The New Corporate Cultures

Revitalizing the Workplace After Downsizing, Mergers, and Reengineering

Terrence E. Deal and Allan A. Kennedy



A Member of the Perseus Books Group New York

Contents

	Acknowledgments	vii
	Introduction	1
Part 1:	Corporate Cultures and Performance	
1	Culture Comes of Age	21
Part 2:	Corporate Cultures in Crisis	
2	The Rise of Shareholder Value and	
	Short-Termism: The Gods Must Be Crazy	43
3	Downsizing and Reengineering:	
	Corporate Lobotomy	63
4	Outsourcing: Corporate Amputation	89
5	Merger Mania: Shotgun Marriage	109
6	Computers: Cultural Isolation	131
7	Globalization: The Cultural Tower of Babel	149
8	Corporate Cultures After the Deluge	169
Dart 3.	Rebuilding Cohesive Cultures	
i ait 3.	Rebuilding Conesive Cultures	
9	Exercising Cultural Leadership:	101
	The Personal Challenge	191

vi Contents

10	Putting Fragmented Cultures Back Together:	
	Building from the Ground Up	213
11	Building Momentum: The Fun Part	233
12	Ensuring High Performance: The Tough Part	251
13	Rebuilding the Social Context of Work	267
	Notes	283
	Permissions Acknowledgments	297
	Index	299