

On Leadership and Corporate Culture

“I have spent more than 25 years as a senior executive of three different corporations . . . Until I came to IBM, I probably would have told you that culture was just one among several important elements in any organization’s make-up and success – along with vision, strategy, marketing, financials, and the like . . .

I came to see, in my time at IBM, that culture isn’t just one aspect of the game – it *is* the game. In the end, an organization is nothing more than the collective capacity of its people to create value.”

- **Lou Gerstner, *Who Says Elephants Can’t Dance?: Inside IBM’s Historic Turnaround*, 2002, pp. 181-2.**

Leadership Is Personal

“Personal leadership is about being both strategic and operational. Show me a business executive who doesn’t completely understand the financial underpinnings of his or her business and I’ll show you a company whose stock you ought to sell short.

Most of all, personal leadership is about passion. When I think about the great CEOs I have known – among them Sam Walton, of Wal-Mart, Jack Welch of GE, Juergen Schrempp of DaimlerChrysler, and Andy Grove of Intel – I know that the common thread among them is that they were or are all passionate about winning . . . They urge their colleagues to win.”

- Lou Gerstner, 2002: 236

Strategic Process and Direction Setting

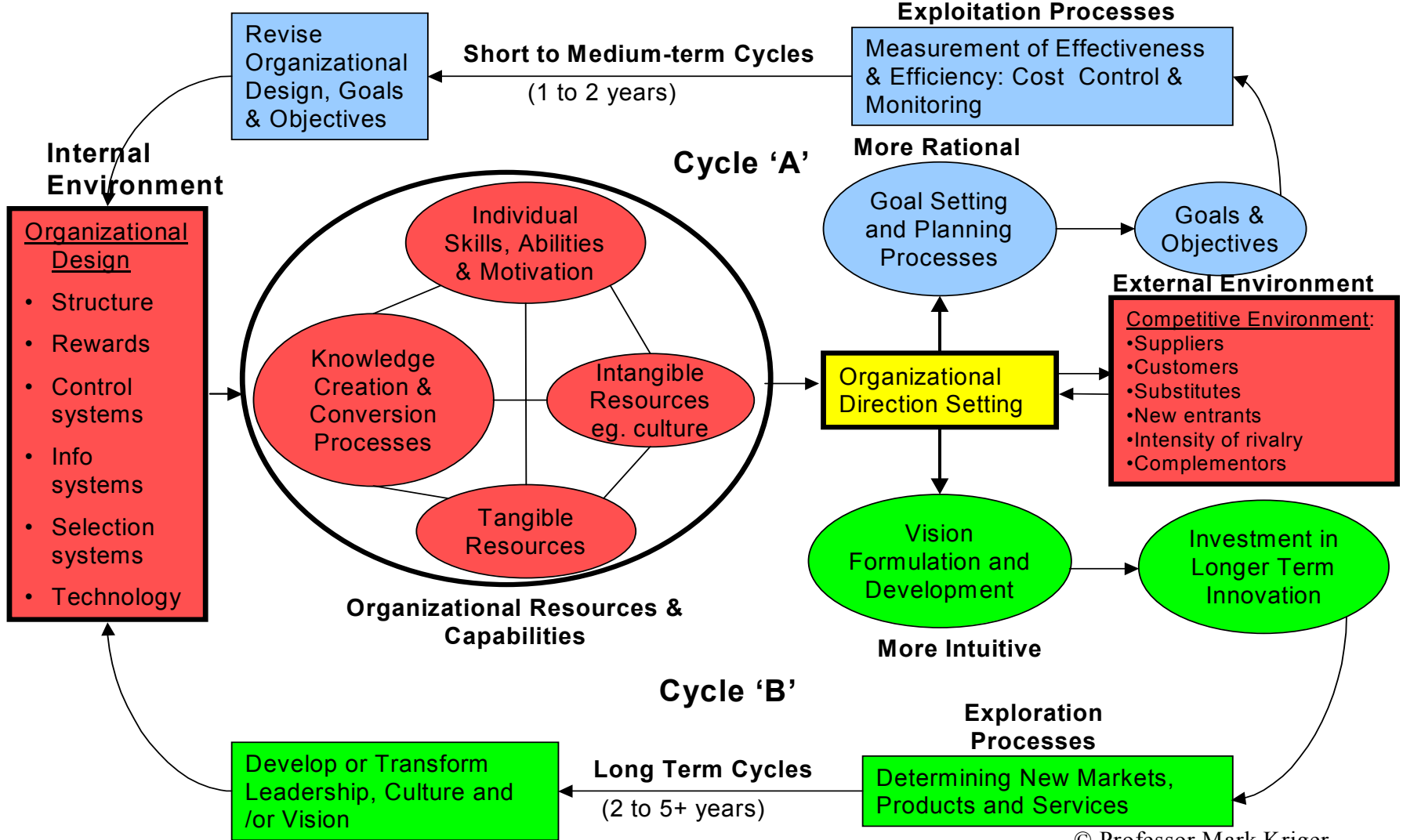


Figure 1: Strategic Process and Direction Setting