

Illustrations

2.1	Denison Organizational Culture Survey	18
3.1	The Five Critical Success Factors for Culture Change	21
3.2	The Shadow Cultures	23
II.1	Culture Change Process—master view	34
4.1	The CEO's Level of Urgency Assessment Tool	49
4.2	Red-yellow-green organization impact levels	51
5.1	The Johari Window	57
5.2	Overlapping Shadow Cultures point to the Vision Culture	63
5.3	Get Real Tool process steps	73
5.4	Culture Change Roadmap example	89
6.1	The three big levers of culture change	94
6.2	Two-by-two willing-and-able matrix	121
6.3	Diagnosing resistance to change	123
7.1	Culture change long-horizon timeline	140
7.2	Three levels of celebrating progress	143
A.1	Culture dimensions expressed as polar opposites	203
A.2	Harrison and Stokes's four culture types	204