

Changing corporate culture is heavy-duty stuff.

This isn't the sort of challenge you take on simply because it sounds good. Or because it's the "in thing" to do these days.

You do it because you *have* to in a desperate attempt to survive. Or if you're lucky—and smart enough—you do it *before* you have to, knowing you must if the organization is going to maintain a competitive edge in today's rapidly changing marketplace.

Most organizations don't have the foresight to change their culture before the world forces it on them. Some start, then don't have enough determination to see the effort through. Others keep tinkering with their culture, but the world of change outruns them. These companies lose control over their destiny.

Some that recognize the need to change deceive themselves, thinking they can achieve a cultural transformation without pain and chaos. But it just doesn't work that way. As this handbook points out, overhauling the culture is an agonizing process. Still, if you carry out culture change correctly, the payoff is worth the price of admission. It's also a lot less painful than having the marketplace slowly drive a stake into the heart of the organization.

Follow the guidelines given here, and you can achieve dramatic culture shifts in record time. It's the best way to protect the organization's future.