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CULTURAL TRANSFORMATIONS

Lessons of Leadership and Corporate Reinvention

By John Mattone and Nick Vaidya

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“ . . . saturated with insights and findings on organizational leadership that you can apply immediately. Mattone and Vaidya show why some organizational cultures are able to generate long-term sustainability and how you can implement proven turnaround strategies today.”

—Marshall Goldsmith, executive coach/bestselling author of *Triggers*

STOP WASTING TIME ON INEFFECTIVE TRANSFORMATION STRATEGIES

Experts John Mattone and Nick Vaidya Present New Thinking About Corporate Reinvention In CULTURAL TRANSFORMATIONS

Book Features Interviews With Fourteen Top CEO's

Why do most corporate transformation strategies fail and how can companies avoid being just another heartbreaking statistic? “We’ve found that there are two big reasons that these strategies don’t work. The first is a lack of appreciation for the role that culture plays in creating transformation programs that stick. The second is poor leadership,” explain international leadership authority John Mattone and business expert Nick Vaidya in their new book **CULTURAL TRANSFORMATIONS: Lessons of Leadership and Corporate Reinvention**.

Not only do the authors show readers how to implement effective strategies by using Mattone’s proprietary tools, but they also interview fourteen top CEO’s who discuss their real-life experiences building strong, vibrant companies. In **CULTURAL TRANSFORMATIONS**, readers meet leaders from a wide range of companies including Deloitte, Graybar, Genpact, Oman LNG, The North Face, HP Financial, Virtusa, Bigcommerce, American Marketing Association, Claro, Ovation Brands, Almansoori

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Specialized Engineering, CPSG Partners, and Fluid Systems. These leaders come from diverse backgrounds and their companies span a variety of industries and locations – not only in the United States, but Oman, United Arab Emirates, India, and Colombia too. But regardless of a company's size, business model, or location, several key themes emerge from the interviews – and are corroborated by Mattone's research – that account for the success of all the executives profiled here. These themes include:

Thinking different and thinking big. The authors explain, "Most organizations lag behind when it comes to developing the capabilities that will propel them toward achieving a more interconnected culture. It takes an even greater stretch to thrive in the face of change. There is no doubt that thinking different and thinking big are the non-negotiable prerequisites to achieving transformation success and this thinking must begin with the CEO." They point to Anne Mulcahy, former CEO of Xerox, as a great example of this type of leadership.

Sustainable transformation requires new mind-sets, not just new skills. Transformation cannot be managed solely from the human resources function. While training can ensure that workers have the necessary skills, leaders need to encourage their people to develop mind-sets that enable them to embrace change. "When I talk to (our) newer employees, they are enthusiastic and confident in their ability to make a positive impact. I find that attitude inspiring and want to nurture this kind of mind-set throughout the organization to maintain real, sustainable transformation," explains Kathy Mazzarella, CEO of Graybar.

Values and beliefs drive behavior and habits. Outdated values can prevent meaningful change. Kris Canekaratne, Chairman and CEO of Virtusa, knows this. "We don't have a product per se. We provide a service, so our people are our only assets. Our values are what unify us. They're how our team members know to interact with each other. They create the glue that galvanizes us."

Transforming culture is the real leadership work. While some view culture as an intangible, it will determine the organization's financial success. "I think culture is absolutely more

the CEO's job," affirms Irv Rothman, CEO of HP Financial Services. NV "Tiger" Tyagarajan agrees, "The CEO and the C-suite is where it starts. They are the culture keepers."

Sustainable transformation requires that all leaders possess a strong, vibrant, and mature inner core. Senior executives who want to move the needle toward organizational transformation must have a well-defined inner core that allows them to take on the challenges inherent in any change program. "When it comes to the basic tenets and principles of the business—what you stand for, your principles, the qualitative goals that you have for the company—those have to come from the top of the company," states Hap Klopp, founder of The North Face.

CULTURAL TRANSFORMATIONS is filled with astute advice based on the authors' experiences working with executives around the globe. Their concepts are illustrated with charts, diagrams, and tools – including John Mattone's Cultural Transformation Readiness Assessment – to help organizations put these strategies to work. As Deborah DiSanzo, General Manager, IBM Watson Health, says, "**CULTURAL TRANSFORMATIONS** is a powerful inquiry into the nature of leadership and the increasing role that culture plays in today's business world. Not only is it inspiring to hear from such a distinguished group of CEOs, but authors John Mattone and Nick Vaidya show us how to implement the type of change and evolution they're talking about." **CULTURAL TRANSFORMATIONS** is destined to become a classic guide to business success.

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ABOUT THE AUTHORS

John Mattone is an authority on leadership, talent, and culture. An acclaimed speaker and executive coach, he advises Fortune 1000 senior leaders on how to create cultures that drive superior operating results. He is the author of seven books including **CULTURAL TRANSFORMATIONS**, *Talent Leadership*, and *Intelligent Leadership*. Mattone is the creator of numerous business assessments, including the Mattone Leadership Enneagram Inventory.

Nick Vaidya is the editor-in-chief of The CEO Magazine which presents growth strategies for leaders through expert interviews and in-depth research into best practices. He is also a serial entrepreneur and has managed a multi-billion dollar product line for Dell besides being on the Chairman's Strategy Team. His work is influenced by his doctoral research in empiricism and a wide variety of business roles.

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