

## Corporate Culture is Becoming a Science. And It's Beginning to Greatly Benefit Companies in their Executive Hiring.

A few years ago, Dick Clark, CEO of pharmaceutical giant Merck, was asked about business strategy vs. organizational culture, and was quoted as saying, “The fact is, culture eats strategy for lunch. You can have a good strategy in place, but if you don't have the culture and the enabling systems that allow you to successfully implement that strategy, the culture of the organization will defeat the strategy.”\*

Today, more and more leaders recognize that culture is a tangible force within their organizations that can be both measured and leveraged to support their business goals.

The following piece by Russell Reynolds Associates consultant Dean Stamoulis recently appeared on the Leadership pages of Forbes.com, discussing culture as a performance driver, and its critical role in leadership and talent management decisions.

It's all too common: An exciting new executive is appointed with great fanfare only to leave after a short and rocky tenure. Or the merger of two companies is pitched to investors as guaranteeing great synergies, and they never materialize. The cause of these failures often seems obvious. The executive had the right knowledge and experience but simply couldn't grasp the way things were done in the new organization. The combined balance sheets and product lines of the two merging companies looked great, but there was no way the highly collective one was going to blend well with the individualistic other. In other words, it was all the fault of “culture” and “cultural fit.”

The problem with blaming culture for these types of failures is that we've never been completely sure what culture means. The same is true when things go well. Chief executive officers—and the people who write books about them—are quick to celebrate corporate culture and its importance in times of success. But their stories, while inspirational, are essentially anecdotal. When we talk about culture, we talk in generalities. No wonder when it comes time to make basic nitty-gritty decisions that determine a company's fate, like the choice of a key leader or the decision to merge, discussion of culture often fades into the background along with other “soft” concerns.

The good news is that this is changing. Organizational psychologists, armed with more data and more powerful analytical tools, are developing detailed and useful models of corporate culture.

\*Taken from a Management Today.com news article by John Weeks, INSEAD, which appeared online on June 1, 2006

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# Global Leadership

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They are learning to identify the qualities that define a culture—for example, openness and emphasis on performance—and measure and quantify them in reliable ways. This is providing a framework for comparing a company's culture with the inclinations of contenders to be CEO, or for comparing the cultures of two companies contemplating a merger. Measurement tools, such as Russell Reynolds Associates' Culture Analyst™, uses survey questions to uncover the distinguishing characteristics of companies. The Culture Analyst can also then go on to calculate an external candidate's degree of fit to a company's culture profile.

Organizational psychologists and consultants are working with clients to hone in on the aspects of culture that are most important to their businesses. In one case, a CEO wanted to strengthen discipline within his organization by bringing in managers who were inclined to foster and maintain discipline. To do so, he was willing to hire candidates who were less concerned with interpersonal relationships, even though most CEOs wouldn't want to sacrifice that with their managers. He was pleased to learn that his top candidate's culture profile showed he was strong on discipline and was mid-level (but not too bad) at relationships. At another company there was concern that a senior executive candidate had appeared "too independent" in an interview. A subsequent measurement of the candidate's cultural preferences confirmed that they didn't match up with the company's rules-oriented ways.

A question that often comes up is whether a candidate should match the company's current culture or the culture the CEO is aiming for as he or she changes the organization. Until now, a good amount of guesswork went into figuring that out. We can now clarify these two different profiles of a candidate to help inform CEOs about who is entering their organizations. This is important partly because a new executive who will stand as a cultural pioneer will need added guidance and cover.

New insight in these areas would be welcome under any circumstances, but they are particularly needed as we all begin to prepare for economic recovery and try to learn from the mistakes of the recent past. Many of the problems that led to the downturn, such as C-suite hubris, executive groupthink, lack of vigilance about strategy and poorly managed CEO succession, were ultimately matters of corporate culture. Not surprisingly, regulators, investors and industry groups are demanding that companies pay more careful attention to their top-level executive selection decisions—not just in terms of qualifications but also in terms of really understanding what kinds of people are in charge and what sort of culture emerges when they are put together in a room.

Of course, there will always be a subjective element to senior-level talent decisions, just as investors will always reach different conclusions from the same balance sheet. But providing a more rigorous and commonly understood framework for the discussion of corporate culture will go a long way toward keeping culture front and center in important strategic deliberations while they are taking place—and not just in hindsight.

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Our in-depth knowledge of major industries and our clients' specific business challenges, combined with our understanding of who and what makes an effective leader ensure that our clients secure the best leadership teams for the ongoing success of their businesses. For more information, please visit us at [www.russellreynolds.com](http://www.russellreynolds.com).

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## 企业文化正在成为一门科学 并且开始令公司在招聘高管时受益匪浅

几年前，当制药巨头默克公司的首席执行官Dick Clark被问到企业战略和组织文化的关系时，他说到：“事实上，战略对文化来说只是一顿午餐。你可以有一个很好的战略，但是如果没有文化以及促进战略实施系统，组织文化将抑制战略的有效性。”\*

如今，越来越多的领导认识到文化在其组织内是一股有形的力量，他们可以衡量和利用这股力量来支持他们的业务目标。

罗盛咨询领导力咨询全球负责人Dean Stamoulis最近在Forbes.com对文化作为一个绩效驱动因素及其在领导和人才管理决策方面的关键作用进行了讨论。

事实上，  
战略对文  
化来说只是  
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以下情况都太常见了：一位振奋人心的高管在大张旗鼓地上任后不久就离职了；或两家公司为了保证巨大的协同效应而合并，而无法真正实现融合。这些失败的原因似乎往往显而易见：高管拥有出类拔萃的知识和经验，只是不能掌握在新组织中做事的方式。换句话说，这是“文化”和“文化适应性”的问题。

此类失败归咎于文化的问题在于我们从未完全了解文化是什么。当事情顺利时，亦如此。首席执行官们在取得成功时总是急于赞美企业文化及其重要性，但是他们的故事（尽管鼓舞人心）大多是轶事性质的。当我们谈论文化时，我们常常泛泛而谈，难怪当需要作出决定公司命运的根本决策时，有关文化的讨论往往随其他“软”问题一起慢慢淡出背景。

值得高兴的是，这种情况正在改变。凭借更多的数据以及更强大的分析工具，组织心理学家正在开发具体有用的企业文化模型。他们正在定义文化因素（例如开放性和绩效导向等），并以可靠的方式对其进行衡量和量化。这为两家计划合并的公司进行文化比较提供了框架，或为评估新任首席执行官与公司文化的匹配度提供了参考。衡量工具（例如罗盛咨询的文化诊断TM等）使用调查问题以揭示公司的显著特点，同时文化诊断TM还可以评估外部候选人与公司文化的适合程度。

组织心理学家和咨询顾问正在帮助客户深入了解对其业务而言最为重要的各个文化方面。在一个案例中，某位首席执行官希望通过引进善于促进和维持规范的管理者以加强组织内部的规范性，他很高兴地获悉，他的头号候选人的个人文化偏好报告显示他具有很强的规范性。而在另一家企业，CEO担心一名高管候选人在面试时表现得“过于独立”，在对其进行个人文化偏好评估后确认，他确实不符合公司以规则为导向的管理方式。

文化变革过程中常常会遇到这样一个问题，即应该选择符合公司目前的文化的候选人，还是选择那些符合首席执行官所要求实现的未来组织文化的候选人，并依靠它们实现文化变革。到目前为止，大多数企业只能靠主观的判断和猜测来做决定。现在我们已经可以帮助首席执行官客观而准确地判断哪类候选人更适合加入公司。

当我们尝试从错误中汲取教训时发现，许多问题（例如公司管理层过于傲慢、主管趋同思维、缺乏战略警惕以及首席执行官继任管理不善等）说到底都是企业文化的问题。不出意料，管理者、投资者和行业团队都要求公司更重视他们顶级高管的甄选决策，在此过程中不仅仅关注硬性经验和知识，还包括真正了解他们的风格及软性能力，以及当他们聚在一起时将缔造出什么样的企业文化。

当然，高层人才决策永远伴随着主观因素，就像投资者总是会从同一资产负债表中得出不同的结论，但是，提供一个更严格和更容易理解的文化框架将大大帮助企业在审议重要战略过程中（而不是之后）讨论组织文化的重要性。

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## 结论

如今，法务高管们所面临的期望越来越高，业务需求也在不断变化，他们必须决定哪些技能和能力更加能够帮助他们取得事业的发展。我们希望这项研究的结果能够为他们提供适当的指导，帮助他们了解和锤炼在全新企业法律环境中获得成功需具备的能力。

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