

# Inspired Organizational Cultures

エンゲージメントを高める組織文化

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Foreword by Dr. Edgar Schein

An Actionable Business Journal



# **Inspired Organizational Cultures**

エンゲージメントを高める組織文化

Discover Your DNA, Engage Your People,  
and Design Your Future

Book Excerpt

**by Kimberly Wiefling**

**Foreword by Dr. Edgar Schein**

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**An Actionable Business Journal**

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## Foreword

Organizational culture is very much “in” but not well understood, often trivialized, and rarely analyzed in a systematic way. This “workbook” is a wonderful vehicle for overcoming all of these flaws. This book leads you into the topic of culture step by step, educating you as you go along so that you not only understand the depth of culture but have begun a valid analysis of the culture you are living in and co-creating.

What makes this book especially relevant is that it has been produced by a consultant who has had a wealth of experience in different organizations and, more importantly, in different national cultures, especially in Japan. The process which this book invites can be used on one’s work group, one’s employing organization, or one’s nation with equal profit. Kimberly should be congratulated for providing us a culture-deciphering process that will be widely used and with great profit.



Edgar H. Schein

Professor Emeritus, MIT Sloan School of Management

Author of *Organizational Culture and Leadership*, 5th ed. (2017) and *Humble Consulting* (2017).

Section II: Journey Through Your History Together  
セクション II: 組織の歴史をたどる旅に出る



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## Section II

### Journey Through Your History Together

An organization's founders' stories often inspire admiration. Tales of courageous risk-taking, determination in the face of overwhelming odds, or staunch commitment to a purpose beyond profit can unite people around this heritage. Here are a few of my favorites from my clients in the corporate world:

- Yamaha - In 1887, Torakusu Yamaha built his first reed organ and carried it on his back over the mountains of Japan to the music university in Tokyo. Unfortunately, it was flatly rejected due to its poor tuning! Undaunted, Torakusu created an improved version and carried it back to Tokyo once again on this torturous journey. This organ became the foundation of the Yamaha music business.
- Kuraray - Magosaburo Ohara founded Kuraray in 1926, and his son Soichiro Ohara continued their legacy of “contributing to the world and individual well-being through actions that others are unable to produce.”<sup>1</sup> I find myself quoting Mr. Ohara's sage advice to teams stuck in “death by consensus”: “To initiate a project one has to begin when only one or two of ten people are in favor of it.”<sup>2</sup>
- Suntory - In 1899, Shinjiro Torii opened a wine shop in Osaka, and—despite the warnings of naysayers—proceeded to produce a popular port wine domestically. Later, Suntory was the first company to distill whiskey in Japan. Of course, many people declared that it was impossible to make a great whiskey there, but his “Yatte Minahare!” spirit (roughly translated as “Go for it!”) prevailed.

What treasures are hidden in your organization's history? Stories of enormous success are valuable, but so are those of how people responded when faced with overwhelming challenges or setbacks.

What epic moments from your organization's past are worthy of being preserved and transmitted to future generations? Journey together to the roots of your organization's cultural DNA through the power of historical storytelling.

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1. Fumio Ito, “Message from the President,” *kuraray*, <http://www.kuraray.co.jp/en/company/president/>.  
2. George Avdey, “Building a Global Business: November 2014 Update for Customer Service” (PowerPoint presentation, Kuraray America, Inc., 2014).

# 20

A powerful way to understand what's happening today is to look back and reflect on the truth of what happened yesterday.

今何が起きているかを理解するには、過去を振り返って現実に何が起きたかを考えるのが効果的である。

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# 21

Each organization has historical DNA that contributed to its present culture and influences its future possibilities.

それぞれの組織における過去のDNAは、現在の文化に貢献し、将来の可能性に影響を与える。

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# 22

Moving forward is challenging when you don't know where  
you're headed, but your organization's past can  
guide you to your future.

自分がどの方向に進んでいるかわからずに前進する  
ことは難しい。しかし自分が属する組織の過去が  
将来へと導いてくれる。

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# 30

Exploring the history of your organization casts a light in the direction of future possibilities. Start to light the way today.

自分が属する組織の歴史を調べることは、将来の可能性への道筋に光を当てることになる。その道を今日から照らそう。

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# 31

Bring people together to explore your organization's history. A common understanding of your past inspires a shared future.

皆で力を合わせて組織の歴史を探ろう。過去について共通理解を得ることが、ともに未来を描くためのいい刺激になる。

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# 32

To live and breathe your organization's culture,  
understand the roots of its existence, its core purpose,  
its reason for being.

組織の文化を自分のものにして実践するには、  
組織のルーツ、主な目的、存在理由を  
理解しなくてはならない。

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Section IV: Nourish Your Organization's Culture  
セクション IV: 組織の文化をはぐくむ



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## Section IV

### Nourish Your Organization's Culture

An organization's culture is made visible through behavior, and that behavior is driven by assumptions, beliefs, and patterned thinking, in addition to the conscious choices that we make to perpetuate that culture. While leaders often spend time on org charts and strategy, their organizational culture—sometimes disparagingly referred to as “the touchy-feely stuff”—is all too frequently left to chance.

As my mentor, Dr. Edgar Schein, has taught me, organizational culture has both an internal side (how we get along, how we do things) and an external side (what we do to survive and grow, including strategy and tactics). Culture infuses both through our deeper assumptions about who we are, our collective identity, and our sense of our brand.

It can be helpful to think about organizational culture as a kind of “internal brand.” A brand is a promise. Most organizations carefully consider what their brand broadcasts externally, but what is the promise that your brand communicates to your people? In the same way that customers have expectations based on brand image, an organization's culture creates expectations in current and potential employees.

An authentic *external* brand must be built on an *internal* organizational culture that is aligned with that brand, otherwise it's just hollow marketing hype. Attempts to dictate your organization's culture through brochures, posters, websites, and coffee mugs bearing empty slogans produce little more than cynicism.

Nourish and strengthen what matters most—that priceless, yet intangible, asset called “organizational culture”—the invisible water in which you and everyone else in your organization swim.

# 45

Your organization's culture is the invisible water in which you swim. It's what's left when there's nobody left to blame.

組織の文化は見えない水のようなもので、その中で人は泳いでいる。文化こそ、責めを負うべき人が誰もいなくなった後に残るものだ。

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# 46

A brand is a promise. Externally, brand shapes your customers' expectations. What does your cultural brand promise your employees?

ブランドとは「約束」である。組織の対外的なブランドが示す約束によって顧客の期待が決まる。あなたが属する組織の文化のブランドは従業員に何を約束しているか?

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# 47

Establish two or three timeless guiding principles  
that will not only serve you in the present,  
but also guide future generations.

現在だけでなく将来にも通用し、次の世代を導いて  
いける指針を2つ、3つ確立しよう。

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# 48

Your organization's core message must inspire your  
people to breathe life into your values. Make it a  
message worth remembering.

組織が打ち出す主なメッセージは、人を触発して  
組織の価値に命を吹き噫ませられるものでなくては  
ならない。心に残るメッセージにしよう。

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# 49

Your organization's culture is the air that your people breathe and the water in which they swim.  
It's invisible and omnipresent.

組織の文化は、その中で働く人が吸う空気や、  
人が泳ぐ水のようなものだ。文化は目に見えないが、  
あらゆるところに存在する。

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# 50

Your brand says a lot about you. It reflects your organization's culture and DNA. It shapes how people perceive your business.

組織が有するブランドは  
組織の文化とDNAを反映したものであり、  
世間がその組織をどう見ているかの表れである。

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# 51

Every decision you make today influences what you can be tomorrow. Are your decisions taking you closer to your desired future?

組織で今下される決定はすべて、組織の将来の姿に影響を及ぼす。あなたが属する組織の意思決定は、目指す将来像に近づくのに役立っているか?

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Section IX: Grow Together

セクション IX: 共有する文化とDNAを通じてともに成長する



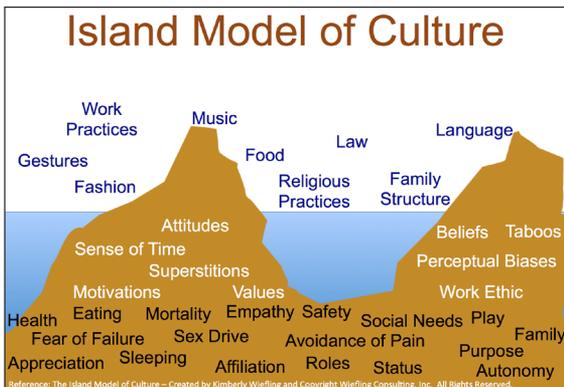
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## Section IX

### Grow Together

Two good friends working in a garage in Palo Alto started a company together. In the early days that company established “The HP Way,” which became legendary as an example of a healthy, vibrant organizational culture. But a founder’s spirit is often lost over time, and growth through M&A often results in a sewn-together culture akin to Dr. Frankenstein’s monster. How can a bunch of people separated by borders, boundaries, and barriers of every kind feel truly connected? By exploring and strengthening their shared organizational culture and cultural DNA.

If you study *country* cultures you’ll inevitably stumble across the “iceberg model.” Visible above the waterline are the obvious traits and behaviors often associated with a stereotype of a particular culture. Walk down a busy Tokyo street during lunchtime and you can’t help but notice the sea of dark suits, white shirts, and dark ties. In the evening, you might wonder how such “shy and conservative” businessmen can keep so many karaoke joints in business. Only a peek below the surface can resolve this seeming contradiction. Below the water level you’ll find the less obvious influencers of behavior—factors an outsider would likely miss in a casual encounter. These values, beliefs, and norms, and the observable behaviors that spring from them, are what cross-cultural experts refer to as a country’s “culture.”



The Island Model of Culture

## Section IX: Grow Together

### セクション IX: 共有する文化とDNAを通じてともに成長する

After working with people from over 50 different countries, I find the iceberg model inadequate to describe the extensive common ground that all human beings share. Beneath our obvious differences and obscure motivations lies the bedrock of our shared humanity. An island model seems like a much more suitable metaphor because it reveals how we are all connected at a deeper level. Applied to organizations, this island model can be used to motivate us to dig deeper, far beneath the superficial, to discover the common ground upon which we can build a shared future.

Diversity is an advantage, but if you want to grow together you must explore what you have in common below the waterline—your shared organizational culture and cultural DNA.

セクション IX: 共有する文化とDNAを通じてともに成長する

# 120

Teams who clearly understand and commit to their core purpose, and embrace a shared identity, are the most invincible. Wooohoooo!

チームの主な目的をはっきり理解し、共通のアイデンティティを信じて全力で取り組むチームは向かうところ敵なしだ。最高じゃないか!

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# 121

An organization's culture is a valuable guide to choosing behaviors that align with your values and support your vision.

組織の価値観に合致し、ビジョンを支える行動を選ぶ時、価値ある指針となるのが組織の文化である。

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# 122

There's nothing more rewarding than seeing your people live and breathe your organization's culture in pursuit of its purpose.

組織の目的を追求するにあたって、メンバーが組織の文化を自分のものにして実践している姿を見る時ほど、報われたと感じられる瞬間はない。

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# 123

Once your organizational culture is clearly understood by everyone involved it becomes an effective and powerful engine for growth.

組織の文化は、関係者全員が明確に理解すれば、強力な効果的な成長のエンジンとなる。

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# 124

Each individual possesses a unique set of gifts.  
Match each one with the place where they can  
contribute best and let them shine!

人はそれぞれ独自の才能を持っている。  
その才を活かして最大の貢献ができる職につかせ、  
実力を発揮させよう!

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# 125

An organization's culture shapes the values and behaviors  
that enable your people to collaborate effortlessly and  
effectively.

組織の文化は、メンバー間の容易かつ効果的な協業を  
可能にする価値観と行動を形づくるものである。

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# 126

You may not be able to change your organization's past,  
but it's never too late to do something about your  
present culture.

組織の過去は変えられないかもしれないが、  
今の組織の文化を変えるのに遅すぎる  
ということはない。

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# About the Author



Kimberly Wiefling helps organizations achieve what SEEMS impossible, but is *merely* difficult. How? By turning managers into leaders and groups into teams. Her first book, *Scrappy Project Management*, was translated into Japanese by Nikkei Business Press. *Scrappy Women in Business* celebrates women’s contributions to the business world through the power of storytelling, both in the book and on the companion website, ScrappyWomen.biz. A physicist by education, Kimberly realized long ago the limits of technology devoid of human skills—the so-called “touchy feely” aspects of working in teams so vital to success, and so frequently overlooked. She facilitates highly engaging transformational workshops based on her “Possibilities Toolbox” (<http://wiefling.com/our-services/workshops/>), which she developed for the professors of Tokyo Medical and Dental University for use in their human skills curriculum at TMDU. Her intensive behavior-changing “learning laboratories,” which she playfully refers to as “workshocks,” directly translate into business results. She’s worked globally with people from over 50 different countries, and her clients include many well-known global brands in a wide variety of industries. Kimberly is passionate about making a meaningful difference by working with organizations committed to solving the problems of Our World—profitably and thus sustainably.

If you’re interested in receiving periodic doses of information and inspiration from me—my so-called “Scrappy Kimberly Kamp”—just send an email to [scrappy@kimberlywiefling.com](mailto:scrappy@kimberlywiefling.com) with “Subscribe to Scrappy” in the subject line. Woohoo! EXCITING! - Kimberly

# Inspired Organizational Cultures

## エンゲージメントを高める組織文化

*Inspired Organizational Cultures* shares how inspired, and inspiring, organizations flourish. Making the sometimes invisible concept of culture tangible and visible, its 140 bite-sized quotes take you on a journey to the roots of your history, define behaviors and practices that will engage your people, and reveal how to design a future together that fulfills your highest purpose. Discover the treasures of your organization's DNA without being trapped by your past. Explore what matters most: that priceless yet intangible essence called "organizational culture," the invisible water in which you and your colleagues swim. You will emerge as a "DNA & Cultural Ambassador," with a deeper understanding of your culture, your people, and your distinct identity as an organization.



Kimberly Wiefing is the founder and president of Wiefing Consulting, co-founder of Silicon Valley Alliances, and author of the irreverent book, *Scrappy Project Management*, which has been translated into Japanese by Nikkei Business Press. A scientist by education, she earned an MS in physics and a BS in chemistry and physics. Kimberly helps individuals, teams, and organizations achieve what seems impossible but is merely difficult. She's a force of nature—the good kind!—and determined to transform Planet Earth one inspired and engaged team at a time!

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