

Engineering Culture Control And Commitment In A High Tech Corporation

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Engineering Culture: Control and Commitment in a High-Tech ...

Engineering Culture: Control and Commitment in a High-Tech Corporation Labor And Social Change: Author: Gideon Kunda: Edition: revised: Publisher: Temple University Press, 2009: ISBN: 1592135471, 9781592135479: Length: 320 pages: Subjects

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Engineering Culture is an award-winning ethnography of the engineering division of a large American high-tech corporation. Now, this influential book—which has been translated into Japanese, Italian and Hebrew—has been revised to bring it up to date. In Engineering Culture, Gideon Kunda offers a critical analysis of an American company's well-known and widely emulated "corporate culture."

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Engineering Culture Control And Commitment In A High Tech ...

4.0 out of 5 stars Engineering Culture, Control and Commitment in a High-Tech C Reviewed in the United States on April 25, 2000 Kunda in his book explains that culture could be used as a powerful weapon that the organization uses against the workers to manipulate and finally control them, reaching the organization's goals.

Engineering Culture is an award-winning ethnography of the engineering division of a large American high-tech corporation. Now, this influential book—which has been translated into Japanese, Italian, and Hebrew—has been revised to bring it up to date. In Engineering Culture, Gideon Kunda offers a critical analysis of an American company's well-known and widely emulated "corporate culture." Kunda uses detailed descriptions of everyday interactions and rituals in which the culture is brought to life, excerpts from in-depth interviews and a wide variety of corporate texts to vividly portray managerial attempts to design and impose the culture and the ways in which it is experienced by members of the organization. The company's management, Kunda reveals, uses a variety of methods to promulgate what it claims is a non-authoritarian, informal, and flexible work environment that enhances and rewards individual commitment, initiative, and creativity while promoting personal growth. The author demonstrates, however, that these pervasive efforts mask an elaborate and subtle form of normative control in which the members' minds and hearts become the target of corporate influence. Kunda carefully dissects the impact this form of control has on employees' work behavior and on their sense of self. In the conclusion written especially for this edition, Kunda reviews the company's fortunes in the years that followed publication of the first edition, reevaluates the arguments in the book, and explores the relevance of corporate culture and its management today.

A revised edition of the classic text on the sociology of management and organization.

Aims to bring together, present, and discuss what is known about work and organizations and their connection to broader economic change in Europe and America. This volume contains a range of theoretically informed essays, which give comprehensive coverage of changes in work, occupations, and organizations.

Total quality management (TQM), reengineering, the workplace of the twenty-first century—the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to Enhancing Organizational Performance. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. Enhancing Organizational Performance reviews the most popular current approaches to organizational change—total quality management, reengineering, and downsizing—in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined. Enhancing Organizational Performance looks at the influence of the organization's norms, values, and beliefs—its culture—on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions—organizations are increasingly turning to new intra- and inter-organizational structures. Enhancing Organizational Performance discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, Enhancing Organizational Performance clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

'Does culture create competitive advantage? Case closed in this compelling analysis of sporting success. Read it.' – James Kerr, bestselling author of Legacy. In The Barcelona Way, sports psychologist Prof. Damian Hughes draws on exclusive insight into FCB as well as first-hand research from organizational psychology, to set out a method to create your own high-performance culture. At the heart of FCB's winning culture are a set of principles, epitomized by Pep Guardiola, Johan Cruyff, Lionel Messi and many other FCB legends, which govern how to nurture talent, prepare for change and provide the best environment to build a culture of sustained success. These principles: Big Picture, Arc of Change, Repetition, Cultural Architects, Authentic Leadership are at the heart of FCB's unprecedented domination of football, and are the key to developing high-performance cultures in any team-based organisation across every industry. The Barcelona Way is a hugely practical must-read that sets out a clear plan, based on the same principles, for you to create a culture of success and get the best of yourself and your team.

Why are some companies able to generate committed, long-term customers while others struggle to stay afloat? Why do the employees of some organizations fully dedicate themselves while others punch the clock without enthusiasm? By studying the ins and outs of companies that enjoy extraordinary loyalty from customers and employees, John Jantsch reveals the systematic path to discovering and generating genuine commitment. Jantsch's approach is built on three foundational planks, which he calls the clarity path, the culture patron, and the customer promise. He draws on his own experiences and shares true stories from businesses like Threadless, Evernote, and Warby Parker. His strategies include these: Build your company around a purpose. People commit to companies and stories that have a simple, straightforward purpose. Understand that culture equals brand. Build your business as a brand that employees and customers will support. Lead by telling great stories. You can't attract the right people or get them to commit without telling a story about why you do what you do. Treat your staff as your customer. A healthy customer community is the natural result of a healthy internal culture. Serve customers you respect. It's hard to have an authentic relationship with people you don't know, like, or trust. As Jantsch says, "Have you ever encountered a business where everything felt effortless? The experience was perfect, and the products, people, and brand worked together gracefully. You made an odd request; it was greeted with a smile. You went to try a new feature; it was right where it should be. You walked in, sat down, and felt right at home. . . . Businesses that run so smoothly as to seem self-managed aren't normal. In fact, they are terribly counterintuitive, but terribly simple as it turns out." As a follow-up to The Referral Engine, this is about more than just establishing leads- it's about building a fully alive business that attracts customers for life.

Today, software engineers need to know not only how to program effectively but also how to develop proper engineering practices to make their codebase sustainable and healthy. This book emphasizes this difference between programming and software engineering. How can software engineers manage a living codebase that evolves and responds to changing requirements and demands over the length of its life? Based on their experience at Google, software engineers Titus Winters and Hyrum Wright, along with technical writer Tom Manshreck, present a candid and insightful look at how some of the world's leading practitioners construct and maintain software. This book covers Google's unique engineering culture, processes, and tools and how these aspects contribute to the effectiveness of an engineering organization. You'll explore three fundamental principles that software organizations should keep in mind when designing, architecting, writing, and maintaining code: How time affects the sustainability of software and how to make your code resilient over time How scale affects the viability of software practices within an engineering organization What trade-offs a typical engineer needs to make when evaluating design and development decisions

Over the last few decades, research, activity, and funding has been devoted to improving the recruitment, retention, and advancement of women in the fields of science, engineering, and medicine. In recent years the diversity of those participating in these fields, particularly the participation of women, has improved and there are significantly more women entering careers and studying science, engineering, and medicine than ever before. However, as women increasingly enter these fields they face biases and barriers and it is not surprising that sexual harassment is one of these barriers. Over thirty years the incidence of sexual harassment in different industries has held steady, yet now more women are in the workforce and in academia, and in the fields of science, engineering, and medicine (as students and faculty) and so more women are experiencing sexual harassment as they work and learn. Over the last several years, revelations of the sexual harassment experienced by women in the workplace and in academic settings have raised urgent questions about the specific impact of this discriminatory behavior on women and the extent to which it is limiting their careers. Sexual Harassment of Women explores the influence of sexual harassment in academia on the career advancement of women in the scientific, technical, and medical workforce. This report reviews the research on the extent to which women in the fields of science, engineering, and medicine are victimized by sexual harassment and examines the existing information on the extent to which sexual harassment in academia negatively impacts the recruitment, retention, and advancement of women pursuing scientific, engineering, technical, and medical careers. It also identifies and analyzes the policies, strategies and practices that have been the most successful in preventing and addressing sexual harassment in these settings.

The New York Times bestseller Shortlisted for the 2020 Financial Times & McKinsey Business Book of the Year Netflix cofounder Reed Hastings reveals for the first time the unorthodox culture behind one of the world's most innovative, imaginative, and successful companies There has never before been a company like Netflix. It has led nothing short of a revolution in the entertainment industries, generating billions of dollars in annual revenue while capturing the imaginations of hundreds of millions of people in over 190 countries. But to reach these great heights, Netflix, which launched in 1998 as an online DVD rental service, has had to reinvent itself over and over again. This type of unprecedented flexibility would have been impossible without the counterintuitive and radical management principles that cofounder Reed Hastings established from the very beginning. Hastings rejected the conventional wisdom under which other companies operate and defied tradition to instead build a culture focused on freedom and responsibility, one that has allowed Netflix to adapt and innovate as the needs of its members and the world have simultaneously transformed. Hastings set new standards, valuing people over process, emphasizing innovation over efficiency, and giving employees context, not controls. At Netflix, there are no vacation or expense policies. At Netflix, adequate performance gets a generous severance, and hard work is irrelevant. At Netflix, you don't try to please your boss, you give candid feedback instead. At Netflix, employees don't need approval, and the company pays top of market. When Hastings and his team first devised these unorthodox principles, the implications were unknown and untested. But in just a short period, their methods led to unparalleled speed and boldness, as Netflix quickly became one of the most loved brands in the world. Here for the first time, Hastings and Erin Meyer, bestselling author of The Culture Map and one of the world's most influential business thinkers, dive deep into the controversial ideologies at the heart of the Netflix psyche, which have generated results that are the envy of the business world. Drawing on hundreds of interviews with current and past Netflix employees from around the globe and never-before-told stories of trial and error from Hastings's own career, No Rules Rules is the fascinating and untold account of the philosophy behind one of the world's most innovative, imaginative, and successful companies.

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