

Business Ethics

Week 11

Changing an Organization's Culture Under New Leadership

ABSTRACT. Turning around and changing an organization's culture does not happen by chance. The purpose of this paper is to offer insights into what is needed for an organization to successfully transform itself from a culture and experience that does not support individual ethical behavior. The recent bond trading scandal at Salomon Brothers will be used to demonstrate that a successful ethical turnaround does not just happen spontaneously. In particular, we argue that new leadership, altering policies, structure, behavior, and beliefs are paramount to successfully change to an organizational culture that supports ethical behavior. Schein's five primary mechanisms available to leaders for embedding and reinforcing culture will be used to systematically analyze efforts to change Salomon Brothers' culture.

→ Talks about Saloman issues with culture and ethical behaviour

For our purposes, Schein's (1985) five primary mechanisms available to leaders for embedding and reinforcing aspects of an organization's culture will be used to systematically analyze efforts by Warren Buffett (and other leaders) to change Salomon Brothers' culture following their bond scandal Nasco.

Schein's 5 primary mechanisms (which will be discussed in more detail in the remainder of the paper) are:

- (1) Attention
- (2) Reactions to crises
- (3) Role modeling
- (4) Allocation of rewards
- (5) Criteria for selection and dismissal



Business Ethics In A Changing Culture

John Richardson



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Table of Contents Business Ethics In A Changing Culture

1. Understanding the eBook Business Ethics In A Changing Culture
 - The Rise of Digital Reading Business Ethics In A Changing Culture
 - Advantages of eBooks Over Traditional Books
2. Identifying Business Ethics In A Changing Culture
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Business Ethics In A Changing Culture
 - User-Friendly Interface
4. Exploring eBook Recommendations from Business Ethics In A Changing Culture
 - Personalized Recommendations
 - Business Ethics In A Changing Culture User Reviews and Ratings
 - Business Ethics In A Changing Culture and Bestseller Lists

5. Accessing Business Ethics In A Changing Culture Free and Paid eBooks
 - Business Ethics In A Changing Culture Public Domain eBooks
 - Business Ethics In A Changing Culture eBook Subscription Services
 - Business Ethics In A Changing Culture Budget-Friendly Options
6. Navigating Business Ethics In A Changing Culture eBook Formats
 - ePub, PDF, MOBI, and More
 - Business Ethics In A Changing Culture Compatibility with Devices
 - Business Ethics In A Changing Culture Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Business Ethics In A Changing Culture
 - Highlighting and Note-Taking Business Ethics In A Changing Culture
 - Interactive Elements Business Ethics In A Changing Culture
8. Staying Engaged with Business Ethics In A Changing Culture
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Business Ethics In A Changing Culture
9. Balancing eBooks and Physical Books Business Ethics In A Changing Culture
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Business Ethics In A Changing Culture
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Business Ethics In A Changing Culture
 - Setting Reading Goals Business Ethics In A Changing Culture
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Business Ethics In A Changing Culture
 - Fact-Checking eBook Content of Business Ethics In A Changing Culture
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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