

*Responsible Leadership*

③ Aligning management performances with organizational objectives (goal congruence)

- ① IT-based systems to measure performance
- ② Reward systems for employees to influence behavior

Globalization challenges

*Outcome levels of analysis*

Macro-level: Relations to External Stakeholders

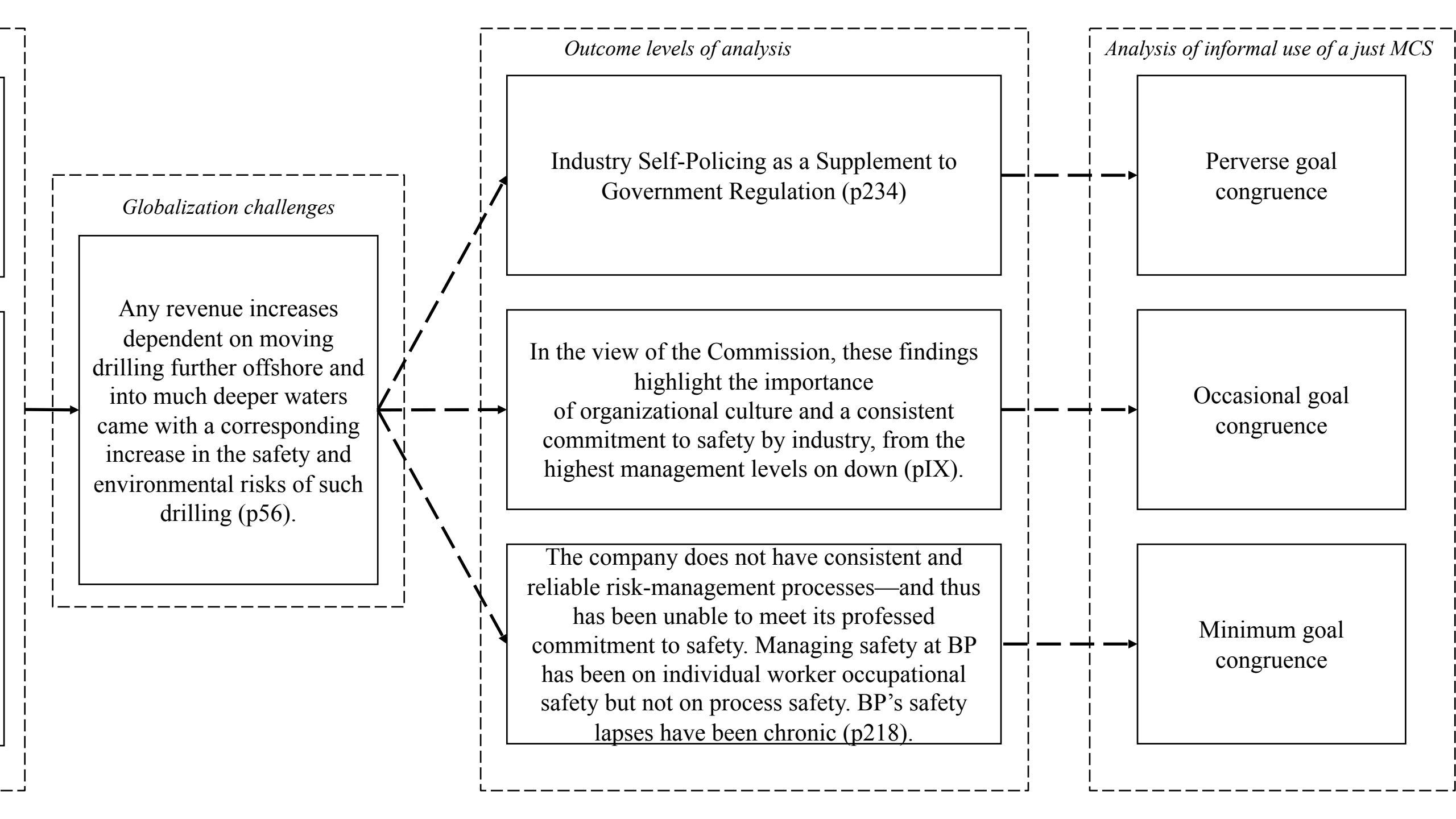
- Legitimacy
- Trustful Stakeholder Relations
- Social Capital

Meso-level: Shaping Organization Culture and Performance

- Ethical Culture
- CSR Character
- Social Entrepreneurship
- Performance

Micro-level: Personal Interactions

- Effect on Followers' Attitudes and Cognitions



*Outcome levels of analysis*

*Analysis of informal use of a just MCS*

*Globalization challenges*

Any revenue increases dependent on moving drilling further offshore and into much deeper waters came with a corresponding increase in the safety and environmental risks of such drilling (p56).

Industry Self-Policing as a Supplement to Government Regulation (p234)

In the view of the Commission, these findings highlight the importance of organizational culture and a consistent commitment to safety by industry, from the highest management levels on down (p1X).

The company does not have consistent and reliable risk-management processes—and thus has been unable to meet its professed commitment to safety. Managing safety at BP has been on individual worker occupational safety but not on process safety. BP's safety lapses have been chronic (p218).

Perverse goal congruence

Occasional goal congruence

Minimum goal congruence