



Fish Can't See Water: How National Culture Can Make or Break Your Corporate Strategy

Kai Hammerich, Richard D. Lewis

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How national culture impacts organizational culture—and business success

Using extensive case studies of successful global corporations, this book explores the impact of national culture on the corporate strategy and its execution, and through this ultimately business success—or failure. It does not argue that different cultures lead to different business results, but that all cultures impact organizations in ways both positive and negative, depending on the business cycle, the particular business, and the particular strategies being pursued. Depending on all of these factors, cultural dynamics can either enable or derail performance. But recognizing those cultural factors is difficult for business leaders; like everyone else, they too can be blind to the culture of which they are a part.

The book offers managers and leaders eight recommendations for recognizing those cultural factors that negatively impact performance, as well as those that can be harnessed to encourage superior performance. With real case studies from companies in Asia, Europe, and the United States, this book offers a truly global approach to organizational culture.

- Offers a fresh approach to the effects of national culture on organizational culture that is applicable to any country in any region
- Based on case studies of such companies as Toyota, Samsung, General Motors, Nokia, Walmart, Kone and British Leyland
- It describes the origins and nature of the most common corporate crisis and how culture impacts the response to such a crisis
- Ideal for managers, business leaders, and board members, as well as business school students

A welcome response to the flat-Earth fad that argues we're all alike, this book offers a nuanced and practical view of cultural differentiators and how they can enable or derail business performance.

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