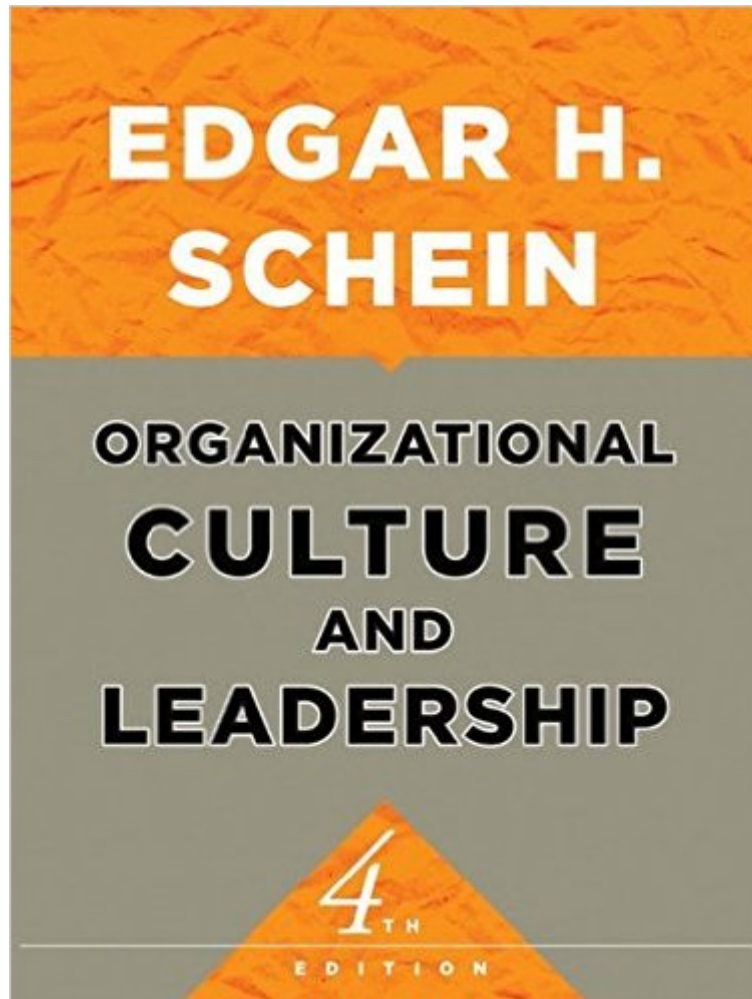


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Organizational Culture And Leadership



Synopsis

Regarded as one of the most influential management books of all time, this fourth edition of *Leadership and Organizational Culture* transforms the abstract concept of culture into a tool that can be used to better shape the dynamics of organization and change. This updated edition focuses on today's business realities. Edgar Schein draws on a wide range of contemporary research to redefine culture and demonstrate the crucial role leaders play in successfully applying the principles of culture to achieve their organizational goals.

Book Information

Paperback: 464 pages

Publisher: Jossey-Bass; 4 edition (August 16, 2010)

Language: English

ISBN-10: 0470190604

ISBN-13: 978-0470190609

Product Dimensions: 7 x 1.2 x 9.2 inches

Shipping Weight: 1.2 pounds (View shipping rates and policies)

Average Customer Review: 4.2 out of 5 stars Â Â See all reviews Â (73 customer reviews)

Best Sellers Rank: #30,095 in Books (See Top 100 in Books) #68 in Â Books > Business & Money > Processes & Infrastructure > Organizational Learning #472 in Â Books > Business & Money > Management & Leadership > Leadership #483 in Â Books > Business & Money > Management & Leadership > Management

Customer Reviews

"Organizational Culture and Leadership" is perhaps the most in-depth work on the subject of organizational culture. It is the more academic and more in-depth version of the *Corporate Culture Survival Guide* by the same author. The book is about 400 pages and consists of five parts. Part one provides the basics of the rest of the book. It defines organizational culture and other types of culture. It also describes Schein's three levels in which organizational culture is represented in organizations: artifacts, beliefs and values, assumptions. It also introduces the two case studies that are used throughout the book: DEC and Ciba-Geigy. Part two explores different dimensions of culture. It doesn't limit itself to organizational culture but also to the different assumptions in national culture. First it looks at assumptions related to adaptations (to external events) and internal integration. Then it dives in several dimensions of culture such as reality, time, space and relationships. Ed Schein devotes a chapter to explain why most organizational cultural dimensions

and surveys are too much a simplification of reality and introduces a bit on how to decipher an organizational culture. Part three looks at culture over time. It starts with how culture evolves in new groups (interesting!) and from there looks at the different stages of organizations and how culture evolves. This part has quite a lot of duplication with the Corporate Survival Guide book of the same author (unfortunately for those who read both). It also explores what leadership can do to change or evolve the culture. Part four and five focuses a bit more on the leadership role in evolving and changing the organizational culture.

This is the Fourth Edition of a "business classic" that was first published in 1985. I am always curious to know how a book with a 400-page narrative is organized. In Part I, Schein defines and describes culture as a structural concept; in Part II, he focuses on the content of culture and the process of deciphering assumptions; in Part III, he describes and explains various mechanisms and processes by which culture changes, noting that change in organizational midlife "is primarily a matter of deliberately taking advantage of the diversity that the growth of subcultures makes possible"; in Part IV, he shifts his attention to "the difficult question of how to change culture when the normal evolutionary processes are not working or are too slow; and then in Part V, he shifts his attention again to "many new kinds of work units such as multicultural task forces, v ventures and partnerships, and v networks. These new kinds of organizations will require a different kind of culture management because they will be [begin italics] multi [end italics] cultural. There will also be muticultural challenges that must be met with effective multicultural leadership. These are among the dozens of passages that caught my eye, also listed to indicate the scope of Schein's coverage.

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