Chapter 17
The New Paradigm of Corporate Culture

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ABSTRACT

This chapter presents an overview of the approach for theoretical conceptualization of the corporate culture of a large industrial company, incorporating consideration of technologies, values and risks, viewed from the synergetic and socio-technological perspectives. The concept is grounded on finding the optimal balance between flexible and rigid practices, as well as planned and spontaneous processes, which have practical relevance as organizations have a variety of combination and design options. These decisions are underpinned by reasonable controls for mitigating risks, that organization face under conditions of uncertainty, in pursuing strategic objectives, setting tone at the top and people’s perceptions of internal environment and performance components. The balance is reached through cultural interpretations of both styles of management and performance as well as decision making practices. As a result improvement of the system of social interaction based on individual qualities is eventually likely to provide an increase in the quality of internal environment as well as improvement of the operational effectiveness and efficiency.

THE NEW PARADIGM OF CORPORATE CULTURE

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Industrial companies are complex systems having mutually exclusive elements. On the one hand such companies are likely to focus on innovation, diversification and strong team orientation, on the other...