



The Culture Cycle: How to Shape the Unseen Force that Transforms Performance

James Heskett

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The contribution of culture to organizational performance is substantial and quantifiable. In *The Culture Cycle*, renowned thought leader James Heskett demonstrates how an effective culture can account for 20-30% of the differential in performance compared with "culturally unremarkable" competitors.

Drawing on decades of field research and dozens of case studies, Heskett introduces a powerful conceptual framework for managing culture, and shows it at work in a real-world setting. Heskett's "culture cycle" identifies cause-and-effect relationships that are crucial to shaping effective cultures, and demonstrates how to calculate culture's economic value through "Four Rs": referrals, retention, returns to labor, and relationships. This book:

- Explains how culture evolves, can be shaped and sustained, and serve as the organization's "internal brand."
- Shows how culture can promote innovation and survival in tough times.
- Guides leaders in linking culture to strategy and managing forces that challenge it.
- Shows how to credibly quantify culture's impact on performance, productivity, and profits.
- Clarifies culture's unique role in mission-driven organizations.

A follow-up to the classic *Corporate Culture and Performance* (authored by Heskett and John Kotter), this is the next indispensable book on organizational culture.

"Heskett (emer., Harvard Business School) provides an exhaustive examination of corporate policies, practices, and behaviors in organizations." **Summing Up:** Recommended.

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