

^FGURTHC DITON

RIDING THE WAVES OF CULTURE

**FONS TROMPENAARS &
CHARLES HAMPDEN-TURNER**



New York Chicago San Francisco Athens London Madrid
Mexico City Milan New Delhi Singapore Sydney; Toronto

Contents

Foreword	ix
Acknowledgments	xi
1 • An Introduction to Culture <i>Fons Trompenaars and Charles Hampden-Turner</i>	1
SECTION I <i>National Culture and Personal Values</i>	
2 • The One Best Way of Organizing Does Not Exist <i>Fons Trompenaars and Charles Hampden-Turner</i>	19
3 © The Meaning of Culture <i>Fons Trompenaars and Charles Hampden-Turner</i>	27
4 • Rules and Exceptions <i>Fons Trompenaars and Charles Hampden-Turner</i>	39
5 o The Individual and the Group <i>Fons Trompenaars and Charles Hampden-Turner</i>	63
6 ® Feelings and Relationships <i>Fons Trompenaars and Charles Hampden-Turner</i>	83
7 • How Far We Get Involved <i>Fons Trompenaars and Charles Hampden-Turner</i>	95
8 • How We Accord Status <i>Fons Trompenaars and Charles Hampden-Turner</i>	117
9 * How We Manage Time <i>Fons Trompenaars and Charles Hampden-Turner</i>	135
10 ® How We Relate to Nature <i>Fons Trompenaars and Charles Hampden-Turner</i>	159
11 ® Cross-Cultural Competence: Assessment and Diagnosis <i>Fons Trompenaars and Peter Wooliams</i>	177
12 o Toward International and Transnational Management <i>Fons Trompenaars and Charles Hampden-Turner</i>	195

SECTION ii *Corporate Cultures and Change Management*

13 • National Cultures and Corporate Cultures <i>Fons Trompenaars and Charles Hampden-Turner</i>	215
14 ® A New Framework for Managing Change Across Cultures <i>Fons Trompenaars and Peter Wooliams</i>	247
15 ® Your Values for the Next Transformation <i>Fons Trompenaars and Charles Hampden-Turner</i>	265

SECTION 111 *Reconciling Cultural Dilemmas*

16 ⁶ Reconciling Cultural Dilemmas <i>Fons Trompenaars and Charles Hampden-Turner</i>	279
17 ® When Two Worlds Collide: The Integration of Cultures in a Merger or Acquisition <i>Fons Trompenaars and Peter Wooliams</i>	299

SECTION iv *Culture in Practice*

18 • Creating a Culture of Innovation <i>Fons Trompenaars and Peter Wooliams</i>	311
19 • Developing Digital Leaders: The Critical Role of Dilemma Reconciliation <i>Fons Trompenaars and Lucas de Jong de Abril</i>	329
20 • Ethics Across Cultures: Did the Pedestrian Die? <i>Fons Trompenaars</i>	347

APPENDIX A: Supporting Diagnostic Tools and Apps	355
APPENDIX B: Technical Aspects of the Trompenaars' Databases <i>Peter Wooliams</i>	379
Notes	395
Index	403