Contents

Preface

Ackno	owledgments	xi
Part 1	I. Cultural Analysis Planning	
i	Introduction: Setting the Stage Objective: Understand the pervasiveness of organizations in our lives, the goal of cultural analysis, and how to select an organization for analysis. Rehearsal 1.1 Applying the Drama Metaphor 9 Rehearsal 1.2 Determining Your Purposes for a Cultural Analysis Rehearsal 1.3 Identifying an Organization 11 Rehearsal 1.4 Method Acting and Getting Real 13	3 10
(The Significance of the Stage Objective: Understand the value of a cultural analysis and the major steps in the process. Rehearsal 2.1 Creativity and Constraint 18 Rehearsal 2.2 The Value of a Cultural Analysis 21 Rehearsal 2.3 The Value of a Culture Analysis 23	15
Part 1	II. Cultural Analysis Basics	
(Step One—Understanding the Concept of Culture: Constructing the Set Objective: Understand the concept of culture and the significance of different images and metaphors for organizations. Rehearsal 3.1 How Do You Define Culture? 32 Rehearsal 3.2 Playing With Metaphors 33 Rehearsal 3.3 Writing a Cultural Analysis Proposal 38	27
(Step Two—Identifying Cultural Elements: Understanding Roles Objective: Understand the major cultural elements as a template for identifying a variety of types of cultural data. Rehearsal 4.1 Exploring Websites 58 Rehearsal 4.2 Getting More From Our Stories 59 Rehearsal 4.3 A Game of Metaphors 61	39

art III. Cultural Data Collection and Interpretation
An Introduction to Step Three: Use Multiple Methods for Sathering Cultural Information—Method Acting Objective: Learn the importance of using multiple data collection methods. Rehearsal III.1 Introduction to Method Acting: The Last Time I Was Wrong 71 Rehearsal III.2 Sample Informed Consent Form 74
 Step Three—Method Acting: Textual Analysis Objective: Understand the basics of conducting an analysis of cultural artifacts. Rehearsal 5.1 Selecting Texts for Analysis 78 Rehearsal 5.2 Content Analysis 81 Rehearsal 5.3 Critical Linguistic Analysis 82
6. Method Acting—Observation Objective: Understand the basics of improving the way we observe culture. Rehearsal 6.1 Identifying Six Types of Rites/Rituals 92 Rehearsal 6.2 A Potpourri of Things to Observe in Cultural Analysis 94 Rehearsal 6.3 Alien Culture Observation 95 Rehearsal 6.4 Note-Taking Guidelines 97
7. Method Acting—Interviews and Surveys Objective: Learn to use interviews to gather cultural data. Rehearsal 7.1 Sample Interview Questions for "Reading" a Culture 108 Rehearsal 7.2 Alien Culture Interviews/Surveys 111
8. Step Four—Synthesizing and Interpreting Cultural Data: Getting Inside the Character 113 Objective: Develop your interpretation of the culture through data synthesis. Rehearsal 8.1 Finding a Theme 117 Rehearsal 8.2 A Practice Stage 121 Rehearsal 8.3 Reliability/Validity Check 123 Rehearsal 8.4 Cultural Analysis Write-Up Guides 124
art IV. Cultural Analysis Application
n Introduction to Step Five: Identifying Applications for Cultural Analysis 127
9. Step Five—Casting Against Type: Diversity Objective: Tie the larger framework of national and organizational cultures to the issues of managing diverse organizations. Rehearsal 9.1 Assess the Multiculturalism of Your Organization Rehearsal 9.2 Are You a Privileged Member of

Your Organizational Culture? 142 Rehearsal 9.3 Diversity Survey 149

10.	Improvisation: Managing Change Objective: Introduce a model for managing cultural change. Rehearsal 10.1 Forces Driving Change 154 Rehearsal 10.2 Adapting Change Messages to the Culture 161 Rehearsal 10.3 A Change Plan 167 Rehearsal 10.4 A Change Case 167	153
11.	An Honest Portrayal: Ethics Objective: Provide a framework for understanding and addressing the ethical challenges organizations face. Rehearsal 11.1 Ethical Heroes 171 Rehearsal 11.2 Applying the Economizing Value Tension 176 Rehearsal 11.3 Applying the Power Distancing Value Tension 178 Rehearsal 11.4 Applying the Ecologizing Value Tension 180 Rehearsal 11.5 Other Value Tensions 181 Rehearsal 11.6 Ethics and Communication Leadership 183	169
12.	The Director's Chair: Symbolic Leadership Objective: Understand the role of the leader in meaning management. Rehearsal 12.1 Identifying Leader Reframing Practices 188 Rehearsal 12.2 Assessing Yourself as a Leader 197 Rehearsal 12.3 Case Study of Cultural Leadership 200	185
13.	Reading Reviews: Organizational Effectiveness Objective: Connect Chapter 1 discussions on the significance of culture to issues of effectiveness. Rehearsal 13.1 How Do You Measure Effectiveness? 206 Rehearsal 13.2 Finding the Drawbacks of the Best Fit 208 Rehearsal 13.3 Gauging Effectiveness 211	203
14.	Opening Night: Conclusion Objective: Provide an application template for interpreting and applying cultural data. Rehearsal 14.1 Action Plan for Professional Communication Development 217 Rehearsal 14.2 Organizational Communication Development Action Plan 220	213
References		226
Index		234
Abou	About the Authors	