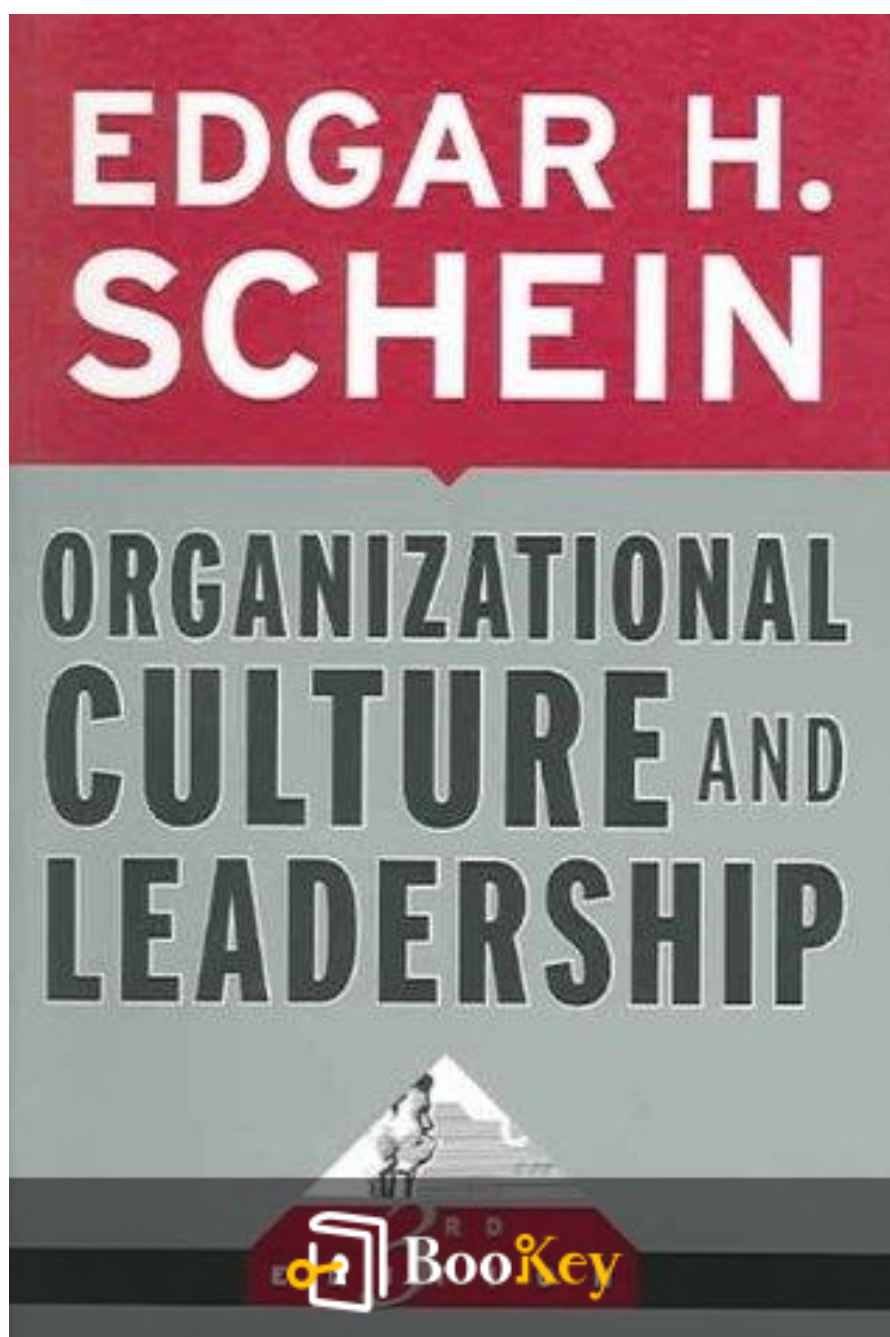


# Organizational Culture And Leadership PDF (Limited Copy)

Edgar H. Schein



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# **Organizational Culture And Leadership Summary**

Understanding and Shaping Workplace Values and Behaviors.

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## About the book

In "Organizational Culture and Leadership," Edgar H. Schein invites readers to explore the intricate and often invisible fabric that weaves together the behaviors, beliefs, and values that define an organization. Through a comprehensive analysis of culture's foundational role in shaping human interactions within workplaces, Schein elucidates how leaders can consciously cultivate a positive organizational culture that not only enhances performance but also fosters innovation and resilience. By delving into the layers of culture – from visible artifacts to underlying assumptions – this seminal work encourages leaders at all levels to recognize their pivotal role in influencing and transforming their organizations. Engaging with Schein's insights offers a profound understanding of how to navigate the complex dynamics of culture and leadership, making this book an essential read for anyone seeking to inspire and guide their teams towards success.

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## About the author

Edgar H. Schein is a prominent social psychologist and organizational culture expert, renowned for his extensive research on the dynamics of organizational behavior and the role of culture in shaping organizational effectiveness. As a professor emeritus at the MIT Sloan School of Management, Schein has influenced both academic scholarship and practical applications in business environments through his groundbreaking theories on organizational culture, leadership, and change management. His seminal contributions, including the development of the "Schein's Model of Organizational Culture," have provided a framework for understanding the underlying values, beliefs, and assumptions that drive organizational dynamics. With decades of consulting experience and numerous published works, Schein's insights have become foundational in the fields of management, psychology, and organizational development.

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# Chapter 1 Summary: Part One: Organizational Culture and Leadership Defined 1

In "Organizational Culture and Leadership," Edgar H. Schein delves into the intricate relationship between culture and leadership within organizations, presenting insights across three distinct parts.

**1. Understanding Organizational Culture:** Schein emphasizes the increasing relevance of organizational culture, not only for organizations but also across various domains, such as occupational and community cultures. He argues that organizational culture is pivotal in comprehending intergroup conflicts, which often manifest within organizations. His extensive consulting experience, particularly with Digital Equipment Corporation (DEC), allowed him to illustrate how organizational culture contributes to both success and failure. While external factors like leadership problems or market errors are observable, culture offers a deeper explanatory framework for understanding these phenomena.

**2. The Nature of Culture:** The text progresses to explore the levels and dimensions of culture, where Schein outlines the various assumptions that underpin cultural frameworks in organizations. These include external adaptation, internal integration, and deeper assumptions about reality, truth, time, human nature, and relationships. He introduces cultural typologies and methods for deciphering the nuances of culture, indicating that culture is not

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monolithic but rather composed of multiple layers that interact dynamically.

**3. Leadership's Influence on Culture:** In the latter part of the book, Schein shifts focus to the critical role of leadership in shaping and embedding organizational culture. He explains how leaders initiate cultural creation and the importance of effectively transmitting cultural values to foster alignment and cohesion within the organization. As organizations evolve, so too does the role of leadership, which must adapt to shifts in cultural dynamics. Schein offers a conceptual model for managing cultural change, detailing a ten-step intervention process to assess cultural dimensions and facilitate intentional culture shifts, underscoring the significance of a learning culture and the role of learning leaders in navigating these changes.

Throughout "Organizational Culture and Leadership," Schein provides a rich exploration of how culture is cultivated, maintained, and transformed within organizations, offering valuable insights for leaders and practitioners seeking to understand and leverage culture for organizational success. The synthesis of theory and practical case studies enriches readers' comprehension, making the connection between culture and leadership both compelling and impactful.

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## Chapter 2 Summary: 1. The Concept of Organizational Culture: Why Bother? 3

In Chapter 2 of "Organizational Culture and Leadership," Edgar H. Schein explores the significance of organizational culture and its implications for leadership and management. He asserts that culture, while an abstract concept, exerts significant influences on behavior and interactions within organizations. Without an understanding of these cultural forces, individuals can become victims of their organizational environments.

Schein provides four case studies to illustrate the complexities of organizational culture. First, in the case of Digital Equipment Corporation (DEC), he highlights that despite attempts to improve communication and decision-making, the entrenched adversarial culture, characterized by high emotionality and the need to "win," remained unchanged. This suggests that surface-level interventions often fail to address deeper cultural assumptions.

Second, at Ciba-Geigy, he found that strong territorial instincts among managers hindered innovation. Despite their willingness to endorse lateral communication, the underlying belief that sharing unsolicited information was akin to invading personal space impeded collaboration. Schein's realization that culture encompasses shared assumptions was critical to addressing these issues.

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The third example involves Amoco, where the engineers' resistance to new centralized practices stemmed from cultural norms that valued self-sufficiency and believed "good work should speak for itself." This defensiveness highlighted the challenge of instilling new cultural practices within established occupational identities.

In the final example from Alpha Power, a culture of self-protection among workers obstructed necessary safety reporting. Despite initiatives to cultivate a new self-image focused on responsibility, ingrained norms defined their behavior, demonstrating how powerful cultural values can resist change.

Schein emphasizes the importance of engaging in cultural analysis to discern the underlying assumptions that shape behavior within organizations. He argues that understanding these forces is crucial not only for addressing dysfunctions but also for fostering effective leadership.

To define culture formally, Schein proposes it is a "pattern of shared basic assumptions" that arise from a group's shared experiences in addressing both external and internal challenges. These assumptions, which become ingrained and taken for granted, significantly influence the group's perceptions, thoughts, and behaviors.

He concludes that culture encompasses deeper elements that operate below the surface, similar to how personality shapes individual behavior. Leaders

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play a crucial role in creating and influencing culture, and their ability to recognize and adapt to cultural dynamics is essential for effective leadership. Leadership involves not only managing existing cultures but also navigating the challenges of cultural evolution in response to changing environments.

Key takeaways include the understanding that culture shapes organizational dynamics, the necessity for leaders to be aware of cultural influences, and the recognition that effective change requires acknowledging and addressing the underlying cultural assumptions within organizations. The chapter stresses the intertwined relationship between leadership and culture, asserting that leaders must cultivate cultural awareness to navigate organizational complexities effectively.

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## Critical Thinking

**Key Point:** Understanding Cultural Dynamics

**Critical Interpretation:** Imagine stepping into your workplace each day with a fresh perspective on the invisible forces that shape your interactions and decisions. Schein's emphasis on the significance of understanding organizational culture urges you to cultivate an awareness of the shared assumptions and values that influence your environment. By recognizing how these cultural dynamics play a pivotal role in shaping behaviors, you start to see that true change and effective leadership stem not from surface-level fixes, but from addressing the deep-rooted beliefs and norms that govern your organization. As you embrace this understanding, you empower yourself to engage more meaningfully with your team, foster collaboration, and ultimately drive a culture of innovation and adaptability. This realization inspires you to take initiative in transforming negative cultural patterns and advocating for an open dialogue that challenges the status quo, thereby becoming a catalyst for positive change in your professional life.

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## Chapter 3: 2. The Levels of Culture 25

In Chapter 3 of "Organizational Culture and Leadership," Edgar H. Schein explores the complexity of organizational culture by delineating its manifestations at various levels. He emphasizes the importance of recognizing these distinct levels to clarify misunderstandings about culture, asserting that the term 'level' pertains to the visibility of cultural phenomena to observers. Schein identifies three primary levels: artifacts, espoused beliefs and values, and underlying assumptions.

1. **Artifacts** represent the most observable yet often enigmatic aspect of culture. They include tangible items such as organizational architecture, published values, rituals, and member behaviors. Although artifacts are easily seen and felt, their meanings may vary significantly between cultures. For instance, the same physical structures like pyramids may serve different symbolic purposes, complicating interpretation for outsiders. Observers may struggle with contextualizing artifacts without a comprehension of the deeper cultural meanings, leading to potential misinterpretations based on personal biases regarding informality and formality in organizational

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## Chapter 4 Summary: 3. Cultures in Organizations: Two Case Examples 39

In Chapter 4 of Edgar H. Schein's "Organizational Culture and Leadership," he presents two case studies—Digital Equipment Corp. (DEC) and Ciba-Geigy—to explore how organizational culture manifests across different levels: visible artifacts, espoused beliefs, and basic assumptions. This analysis helps to uncover the underlying reasons behind organizational behaviors and dynamics.

### 1. Understanding Culture Beyond Surface Artifacts

Schein emphasizes the need to explore culture at deeper levels than mere observable aspects such as artifacts and stated values. Recognizing underlying assumptions is essential for truly comprehending the behaviors and interactions within organizations. A superficial understanding may lead to misinterpretations influenced by personal biases.

### 2. Digital Equipment Corp. (DEC):

DEC serves as a case study illustrating a strong, dynamic organizational culture. Known for its culture of open communication and informal settings, DEC was an innovator in the computer industry, reaching its peak in the 1980s. The company exhibited a casual office layout, where traditional



hierarchies were subverted, creating an environment that prioritized individual responsibility and assertiveness. Employees operated under informal norms where questioning authority was acceptable, leading to lively debates during meetings. Key espoused values included personal responsibility, individual initiative, and the importance of "buy-in" from colleagues, which often resulted in intense, yet constructive confrontations within groups.

### 3. Core Beliefs at DEC:

DEC's values revolved around individualism and an engineering-centric ethos. The organization was structured around the idea that effective ideas arise from rigorous debate rather than from hierarchical edicts. The culture also emphasized technological innovation, viewing work as enjoyable, and championing ethical responsibility to both employees and customers. The belief that successful products stemmed from internal consensus reinforced a commitment to thorough discussions before implementation, thereby merging individualism with teamwork.

### 4. Ciba-Geigy:

In contrast, Ciba-Geigy manifested a more formalized and hierarchical culture rooted in scientific and educational authority. The company was characterized by structured decision-making processes, a consensus-driven

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management style, and a high level of respect for authority based on academic credentials. At Ciba-Geigy, meetings were more structured, with less confrontation, reflecting a culture that prioritized hierarchy and protocol over open debate.

## 5. Cultural Differences:

The two organizations' differences highlight how their respective cultural paradigms shaped their operations. Ciba-Geigy valued disciplined work processes, protocol, and a strong chain of command, leading to a corporate environment that prized individual contribution yet carefully controlled information flow. In terms of culture as a family, DEC operated with the idea that members could engage in conflict while still being united, whereas Ciba-Geigy emphasized adherence to authority and prescribed roles within its corporate family structure.

## 6. The Underlying Assumptions:

Schein articulates that, to grasp the essence of each organization, it is critical to focus on the basic assumptions that influence behavior. At DEC, assumptions valued rugged individualism, the necessity for conflict to uncover truth, and a familial commitment to one another. Conversely, Ciba-Geigy's culture was grounded in the belief that knowledge and authority stem from scientific expertise, with an emphasis on quality and

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individual autonomy within defined roles.

## **7. General Lessons on Organizational Culture:**

The exploration of DEC and Ciba-Geigy elucidates that organizational culture is complex, multifaceted, and does not conform to a one-size-fits-all model. Strengths and weaknesses of each culture significantly influenced the organizations' ability to respond to environmental changes, shaping their long-term trajectories. The interactions between culture, leadership, and external pressures illustrate how foundational cultural constructs affect both immediate behaviors and broader organizational health.

In conclusion, Schein's analysis of DEC and Ciba-Geigy underscores the necessity of delving into the less visible, more foundational aspects of organizational culture to better understand and navigate the behaviors within organizations. By connecting visible artifacts, espoused values, and underlying assumptions, leaders can foster a more insightful approach to managing organizational dynamics.

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## Critical Thinking

**Key Point:** Understanding Culture Beyond Surface Artifacts

**Critical Interpretation:** As you navigate your own life and career, let the lesson from Chapter 4 inspire you to look deeper beneath the surface of interactions and behaviors. Just as Edgar Schein illustrates the need to understand organizational culture beyond what is immediately visible, consider the underlying beliefs and assumptions that shape your personal and professional relationships. By adopting this perspective, you empower yourself to address conflicts and misunderstandings with greater insight, recognizing that what lies beneath is often more impactful than what you see. This understanding encourages you to foster authentic communication and connection, allowing you to create environments—whether at work, home, or among friends—where open dialogue thrives and true collaboration occurs. Allow yourself to question the status quo and engage in meaningful discussions; embracing the complexity of human behavior will not only enrich your relationships but also stimulate your personal growth.

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## Chapter 5 Summary: 4. How Culture Emerges in New Groups 63

Edgar H. Schein's exploration of how culture emerges in new groups reveals a rich tapestry of social dynamics and psychological underpinnings that define group interactions and establish cultural norms. Schein argues that culture is not a static construct; rather, it evolves through our daily interactions and experiences within groups.

**1. Cultural Foundations through Experience:** Culture is shaped by our previous interactions and continuously reinforced or modified as we enter new groups. This dynamic process emphasizes the importance of unconscious biases toward existing group norms and the resistance to change. Individuals often cling to shared assumptions to validate their membership, showcasing the tension between personal beliefs and group expectations.

**2. Group Formation Triggers:** Groups often begin through one of three originating events: environmental accidents requiring collective response, deliberate decisions by leaders to convene individuals, or organized activities that draw people together. An example provided is human relations training groups which start as individuals from similar backgrounds converge to tackle their individual and collective objectives. From the outset, members grapple with foundational questions regarding their roles



and group purpose.

**3. Evolving Group Culture:** Schein emphasizes that culture formation occurs within small groups, which may develop their unique identities rapidly. The emergence of shared emotional reactions helps establish initial group boundaries and defines membership. Notably, early interactions serve as pivotal "marker events," such as moments of silence or tension that prompt collective identity formation and pave the way for deeper cultural understanding.

**4. Stages of Group Development:** The journey of cultural evolution within groups can be delineated into four stages:

- **Stage 1: Group Formation**—Members enter in a state of dependency, seeking guidance from perceived leaders while also testing each other's influence.

- **Stage 2: Group Building**—An emotional phase characterized by the desire for group harmony and avoidance of conflict, typically associated with a sense of euphoria but underlying tensions.

- **Stage 3: Group Work**—Transition to acceptance where function and familiarity develop, allowing for a more productive and focused effort on shared tasks, as well as a reduction of emotional upheavals.

- **Stage 4: Group Maturity**—A reinforced culture emerges as the group crystallizes its identity and operations, risking stagnation if unable to adapt to evolving external demands.

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**5. Cultural Dynamics and Learning:** Group norms evolve as members navigate shared experiences and respond to marker events that test their assumptions. Positive problem-solving and avoidance of anxiety are two primary mechanisms through which norms solidify. The survival of particular norms is contingent upon their effectiveness in enhancing group performance and comfort.

**6. Cultural Implications for Leadership:** The perception of leadership changes over time, challenging early assumptions of a singular authority. As groups mature, leadership responsibilities become decentralized, with individuals sharing accountability for outcomes. It becomes essential for groups to recognize their collective strength and adaptability to thrive in fluctuating environments.

In conclusion, Schein's insights underscore that understanding organizational culture requires a grasp of its origins within group interactions. Culture represents learned solutions to shared challenges, shaped continuously by emotional experiences and social dynamics. As he transitions to delve deeper into the content of culture in subsequent chapters, Schein invites readers to examine the specific dimensions that characterize various organizational cultures.

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## Chapter 6: Part Two: The Dimensions of Culture 85

In this chapter, Edgar H. Schein delves into the intricate dimensions of organizational culture, emphasizing its structural and content aspects. To understand culture fully, one must grasp what it consists of, notably the shared basic assumptions that pertain to the fundamental challenges organizations face. These challenges encompass both external environmental interactions and internal integration management. Culture ultimately pervades all facets of organizational life, reflecting deeper philosophical questions about truth, time, space, human nature, and relationships.

**1. Understanding Organizational Culture:** Culture is described not merely as a set of shared values, but as the fundamental assumptions that guide every group's dealings with their environment and internal dynamics. These assumptions reveal how a group interprets its broader context and navigates its internal relationships.

**2. The Complexity of Culture:** Schein acknowledges the temptation to simplify cultural understanding through typologies that categorize

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## Chapter 7 Summary: 5. Assumptions About External Adaptation Issues 87

In Chapter 7 of Edgar H. Schein's "Organizational Culture and Leadership," the author delves into the critical relationship between organizational culture and the challenges that groups face in terms of external adaptation and internal integration. The discussion highlights the pivotal roles that cultural assumptions play in guiding organizations towards survival and success, particularly in navigating their external environments. Through a structured examination, Schein lays out various dimensions that encapsulate the essence of organizational culture and leadership dynamics.

**1. The Foundation of Culture:** Culture emerges as groups form and evolve, rooted in shared experiences and collective values. It serves as a cohesive framework that distinguishes groups from mere aggregates of individuals. The cultural fabric is tied to the identity of the group and is a result of leadership actions and shared learning experiences.

**2. External Adaptation Cycle:** Schein identifies essential components of an external adaptation cycle vital for organizational survival. This cycle includes understanding the core mission and strategy, setting achievable goals, determining the means to achieve those goals, creating metrics for performance evaluation, and formulating corrective actions when necessary. Although presented sequentially, these steps often occur concurrently in



thriving organizations.

**3. Shared Assumptions on Mission and Strategy:** A successful organization must establish a clear and shared understanding of its mission, as this forms the core of its identity and strategic direction. This mission must balance the interests of diverse stakeholders—investors, employees, customers, and the community—to foster long-term viability and growth.

**4. Goals Derived from Mission:** While consensus on mission is crucial, shared goals must also be articulated to translate that mission into actionable plans. This progression from abstract mission statements to concrete goals aids in decision-making and reveals unresolved issues stemming from deeper cultural assumptions.

**5. Means to Achieve Goals:** To effectively reach goals, there must be broad agreement on the means—organizational structure, processes, and daily behaviors. These mechanisms delineate roles and responsibilities and reflect the group's culture and identity. Disparities in understanding the means can lead to conflicts that hinder productivity.

**6. Measurement of Results:** Consensus on what constitutes success—both in terms of metrics and methods of measurement—is crucial for organizations to understand their performance and guide remedial actions. Discrepancies in measurement criteria across subcultures within an

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organization can lead to inefficiencies and misunderstandings regarding success.

**7. Remedial Strategies:** Effective organizations must also develop shared assumptions about how to respond when performance deviates from established objectives. The ability to adapt and change course is vital in maintaining alignment with the external environment. Clear processes for information flow and decision-making about corrective actions are necessary to foster resilience.

Overall, Schein concludes that the interplay between external adaptation and internal integration fundamentally shapes organizational culture, illustrating that culture is not monolithic but rather a complex, multifaceted phenomenon. Leaders must navigate these dimensions thoughtfully, as their efficacy in managing external pressures and internal dynamics ultimately defines their success. Through this lens, organizational culture emerges as both a product of past experiences and a stabilizing force for future challenges.

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## Critical Thinking

**Key Point:** The Importance of Shared Assumptions on Mission and Strategy

**Critical Interpretation:** Imagine waking up each day with a clear vision of your life's mission and the strategies you believe will lead you there. Just as an organization thrives when everyone understands its core mission, you too can find strength in articulating your purpose. When you acknowledge the diverse interests in your life—like those of your family, friends, and colleagues—and learn to balance them, you cultivate a personal strategy that aligns with your true self. This clarity not only steers your decisions but also connects you deeply to others who share your values and aspirations. By actively creating and communicating your personal mission, just like successful leaders do for their organizations, you empower yourself to navigate life's challenges with confidence and intention.

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## Chapter 8 Summary: 6. Assumptions About Managing Internal Integration 111

In Chapter 8 of "Organizational Culture and Leadership," Edgar H. Schein explores the complex dynamics surrounding the management of internal integration within organizational groups. This chapter outlines how internal cohesion is essential for a group to effectively adapt to external pressures. As such, the Chapter can be summarized through the following key points:

**1. Creating a Common Language and Conceptual Framework:** Effective communication is vital for any group to function cohesively. Members must establish a shared language and set of meanings to reduce uncertainty and facilitate coordinated action. Misunderstandings often arise from differing semantic interpretations, leading to conflicts. Establishing a common language, even regarding abstract concepts, is foundational for shared understanding and action.

**2. Defining Group Boundaries and Identity:** A clear consensus regarding who belongs to the group is essential. This includes setting the criteria for inclusion and exclusion, which can only be articulated through ongoing interactions and debates among group members. Clarity about membership not only fosters a sense of belonging but also links identity with strategic decisions regarding personnel and organizational direction.

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**3. Distributing Power and Status:** The mechanisms of power distribution are critical in shaping the external and internal dynamics of the group. Organizations exhibit various approaches—some may emphasize personal achievements and networks, while others rely on formal hierarchies based on seniority and loyalty. The approach chosen impacts how members perceive authority and influence, affecting group harmony and productivity.

**4. Developing Rules for Interpersonal Relationships:** Groups must establish norms governing intimacy and peer relationships. These norms form a backdrop against which affection and support are offered and reciprocated. In some organizations, strong emotional bonds exist among members, while in others, relationships remain formal and detached. Organizational culture and founder influence significantly shape these dynamics.

**5. Implementing a System for Rewards and Punishments:** The establishment of clear criteria for rewards and punishments is essential for maintaining group cohesion and performance standards. Members must understand what behaviors are deemed acceptable or commendable, and what constitutes transgressions. The reward system can evolve into a critical aspect of the organizational culture and can serve as a quick mechanism for prompting change when necessary.

**6. Explaining the Unexplainable:** Groups inevitably face unpredictable

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events that require collective meaning-making. Organizations often develop ideologies or mythologies to help members navigate crises and historical challenges. Such narratives can foster resilience and a sense of identity, helping members interpret difficult times in a way that reinforces group cohesion.

**7. Integration of Internal and External Dynamics:** Internal integration issues are intertwined with external adaptability. As organizations confront survival challenges, they may achieve swift consensus on internal issues, reflecting the interdependency of internal dynamics and external demands. Evolving culture is thus influenced by a confluence of external pressures, member characteristics, and responses to critical events.

Ultimately, Schein emphasizes that culture in organizations is a complex amalgamation of shared assumptions, norms, and values cultivated through the collective experiences of members. Leadership plays a crucial role in initiating ideas and establishing behavioral models, which form the basis for cultural growth and adaptation. By understanding and managing the critical aspects of group integration, leaders can foster environments where members feel secure, valued, and aligned toward common goals.

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## **Chapter 9: 7. Deeper Cultural Assumptions About Reality and Truth 137**

The evolution of organizations is deeply influenced by shared cultural assumptions that dictate how they adapt externally and integrate internally. These assumptions, often abstract and fundamental, are critical for any society's functionality. Without a consensus on reality, truth, the allocation of time and space, human nature, and interpersonal relationships, collective existence becomes impossible. Varied cultures arise as different societies provide diverse answers to these essential questions, leading to distinct organizational behaviors. For example, competitive individualism may be the norm in U.S. companies, while collaborative teamwork prevails in Japanese firms. This cultural divergence complicates the formation and performance of multinational groups, as seen in the challenges faced by cross-border mergers like Daimler-Benz and Chrysler.

To facilitate our examination of culture in organizations, we consider several dimensions rooted in the work of noted sociologists, including Talcott Parsons and the comparative studies by Kluckhohn and Strodtbeck. These

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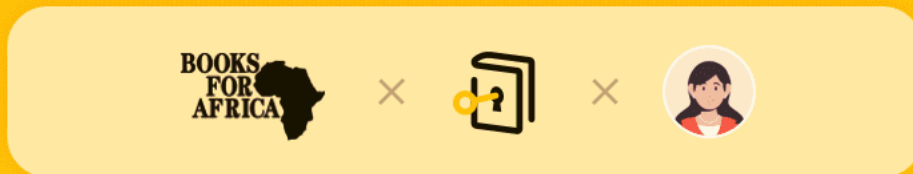
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## Chapter 10 Summary: 8. Assumptions About the Nature of Time and Space 151

Chapter 10 of "Organizational Culture and Leadership" by Edgar H. Schein delves into the profound impact of cultural assumptions regarding time and space on organizational behavior. These assumptions influence everything from interpersonal relationships to management practices and efficiency in organizations.

**1. Assumptions about Time:** Time plays a crucial role in forming communication and interpersonal dynamics within any group. Differences in time perception often lead to misunderstandings, as illustrated by anxiety tied to punctuality or time management. Time is viewed as a structuring tool of social life, framing workdays, calendars, and personal milestones. The understanding of time, however, is multifaceted, shaped by cultural context.

**2. Time Orientation:** Cultures possess distinctive orientations towards time—some prioritize the past, others the present, and some emphasize future planning. For instance, different groups in the U.S. (such as Indian tribes versus Anglo-Americans) show varied time orientations that can influence organizational culture. Organizations can reflect these time attitudes, focusing on past achievements, present tasks, or future planning, directly impacting strategic decisions and adaptability.



**3. Monochronic and Polychronic Perspectives:** Edward Hall's framework differentiates monochronic cultures—where time is seen as linear and segmented—versus polychronic cultures that prioritize relationships and simultaneous activities. The former thrives on individual appointments and strict deadlines, while the latter emphasizes the completion of multiple tasks in an interconnected manner. Understanding these distinctions is essential for effective collaboration across cultural boundaries.

**4. Planning Time vs. Development Time:** Dubinskas introduces the concepts of "planning time," associated with structured timelines and business objectives, versus "development time," which aligns with biological processes that are less predictable. This divergence can create friction in settings where managerial expectations clash with the inherently variable nature of scientific research or creative processes.

**5. Discretionary Time Horizons:** Consensus on how to measure and plan time—whether in minutes, hours, or years—varies across functions, ranks, and organizational levels, impacting how effectively communication and objectives are managed. Sales teams and R&D departments, for instance, often operate with different time horizons, leading to frequent misalignments in expectations and frustrations.

**6. Temporal Symmetry and Pacing** The synchronization of activities is

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vital for organizational efficiency. Research suggests that activities must align temporally to minimize disruptions caused by differing assumptions around the passage of time. In organizations, shared pacing among different roles can prevent misunderstandings and improve overall workflow.

**7. Shared Assumptions about Space:** Space, much like time, carries inherent cultural meanings that shape interactions within organizations. The physical layout can symbolize hierarchy and status; for instance, senior executives often occupy larger, more private offices compared to junior staff, establishing a noticeable power dynamic.

**8. Distance and Interaction:** Different cultures have distinct norms regarding physical proximity, influencing interpersonal relationships. Hall classifies personal space into levels of intimacy, personal, social, and public distances, emphasizing that violations can lead to discomfort and disrupted communication.

**9. Symbolics of Space:** The allocation of space in an organization reflects its cultural values and hierarchy. High-status individuals often receive larger or more desirable spaces, while organizations may vary greatly in how they interpret and manage space utilization, impacting employee interactions and perceptions.

**10. Body Language and Nonverbal Communication:** Nonverbal cues

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such as body language, gestures, and positioning during interactions convey status and relationship dynamics. Observing such behaviors aids in understanding subtle organizational norms and expectations that are often ingrained yet unspoken.

**11. Integration of Time and Space:** Both time and space must be managed in conjunction to support overall organizational effectiveness. The design of physical environments typically reflects temporal assumptions, promoting efficiency or relational engagement based on the cultural context. Managers ought to recognize how these interactions shape engagement and productivity.

**12. Cultural Complexity:** As organizational cultures evolve, leaders must become aware of their own assumptions around time and space and how these inadvertently inform the organization's norms. These subtleties can become entrenched, resisting change when new demands arise.

In summary, understanding the cultural dimensions of time and space is crucial for leaders aiming to navigate complex organizational landscapes. These elements significantly influence communication, decision-making, and ultimately organizational success, highlighting the necessity of cultivating awareness and sensitivity to cultural differences.

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## Chapter 11 Summary: 9. Assumptions About Human Nature, Activity, and Relationships 171

This chapter delves into the profound assumptions regarding human nature, activity, and relationships that shape organizational culture. Essentially, it seeks to answer what it means to be human, how cultures perceive appropriate human actions, and what norms govern human relationships within various societies. While the focus often leans on interpersonal relationships, it is crucial to acknowledge their interconnectedness with broader assumptions about human nature and activity.

**1. Assumptions about Human Nature:** Every culture holds shared beliefs about the essence of being human, including instincts, behaviors deemed inhumane, and the fundamental understanding of good and evil. Historical classifications, such as those by Kluckhohn and Strodtbeck, suggest varying perceptions of human nature—ranging from inherently evil to inherently good. Such views influence how organizations see their employees, transitioning from the notion of individuals as rational-economic actors to perceiving them as social beings, problem solvers, or even malleable entities capable of growth. This evolution reflects an organizational climate, in which Theory X and Theory Y encapsulate opposing managerial assumptions about employees' motivations—whether they require control and incentives (Theory X) or should be empowered and challenged (Theory Y).



**2. Assumptions about Human Activity:** Cultures diverge in their philosophies regarding human action, leading to three primary orientations: “doing,” “being,” and “being-in-becoming.” A “doing” orientation, prevalent in the U.S., advocates for the control of one's environment and is action-oriented, emphasizing task completion and efficiency. Conversely, the “being” orientation embraces acceptance of one’s circumstances and prioritizes enjoyment and survival over manipulation. “Being-in-becoming” strikes a balance, focusing on individual growth and harmony with nature. These orientations dictate how organizations respond to environmental challenges, influencing their strategies and operations.

**3. Assumptions about Human Relationships:** This core aspect of organizational culture encompasses beliefs about interpersonal dynamics, including issues of identity, power, individual needs, and intimacy within groups. Organizational contexts, such as DEC and Ciba-Geigy, demonstrate differing approaches: DEC fostered open engagement and self-definition among employees, promoting a culture conducive to personal growth, while Ciba-Geigy exhibited a more hierarchical and paternalistic atmosphere, emphasizing conforming to established norms and structures.

**4. Individualism vs. Collectivism:** The chapter explores the tension between individualistic and group-oriented cultures, noting how the former prioritizes personal achievement, while the latter values communal goals.

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Variances in power distance—a term coined by Hofstede—highlight differing perceptions of authority and influence within organizational hierarchies, impacting interactions and competency assessments.

**5. Interaction and Behavior Norms:** Established rules of interaction within organizations dictate acceptable emotional expression, specificity of roles, and norms governing social rewards. As organizations navigate these relational norms, disparities can arise based on differing assumptions about emotional engagement, the appropriateness of relationships, and the values placed on individuals based on achievement versus ascription.

**6. Integration of Activity, Role, and Cultural Dynamics:** The assumptions about work, family, and personal roles create a complex fabric of culture, greatly influencing workplace dynamics and expectations. Differing views on the primary nature of work (whether it is paramount, secondary to family, or part of an integrated lifestyle) can lead to significant frustration or misunderstanding among organizational members. Gender roles also come into play as organizations grapple with evolving perceptions and expectations.

The chapter concludes by asserting that organizational culture is complex, multifaceted, and deeply engrained. It emphasizes the importance of recognizing the interplay between various cultural dimensions without falling into the trap of oversimplification or stereotyping. Understanding

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these underlying assumptions is critical for navigating organizational dynamics and fostering adaptive, effective cultures that embrace human variability, fundamental relationships, and the nuanced nature of work itself.

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## Chapter 12: 10. Cultural Typologies 189

In Edgar H. Schein's examination of organizational culture in Chapter 12 of "Organizational Culture and Leadership," the author delves into the significance and application of cultural typologies, particularly within the context of organizations. This analysis highlights how abstraction through typologies can both clarify and obscure our understanding of unique organizational traits.

1. The Necessity of Typologies: Schein emphasizes that observing the complexities of the natural world can be overwhelming, and typologies serve as conceptual frameworks that categorize experiences into comprehensible terms. As individuals grow, they develop language and categories shaped by their cultural backgrounds, facilitating a deeper understanding of their environment. For researchers studying human behavior in organizations, creating useful categories is crucial not only to make sense of observed phenomena but also to theorize and predict behaviors in unobserved contexts.

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## Chapter 13 Summary: 11. Deciphering Culture 203

Understanding organizational culture is a complex endeavor, and the methodology employed can significantly impact the insights gained. When assessing a culture, the purpose determines the approach taken. The exploration of culture may serve various functions, from academic research to facilitating change within an organization. Engaging both insiders and outsiders presents unique challenges, particularly regarding authenticity and defensiveness.

1. **The Need for Cultural Assessment:** Deciphering an organization's culture can arise from various needs—whether for pure academic research, assistance with change initiatives, or even as part of a strategic assessment. Researchers, whether outsiders or insiders, must navigate the intricacies of gathering insightful and valid data within a complex human system.

2. **Challenges in Data Collection:** Valid cultural data may be difficult to acquire due to potential biases. Employees often feel defensive, leading them either to hide uncomfortable truths or to exaggerate their experiences. Therefore, a critical aspect of any assessment method is fostering an environment that encourages honest and unfiltered communication.

3. **Data-Gathering Methods:** Researchers can adopt a range of methods that vary in terms of involvement levels from the researcher and the subjects.



These methods include demographic assessments, observation, participant ethnography, surveys, semi-structured interviews, and clinical modes of research. Each has its advantages and limitations; while surveys may seem efficient, they often focus more on superficial traits rather than uncovering the deeper, tacit assumptions that define an organization's culture.

4. **The Clinical Research Model:** The clinical research model stands out for its focus on voluntary participation by cultural members. This approach allows the researcher/consultant to delve into cultural dynamics that offer greater relevance and depth. By engaging deeply with the organization and establishing a helping relationship, it is possible to gather valuable insights into cultural phenomena.

5. **Ethical Considerations:** Analyzing organizational culture carries significant ethical implications. Insiders may not realize the potential vulnerability that comes with revealing cultural insights, and external entities must consider the potential fallout of their findings—misrepresented information can have unintended consequences for both the organization and its members.

6. **The Risks of Cultural Analysis:** Risks stem from both internal (insider readiness) and external (data vulnerability) sources. An incorrect analysis could misguide decision-makers, while an organization unprepared for feedback may struggle with the cultural truths unveiled. Thus, the necessity

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for a well-considered approach to cultural assessment is crucial, ensuring an awareness of the implications tied to such explorations.

7. Professional Responsibilities: The culture analyst bears a professional obligation to ensure that the insights gathered are considerate of the potential consequences to individuals and groups within the organization. The principle of informed consent must extend beyond mere approval for research to encompass an understanding of what cultural revelations may entail.

8. Inquiry Process: There is no straightforward formula for collecting cultural data. It's recommended to gather data through discussions in representative groups, as this method often fosters rich dialogues that surface the deeper cultural elements. Qualitative engagement yields richer insights that can facilitate understanding and lead to more effective organizational interventions.

9. Conclusion: Cultural analysis can generate significant insight for leaders, provided it is conducted purposefully and responsibly. Surfaces may reveal underlying challenges; thus, careful examination and collaboration with knowledgeable outsiders can enhance the value of cultural assessments. Engaging deeply with organizational culture can lead to profound understanding, guiding purposeful change and growth within an organization.

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In summary, the process of deciphering organizational culture is nuanced, requiring careful selection of methods, ethical considerations, and a deep commitment to understanding the complex dynamics that shape an organization's identity and functioning.

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# Chapter 14 Summary: Part Three: The Leadership Role in Culture Building, Embedding, and Evolving 223 12.

## How Leaders B

In this segment of Edgar H. Schein's "Organizational Culture and Leadership," the text elaborates on the integral role of leadership in shaping, embedding, and evolving organizational culture. The discussion transitions from understanding the content and processes of culture to emphasizing leadership's pivotal functions. Central to this narrative is the idea that leadership distinguishes itself from management through its focus on culture, which is critical in both cultivating and nurturing a productive cultural environment.

1. The initiation of cultural formation lies within the leaders, whose actions and beliefs shape the foundational aspects of the organizational culture. The foundational dynamics are explored in detail in earlier chapters, illustrating how leaders infuse their values and assumptions into the organizational fabric. This cultural genesis sets the stage for deeper exploration of organizational growth.

2. As organizations flourish and adapt, their cultures must evolve correspondingly. Schein illustrates that the trajectory of an organization's growth not only affects overarching culture but also leads to the emergence of subcultures within various departments or teams. This nuanced

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understanding signifies that while a dominant culture may exist, the evolution of distinct subcultures can enrich or challenge the primary culture, thereby necessitating attentive leadership to navigate these dynamics.

3. To effectively influence cultural evolution, leaders must employ specific mechanisms and strategies that encourage adaptive changes aligned with organizational objectives. Schein identifies ten distinct processes that drive cultural change, stressing the importance of leaders actively engaging in these mechanisms. This entails a departure from merely reactive strategies to a more intentional approach, using these natural evolution processes to align cultural shifts with the organization's goals.

4. Additionally, Schein differentiates cultural evolution from managed change, underscoring that while cultural evolution is inherent and organic, managed change processes are deliberate attempts by leaders to rectify specific organizational challenges. This distinction underscores the nuanced roles leaders occupy: as cultural architects and as change agents implementing structured interventions.

5. Effective change management also requires leaders to be adept at culture assessment, which serves as a critical tool when navigating change. Schein advocates for a systematic approach to culture assessment, ensuring that leaders understand their organizational culture's current state to effectively oversee change initiatives. This assessment not only facilitates informed



decision-making but also encourages alignment between cultural shifts and organizational strategies.

6. To cement these theories within practical applications, Schein recounts a case study of Ciba-Geigy, illustrating how cultural assessments were pivotal during a substantial organizational change. This concrete example serves to underline the theoretical principles discussed and provides valuable insights into applying these concepts in real-world contexts.

In summary, Schein's discourse reveals that leadership is not merely about steering organizational operations but fundamentally about cultivating, embedding, and evolving a culture that resonates with the organization's aspirations and challenges. With a detailed roadmap of processes, philosophies, and practical case studies, leaders are equipped to harness the transformative power of culture in their organizations.

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## **Chapter 15: 13. How Leaders Embed and Transmit Culture 245**

In this chapter from "Organizational Culture and Leadership," Edgar H. Schein elaborates on how leaders embed and transmit culture within organizations, emphasizing the critical mechanisms they employ to instill their core beliefs and values. As organizations evolve and achieve stability through success, the leader's assumptions become shared within the group, transitioning from an initial imposition to a socialization process for new members.

**1. Primary Embedding Mechanisms:** Leaders utilize six main tools to communicate their beliefs and values effectively. These mechanisms create the climate within the organization and are initially characterized as visible artifacts of emerging culture.

- What leaders consistently pay attention to is one of the strongest means of conveying values. This includes everything from casual remarks to systematic control and measurement of specific areas. For example,

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## Chapter 16 Summary: 14. The Changing Role of Leadership in Organizational Midlife 273

In the evolution of organizations, particularly as they enter what is often referred to as "midlife," leadership plays a critical role in navigating the complexities arising from growth and differentiation. As organizations mature and succeed in their missions, they transition from a founding-based culture to a governance structure typically characterized by boards and CEOs. This shift leads to a diffusion of power, introducing both opportunities and challenges concerning organizational culture.

1. The transition from private to public ownership is not just financial; it carries significant cultural implications. While new leadership may introduce necessary changes to the organizational goals, it can also lead to the erosion of foundational values established by founders. The challenge for new leaders is to recognize and balance these dynamics to ensure that the organization remains aligned with its core cultural values while also evolving to meet new demands.

2. As organizations grow, they naturally differentiate into various subgroups, each developing its own subculture influenced by factors such as function, geography, products, markets, and technology. This differentiation can enhance efficiency and responsiveness to customer needs but also complicates governance and cultural cohesion, creating a need for leaders to



understand and manage these emerging dynamics.

3. Functional and occupational differentiation leads to the formation of diverse subcultures within an organization. Each function, whether production, finance, sales, or research and development, attracts individuals with distinct assumptions and backgrounds, shaping their perspectives and interactions. Leaders must be aware of these subcultural influences and actively work to foster communication and collaboration among different functions to minimize conflicts and enhance integration.

4. Geographical differentiation, arising from the need to cater to distinct customer bases, further complicates cultural dynamics. Local units may adopt the cultural norms of their geographic location, impacting the overall organizational culture. As leaders decentralize functions, they must navigate the dual influences of the organization's core culture and local cultural norms to maintain coherence and operational effectiveness.

5. Differentiation by product, market, or technology also introduces subcultures that reflect the unique demands and experiences of these areas. Organizations like Ciba-Geigy, which expanded from one market to several, experienced varying subcultures based on the distinct requirements of their different products and customer interactions. This necessitates leaders who can recognize these differences and strategically integrate them to ensure cohesiveness in the organization's mission.

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6. As organizations grow, hierarchical differentiation inevitably occurs, creating new subcultures at various levels of management. Each level develops its own perspectives influenced by shared experiences, leading to common assumptions about management, decision-making, and organizational behavior. Leaders should comprehend how these hierarchical cultures shape organizational dynamics and determine strategies that align these varying cultures with the overall organizational strategy.

7. Ultimately, as organizations seek to maintain their competitive advantage during midlife challenges, leadership must prioritize cultural integration and alignment. This requires leaders to exhibit cultural humility, recognizing the validity of diverse perspectives and fostering dialogue among subcultures. By creating a shared understanding and establishing common goals, language, and procedures, leaders can effectively steer their organizations towards sustainable growth and cohesion.

In summary, leadership in organizations undergoing maturation must adeptly navigate the complexities of cultural differentiation while strategically promoting integration. The ability to manage diverse subcultures and harmonize their interactions can dictate the long-term success of the organization. As the book suggests, the subsequent chapters will delve deeper into specific leadership strategies for facilitating these cultural changes.

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# Chapter 17 Summary: 15. What Leaders Need to Know About How Culture Changes 291

In Chapter 17 of "Organizational Culture and Leadership," Edgar H. Schein delves deeply into the dynamics of cultural evolution and the critical role of leaders in facilitating and managing culture change within organizations. The chapter presents a framework for understanding how organizational culture responds to various stages of growth and transformation, highlighting ten key principles that leaders should consider when guiding cultural change.

**1. Differential Leadership Roles:** Leaders play varied roles in managing culture throughout the organizational lifecycle. In the founding phase, founders impose their assumptions, which gradually evolve as the organization grows. As organizations mature, leaders must adapt their strategies to effectively manage culture, which becomes more institutionalized and resistant to change.

**2. Mechanisms of Change by Stage:** The potential mechanisms for initiating culture change depend significantly on the organization's developmental stage. For instance, during growth, leaders can embed cultural assumptions via attention, control, and reward systems, whereas in more mature organizations, entrenched assumptions may necessitate more concerted efforts for meaningful change.



- 3. Founding and Early Growth Phase:** The culture during an organization's inception is heavily influenced by founders, and strong adherence to this culture often emerges due to its role in defining identity and offering stability. Proposals for change may face resistance unless prompted by significant external crises.
- 4. Incremental Adaptation:** Organizations experience incremental cultural changes through general evolution and specific evolution. General evolution might involve diversification or increased complexity, while specific evolution prompts adaptations based on organizational subgroups, which may produce new subcultures.
- 5. Insight as Change Catalyst:** Leaders can facilitate self-guided cultural examination by encouraging collective insight among members. Through deep reflection on cultural assumptions, organizations can identify strengths and weaknesses and embrace necessary modifications to align with contemporary needs.
- 6. Promotion of Hybrid Leaders:** The introduction of new leaders, or "hybrids," who embody assumptions conducive to adapting to external conditions can foster gradual culture change. Successful hybrids respect existing cultural elements while integrating new perspectives, enhancing overall adaptability.



- 7. Navigating Succession Challenges:** Transitions from founder-led to externally appointed leadership pose potential conflicts as differing values and cultural perspectives clash. Effective succession planning should focus on transitioning leadership that preserves beneficial cultural traits while allowing for necessary adaptations.
- 8. Managing Cultural Diffusion:** As organizations mature, they often experience subcultural development, which could lead to fragmentation.<sup>81</sup> Leaders must navigate cultural integration carefully during expansions, mergers, or acquisitions to ensure coherence and balance among competing subcultures.
- 9. External Crisis as a Change Driver:** Scandals and crises can serve as powerful catalysts for cultural transformation by exposing discrepancies between espoused values and actual practices. Leaders can leverage such moments as opportunities to realign cultural assumptions with organizational goals.
- 10. Transformational Change Mechanisms** Dramatic transformations can arise from various mechanisms, including turnarounds, mergers, and complete organizational restructuring. Effective leaders must strategically apply a range of change processes while managing emerging conflicts and anxieties that inevitably come with significant cultural shifts.



In summary, Schein articulates that culture change in organizations is a complex process influenced by various internal and external factors. Leaders have the responsibility to recognize the nuances of their organizational culture, harness the potential of subcultures, and implement effective strategies to foster positive change. The key to successful cultural adaptation lies in balancing the preservation of valued cultural elements with the need for evolution in response to shifting environmental demands. As leaders navigate these dynamics, their understanding of cultural mechanisms and their roles in shaping them becomes essential for fostering an agile and resilient organizational culture.

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## **Chapter 18: 16. A Conceptual Model for Managed Culture Change 319**

In Chapter 18 of "Organizational Culture and Leadership," Edgar H. Schein presents a comprehensive model for navigating managed culture change within organizations. Drawing from insights established by Kurt Lewin, Schein emphasizes that effective culture change must be nuanced and systematic.

1. The starting premise is that culture change should not be an end goal but is inherently linked to addressing specific problems and achieving new objectives within an organization. It highlights the necessity for leaders to comprehend the broader mechanisms of organizational change before implementing managed culture change.
2. Schein elucidates the concept of "unfreezing," a critical initial phase in the change process. This phase requires creating a state of disequilibrium through disconfirming data, which can elicit anxiety or guilt among members and thus motivate them to change. This process includes three

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## **Chapter 19 Summary: 17. Assessing Cultural Dimensions: A Ten-Step Intervention 337**

In "Organizational Culture and Leadership," Edgar H. Schein presents a ten-step process for assessing cultural dimensions within organizations, focused on enabling members to recognize key cultural assumptions and evaluate their impact on organizational change initiatives. This structured approach emphasizes that cultural assessments should only be conducted with a clear understanding of the specific change goals of the organization. For leaders or consultants engaging in this process, clarity of purpose is paramount.

The process begins with leadership commitment; any cultural assessment must be viewed as a significant organizational intervention with full leadership support. Clear identification of the issues prompting the assessment is essential. Subsequently, appropriate representative groups are selected to provide broader insights into the organization's culture, ensuring that discussions are open and inclusive.

The assessment setting is crucial and should be conducive to group dialogue, while the purpose of the meetings must be explicitly communicated to encourage honest participation. Key to the assessment is a model that captures the three levels of culture: artifacts, espoused values, and tacit assumptions. This model guides the initial phase where members articulate



their observations regarding artifacts — the visible elements of culture, such as behaviors and symbols.

Following this, the group transitions to identifying espoused values by asking why certain behaviors exist, revealing the underlying motivations and beliefs that drive them. The next step involves probing deeper to uncover shared tacit assumptions, the often-unspoken beliefs that align behaviors with values. By examining areas where espoused values conflict with observable behaviors, participants can gain insights into the deeper cultural dynamics at play.

With these foundational elements identified, subgroups may analyze which cultural factors aid or hinder the organization's goals. It is critical to recognize that successful organizational change often hinges more on leveraging strengths within the culture rather than attempting to eradicate constraints.

The final steps involve synthesizing the findings into a collective analysis of the key cultural assumptions, exploring their implications for the organization's ability to meet its change objectives. This information aids in crafting strategies that either build on existing strengths or address identified weaknesses.

Throughout the chapter, Schein provides illustrative case examples that

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underscore important lessons from his ten-step process. These examples highlight that cultural assessments can reveal unexpected insights that improve strategic alignment and decision-making. Through collaborative dialogue, organizations can mine rich cultural data that significantly enhance understanding and foster intentional, impactful change.

In summary, the ten steps in assessing cultural dimensions yield a structured yet dynamic framework for organizations to reflect on their cultural realities. Central themes underscore the importance of clarity in purpose, collaborative assessment, the identification of strengths and weaknesses within cultural assumptions, and the iterative nature of cultural analysis tied explicitly to organizational goals.

Step	Description
1. Leadership Commitment	Full leadership support is essential for cultural assessments, viewing it as a significant organizational intervention.
2. Identify Issues	Clearly identify the issues prompting the assessment to maintain focus on change goals.
3. Select Representative Groups	Choose diverse groups that reflect the organization's culture, ensuring open and inclusive discussions.
4. Create an Appropriate Assessment Setting	Establish a conducive environment for group dialogue, clearly communicating the purpose of meetings.
5. Utilize a Cultural Model	Introduce a model capturing three levels of culture: artifacts, espoused values, and tacit assumptions.



<b>Step</b>	<b>Description</b>
6. Analyze Artifacts	Discuss visible elements of culture, focusing on behaviors and symbols within the organization.
7. Identify Espoused Values	Probe into why certain behaviors exist, revealing underlying motivations and beliefs.
8. Uncover Tacit Assumptions	Explore unspoken beliefs that align behaviors with values, particularly where conflicts exist.
9. Analyze Cultural Factors	Evaluate which cultural elements support or hinder the organization's goals, leveraging strengths.
10. Synthesize Findings	Consolidate insights into key cultural assumptions, informing strategies for leveraging strengths or addressing weaknesses.

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## Critical Thinking

**Key Point:** Clarity of Purpose in Cultural Assessment

**Critical Interpretation:** Imagine standing at the helm of your own life, navigating through its complexities and changes. Just as organizations must embark on cultural assessments with a clear purpose, so too can you define your own journey with intention. By establishing what truly matters to you—your values, goals, and the assumptions guiding your decisions—you empower yourself to make meaningful changes. This clarity not only helps you recognize the patterns that have shaped your past but also directs your future actions, enabling you to align your behaviors with your true aspirations. In this way, the process of self-assessment can lead to profound personal growth, allowing you to transform challenges into opportunities and strengthen your resolve to lead a life that reflects who you truly are.

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## Chapter 20 Summary: 18. A Case of Organizational (Cultural?) Change 365

In this chapter, Edgar H. Schein delves into the complexities surrounding cultural change within organizations, using the case study of Ciba-Geigy as a focal point. Ciba-Geigy's transformative journey highlights how cultural assumptions can hinder organizational progress and how effectively addressing these issues may lead to significant change. Schein's analysis offers insights into the interplay between culture and operational effectiveness over several years.

The process of initiating cultural change at Ciba-Geigy began in 1979 when Schein was brought in to provide educational interventions for the company's top management during their annual meeting. This engagement was prompted by the chairman's recognition that the organization needed to adapt to a fluctuating economic landscape and foster creativity, particularly in leadership and innovation roles. The chairman, Sam Koechlin, was noteworthy for his dual insight—being deeply rooted in the organization's legacy while also evaluating its potential for growth from an external perspective.

Through this educational experience, several key insights emerged. One important revelation was that creativity and innovation were not exclusive to scientists; rather, managerial role innovation was essential across various

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functions. This shift in perspective liberated previously constrained problem-solving energies, widening the spectrum of what constituted a "creative" contribution within Ciba-Geigy's culture.

In the aftermath of the first annual meeting, Schein's work continued through various interventions aimed at increasing Ciba-Geigy's innovative capacity. This included introducing processes for career development and job planning, which emphasized the evolving nature of roles within the company. Nonetheless, while efforts to embrace change were underway, Schein noted that hierarchical structures and deep-seated assumptions about managerial functions led to resistance to his proposed role as a process consultant. The cultural norms at Ciba-Geigy shaped interactions in ways that initially hindered collaborative efforts.

Over time, as the company faced mounting financial pressures, the need for a redirection project became apparent. The second annual meeting was pivotal as it provided crucial financial data that exposed the organization's challenges, prompting necessary discussions about restructuring and innovation.

The implementation of change involved a combination of survival anxiety and the need for psychological safety among employees. As Schein and another consultant confronted the executives with stark data about impending crises, the urgency to address issues crystallized. However, once

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the anxiety was acknowledged, it was equally essential to ease the sense of discouragement and to generate a constructive mindset for dealing with challenges.

As Ciba-Geigy moved into its second year of the redirection project, structured task forces emerged as a parallel system to tackle specific issues. Within this context, established cultural dynamics remained influential, monitoring the extent to which individuals worked collaboratively across divisions. The executive committee utilized its longstanding sense of group accountability to foster engagement in the change process.

Ultimately, during the third annual meeting, progress on the redirection project was reviewed, and new roles for executives were announced, creating an organizational shift towards a more strategic management style. The success of the redirection project was measured by financial improvements and operational restructuring, reflective of both cultural resilience and adaptability.

Schein concluded that the essential cultural paradigm at Ciba-Geigy—characterized by a strong bias towards scientific authority—remained largely intact throughout the changes. Rather, peripheral shifts regarding managerial roles and operational strategies were sufficient to address core economic challenges. It became evident that significant operational changes can occur without fundamentally altering the

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organization's culture, emphasizing that a key element of success lies in leveraging existing cultural strengths to manage practical business needs.

The evolution of Ciba-Geigy ultimately led to its merger with Sandoz to form Novartis, a development that suggests that common cultural elements can serve as a stabilizing factor in corporate mergers despite prior competitive tensions.

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## **Chapter 21: 19. The Learning Culture and the Learning Leader 393**

In the closing chapter of "Organizational Culture and Leadership," Edgar H. Schein emphasizes the urgent need for organizations and leaders to cultivate a robust learning culture in an increasingly complex and unpredictable world. He postulates that future organizational success hinges on an ability to adapt, learn, and innovate, providing a framework for how such a culture can be established and sustained while identifying the evolving role of leaders in this transformative process.

1. A Proactive Assumption: Fundamental to a learning culture is the expectation that individuals should approach challenges as proactive problem solvers and learners. Organizations built on fatalistic beliefs may struggle to adapt to rapid change, necessitating a cultural shift towards proactive engagement, as illustrated by Singapore's economic evolution through blended cultural values.

2. Commitment to Learning: Leaders must foster an environment where

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