Gamble</b>	<b>147</b>
	History and Background	148
	The Procter & Gamble Culture	151
	Management Practices	154
	Effectiveness	156
	The Culture and Effectiveness Model	157
	Lessons Learned from the Procter & Gamble Culture	159
<b>10</b>	<b>Texas Commerce Bancshares</b>	<b>161</b>
	History and Background	162
	The Texas Commerce Bancshares Culture	165
	Management Practices	168
	Effectiveness	169
	The Culture and Effectiveness Model	171
	Lessons Learned from the Texas Commerce Bancshares Culture	173
<b>11</b>	<b>Summary and Conclusions</b>	<b>175</b>
	The Culture and Effectiveness Model	177
	The Quantitative Evidence	177
	The Qualitative Research	179
	The Outliers	185
	Summary of the Model	187
	How Does Cultural Change Occur in Organizations?	188
	On Studying Organizational Culture	191
	Applying the Culture and Effectiveness Model	194
	Conclusion	197
	<b>Appendix A: Measuring Climate and Culture: Some Basic Validity Tests</b>	<b>199</b>
	<b>Appendix B: The Survey of Organizations</b>	<b>207</b>
	<b>Appendix C: Additional Quantitative Results</b>	<b>215</b>
	<b>Appendix D: Double-Checking the Results: An Analysis of Sample Quality</b>	<b>223</b>
	<b>Appendix E: Case Methodology &amp; Procedures</b>	<b>237</b>
	<b>References</b>	<b>245</b>
	<b>Index</b>	<b>259</b>