

Organizational Culture And Leadership (The Jossey–Bass Business Management Series)

Nothing could be more important in today's competitive work environment than the strength of your organization's culture--the shared beliefs, assumptions, and behaviors that exist within an organization. A strong culture is one where minimal politics and confusion exists, turnover is low among good employees, engagement and productivity are high, and results are consistently good. Leaders must find ways to strengthen the culture within their organizations. Those who do will be rewarded not only with greater success but also greater fulfillment at work. This book gives leaders--supervisors, department heads, team leads, managers, directors, vice presidents, executives, and CEOs--simple and effective ways to impact the culture within their organization. Why are the ideas in this book simple? One of my favorite authors, Stephen R. Covey, once talked about the impact a trim tab has on a large ship. Covey pointed out how a simple and very small mechanism, the trim tab, has the power to change the entire direction of an enormous ship. If you looked at a trim tab you might not think much of it, however, that wouldn't change its capacity, when utilized, to impact the course of the ship. The suggestions offered in this book are like a trim tab--small and simple. Some can be done with little effort, but they are powerful in their ability to have a significant impact on the direction of your organization. Don't let the simplicity distract you from their potential. And just as they are easy to do, they are also easy to ignore or forget about. When implemented with consistency, the ideas in this book will help you trim tab your way to a strong organizational culture. In time, these ideas will produce wildly different results--better results--results and fulfillment you've never imagined possible.

Rev. ed. of: *Communication & organizational culture. c2005.*

Values, attitudes, and behaviors constitute an organization's culture and employees both share and use them on a daily basis in their work. This book aims to briefly portray a new interpretation of organizational culture varying from the profusion of literature in the following ways: it attempts to include how cultures are created organically or through consistent planning and action in different organizations such as education, business, and health; focusing more on change, innovation, and learning opportunities. It also aims to provide leaders with experiences and reflections on how to initiate an organizational culture change. Finally, this book is expected to extend new perspectives and practices for both potential and actual managers of organizations contributing to the current debate on how to transform organizations into innovative and learning cultures.

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.

Leadership Briefs

Ask a Manager

Organizational Traps

The Corporate Culture Survival Guide

Developing Your Company Culture

The Critical Few

Igniting Passion and Performance

There is significant evidence that an effective organizational culture provides a major competitive edge--higher levels of employee and customer engagement and loyalty translate into higher growth and profits. Many business leaders know this, yet few are doing much to improve their organizations' cultures. They are discouraged by misguided beliefs that an executive's tenure and an organization's attention span are too short for meaningful transformation. James Heskett provides a roadmap for achievable and fast-paced culture change. He demonstrates that an effective culture supplies the trust that makes managing change of all kinds easier. It provides a foundation on which changes in strategy can be based, and it's a competitive edge that can't easily be hacked or copied. Examining leading companies around the world, Heskett details how organizational culture makes employees more loyal, more productive, and more creative. He discusses how to quantify its effects in order to sell the notion of culture change to the organization and considers how to preserve an organization's culture in the face of the trend toward remote work hastened by the COVID-19 pandemic. Showing how leadership can bring about significant changes in a surprisingly short time span, Win from Within offers a playbook for developing and deploying culture that enables outsized results. It is a groundbreaking demonstration of organizational culture's role as a foundation for strategic success--and its measurable impact on the bottom line.

Based on a six-year project at INSEAD, top scholars put these developments into perspective. Written for general managers as well as personnel executives and students of management, this book breaks new ground in helping them to address the emerging challenges of international human resource management.

In his defining work on emotional intelligence, bestselling author Daniel Goleman found that it is twice as important as other competencies in determining outstanding leadership. If you read nothing else on emotional intelligence, read these 10 articles by experts in the field. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you boost your emotional skills--and your professional success. This book will inspire you to: Monitor and channel your moods and emotions Make smart, empathetic people decisions. Manage conflict and regulate emotions within your team React to tough situations with resilience Better understand your strengths, weaknesses, needs, values, and goals Develop emotional agility This collection of articles includes: "What Makes a Leader" by Daniel Goleman, "Primal Leadership: The Hidden Driver of Great Performance" by Daniel Goleman, Richard Boyatzis, and Annie McKee, "Why It's So Hard to Be Fair" by Joel Brockner, "Why Good Leaders Make Bad Decisions" by Andrew Campbell, Jo Whitehead, and Sydney Finkelstein, "Building the Emotional Intelligence of Groups" by Vanessa Urch Druskat and Steve B. Wolff, "The Price of Incivility: Lack of Respect Hurts Morale--and the Bottom Line" by Christine Porath and Christine Pearson, "How Resilience Works" by Diane Coutu, "Emotional Agility: How Effective Leaders Manage Their Negative Thoughts and Feelings" by Susan David and Christina Congleton, "Fear of Feedback" by Jay M. Jackman and Myra H. Strober, and "The Young and the Clueless" by Kerry A. Bunker, Kathy E. Kram, and Sharon Ting.

Increasing globalization, cutthroat competition, recurrent financial crises, and new social media technology provide unimaginable strain on companies to rethink their human resources practices. Such ever-growing business environments particularly call upon companies to develop sustainable leadership practices and create a well-established organizational climate. By promoting an organizational value system, the leader can influence the work behavior and attitudes of the employees and results. Corporate Leadership and Its Role in Shaping Organizational Culture and Performance is an essential reference source that investigates the influence of corporate leadership on the organizational culture and performance of a company and ways in which this understanding can improve firm effectiveness, nurture entrepreneurial behavior and practices, and establish innovative processes. Featuring research on topics such as intellectual capital, job satisfaction, and gender inequality, this book is ideally designed for managers, executives, business leaders, entrepreneurs, researchers, academicians, and students.

Learning Organizations

Energize Your Company's Culture by Choosing What Really Matters

The Power of Relationships, Openness, and Trust

Win from Within

Handbook of Research on Multidisciplinary Perspectives on Managerial and Leadership Psychology

Why Some Teams Pull Together and Others Don't

Developing Cultures for Tomorrow's Workplace

Communication is essential in a healthy organization. But all too often when we interact with people—especially those who report to us—we simply tell them what we think they need to know. This shuts them down. To generate bold new ideas, to avoid disastrous mistakes, to develop agility and flexibility, we need to practice Humble Inquiry. Ed Schein defines Humble Inquiry as “ the fine art of drawing someone out, of asking questions to which you do not know the answer, of building a relationship based on curiosity and interest in the other person. ” In this seminal work, Schein contrasts Humble Inquiry with other kinds of inquiry, shows the benefits Humble Inquiry provides in many different settings, and offers advice on overcoming the cultural, organizational, and psychological barriers that keep us from practicing it.

Total quality management (TQM), reengineering, the workplace of the twenty-first century--the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to Enhancing Organizational Performance. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. Enhancing Organizational Performance reviews the most popular current approaches to organizational change--total quality management, reengineering, and downsizing--in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined. Enhancing Organizational Performance looks at the influence of the organization's norms, values, and beliefs--its culture--on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions--organizations are increasingly turning to new intra- and inter-organizational structures. Enhancing Organizational Performance discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, Enhancing Organizational Performance clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

Most leaders know that a winning, engaged culture is the key to attracting top talent—and customers. Yet, it remains elusive how exactly to create this ideal workplace—one where everyone from the front lines to the board room knows the company ’ s values and feels comfortable and empowered to act on them. Based on Ann Rhoades ’ years of experience with JetBlue, Southwest, and other companies known for their trailblazing corporate cultures, Built on Values reveals exactly how leaders can create winning environments that allow their employees and their companies to thrive. Companies that create or improve values-based cultures can become higher performers, both in customer and employee satisfaction and financial return, as proven by Rhoades ’ work with JetBlue, Southwest Airlines, Disney, Loma Linda University Hospitals, Doubletree Hotels, Juniper Networks, and P.F. Chang ’ s China Bistros. Built on Values provides a clear blueprint for how to accomplish culture change, showing: How to exceed the expectations of employees and customers How to develop a Values Blueprint tailored to your organization ’ s goals and put it into action Why it's essential to hire, fire, and reward people based on values alone, and How to establish a discipline for sustaining a values-centric culture Built on Values helps companies get on the pathway to greatness by showing the exact steps for either curing an ailing company culture or creating a new one from scratch.

What is a learning organization? What are the advantages of creating one? Why should a company want to become a learning organization? Where does one start? Learning Organizations: Developing Cultures for Tomorrow's Workplace contains essays by thirty-nine of the most respected practitioners and scholars of this topic. This definitive collection of essays is rich in concept and theory as well as application and example. Lead authors include Harvard's Rosabeth Moss Kanter, London Business School's Professor Emeritus Charles Handy, and MIT's Fred Kofman and Peter Senge. The thirty-two essays in this comprehensive collection are presented in four main parts: 1. Guiding Ideas 2. Theories/Methods/Processes 3. Infrastructure 4. Arenas of Practice

Analyzing Organization Cultures

Leaders Eat Last

Humble Consulting

How Leaders Can Strengthen Their Organization's Culture

A Key to Understanding Work Experiences

New Perspectives on Administrative Theory and Practice

Organizational Culture Change

This book is a practical guide to eoreading the culture of organizations and to understanding the implications of culture for organizational effectiveness.Beginning with an explanation of the theories of organizational culture, the book provides guidance on collecting information, leading students through qualitative research methods of observation, interviewing, and analyzing written texts. Students come away equipped to apply cultural insights to fostering diversity, supporting organizational change, making leadership more dynamic, understanding the link between ethics and culture, and achieving personal growth.

Culture, leadership and the ability to change determine organizational performance... But 75% of organizational change programs fail - being too conceptual, organization-wide and command-and-control like. That's why change consultant Marcella Bremer developed this pragmatic approach to organizational culture, change and leadership. The starting point is the validated Organizational Culture Assessment Instrument based on the Competing Values Framework by professors Kim Cameron and Robert Quinn. Next, Bremer shows how to engage people in OCAI-workshops or Change Circles. In peer groups of 10 coworkers they develop a change plan for their teams that is also personal and focused on specific behaviors. These Change Circles of 10 use the mechanism of "Copy, Coach and Correct" within groups to help organization members to implement the change and develop those behaviors that will make a difference. This book is a pragmatic user's guide to organizational culture change. Learn the best practices from a change consultant and unleash your organization, too!

From an insider, the forty-year saga of the rise and fall of Digital Equipment Corporation, one of the pioneering companies of the computer age. Digital Equipment Corporation created the minicomputer, networking, the concept of distributed computing, speech recognition, and other major innovations. It was the number-two computer maker behind IBM. Yet it ultimately failed as a business and was sold to Compaq Corporation. What happened? Edgar Schein consulted to DEC throughout its history and so had unparalleled access to all the major players, and an inside view of all the major events. He shows how the unique organizational culture established by DEC's founder, Ken Olsen, gave the company important competitive advantages in its early years, but later became a hindrance and ultimately led to its downfall. Coauthors Schein, Kampas, DeLisi, and Sunduck explain in detail how a particular culture can become so embedded that an organization is unable to adapt to changing circumstances even though it sees the need very clearly. The essential elements of DEC ’ s culture are still visible in many other organizations today, and most former employees are so positive about their days at DEC that they attempt to reproduce its culture in their current work situations. In the era of post-dotcom meltdown, raging debate about companies " built to last " vs. " built to sell, " and more entrepreneurial startups than ever, the rise and fall of DEC is the ultimate case study.

Anyone who has spent time in an organization knows that dysfunctional behavior abounds. Conflict is frequently avoided or pushed underground rather than dealt with openly. At the same time, the same arguments often burst out again and again, almost verbatim. Turf battles continue for extended periods without resolution. People nod their heads in agreement in meetings, and then rush out of the room to voice complaints to sympathetic ears in private. Worst of all, when people are asked if things will ever change, they throw up their hands in despair. They feel like victims trapped in an asylum. And people often are trapped. But they are not trapped by some oppressive regime or organizational structure that has been imposed on them. They are not victims. In fact, people themselves are responsible for making the status quo so resistant to change. We are trapped by our own behavior. Researchers and practitioners have often reflected on these things, but there is a puzzle. On the one hand, there is substantial agreement that these traps are counterproductive to effective performance. On the other hand, there is almost no focus on how organizational traps can be prevented or reduced. This book argues that whatever theory is used to describe and understand such organizational traps should be used to design and implement interventions that reduce and prevent them. Argyris is one of the world's leading management scholars whose work has consistently shed light on organizational problems. This book is essential reading for MBAs, managers, and consultants.

A Cultural Analysis Workbook

Organizational Culture and Leadership

Built on Values

Change, Globalization, Innovation

Unleashing Your Organization's Potential in Circles of 10

Leadership and Organizational Culture

Humble Inquiry

Culture, Leadership, and Organizations reports the results of a ten-year research program, the Global Leadership and Organizational Behavior Effectiveness (GLOBE) research program. GLOBE is a long-term program designed to conceptualize, operationalize, test, and validate a cross-level integrated theory of the relationship between culture and societal, organizational, and leadership effectiveness. A team of 160 scholars worked together since 1994 to study societal culture, organizational culture, and attributes of effective leadership in 62 cultures. Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies reports the findings of the first two phases of GLOBE. The book is primarily based on the results of the survey of over 17,000 middle managers in three industries: banking, food processing, and telecommunications, as well as archival measures of country economic prosperity and the physical and psychological well-being of the cultures studied.

The Second Edition provides an overview of current research, theory and practice in this expanding field. The editorial team and the authors come from diverse professional and geographical backgrounds, and provide an unprecedented coverage of topics relating to both culture and climate of modern organizations.

Diagnosing and Changing Organizational Culture provides a framework, a sense-making tool, a set of systematic steps, and a methodology for helping managers and their organizations carefully analyze and alter their fundamental culture. Authors, Cameron and Quinn focus on the methods and mechanisms that are available to help managers and change agents transform the most fundamental elements of their organizations. The authors also provide instruments to help individuals guide the change process at the most basic level—culture. Diagnosing and Changing Organizational Culture offers a systematic strategy for internal or external change agents to facilitate foundational change that in turn makes it possible to support and supplement other kinds of change initiatives.

Explains what company culture is, how it develops, how can lead, shape, and manage it today.

How to Provide Real Help Faster

How to Shape the Unseen Force that Transforms Performance

The Cultural Leadership Handbook

Shaping Organization Culture to Stretch Leadership Capacity

Business Leadership

A Jossey-Bass Reader

Understanding Organizational Culture

Electronic Inspection Copy available for instructors here 'With his usual engaging and inimitable style, Mats Alvesson takes the reader on a riveting journey through the diverse ways in which culture itself can be understood and how these powerfully inform organizational life.' - Blake E. Ashforth, Arizona State University *'Understanding Organizational Culture communicates complex ideas in a manner that will illuminate for those who are less familiar with the concepts discussed, as well as providing a depth and critique of interest to those familiar with the topics.'* - Claire Valentin, The University of Edinburgh *Unlike prescriptive books about organizations, Understanding Organizational Culture challenges and provokes the reader to think critically. It provides an insight into organizational culture, aided by numerous empirical illustrations from ethnographic studies that develop and illustrate how cultural thinking can be used in managerial and non-managerial organizational theory and practice. Mats Alvesson answers questions of definition, explores alternative perspectives and expands on substantive issues, before discussing key issues of research and developing his framework. Further more, the advances in the field of organizational culture are synthesized for the reader by drawing upon the range of relevant literature within organization studies. Understanding Organizational Culture provides great breadth within a textbook approach - covering a wide spectrum of management and organization while at the same time developing a new theoretical approach to organizational culture. The new edition contains improved pedagogy and expanded coverage of topics such as identity and organizational change. It is essential reading for students taking undergraduate and postgraduate modules in Organizational Behaviour and Organizational Theory on Management and Organization Studies programmes, including MBA.*

In a global survey by the Katzenbach Center, 80 percent of respondents believed that their organization must evolve to succeed. But a full quarter of them reported that a change effort at their organization had resulted in no visible results. Why? The fate of any change effort depends on whether and how leaders engage their culture: the self-sustaining patterns of behaving, feeling, thinking, and believing that determine how things are done in an organization. Culture is implicit rather than explicit, emotional rather than rational—that's what makes it so hard to work with, but that's also what makes it so powerful. For the first time, this book lays out the Katzenbach Center's proven methodology for identifying your culture's three most critical elements: traits, characteristics that are at the heart of people's emotional connection to what they do; keystone behaviors, actions that would lead your company to succeed if they were replicated at a greater scale; and authentic informal leaders, people who have a high degree of "emotional intuition" or social connectedness. By leveraging these critical few elements, you can tap into a source of catalytic change within your organization. People will make an emotional, not just a rational, commitment to new initiatives. You will elicit enthusiasm and creativity and build the kind of powerful company that people recognize for its innate value and effectiveness.

Finally in paperback: the New York Times bestseller by the acclaimed, bestselling author of Start With Why and Together is Better. Now with an expanded chapter and appendix on leading millennials, based on Simon Sinek's viral video "Millenials in the workplace" (150+ million views). Imagine a world where almost everyone wakes up inspired to go to work, feels trusted and valued during the day, then returns home feeling fulfilled. This is not a crazy, idealized notion. Today, in many successful organizations, great leaders create environments in which people naturally work together to do remarkable things. In his work with organizations around the world, Simon Sinek noticed that some teams trust each other so deeply that they would literally put their lives on the line for each other. Other teams, no matter what incentives are offered, are doomed to fighting, fragmentation and failure. Why? The answer became clear during a conversation with a Marine Corps general. "Officers eat last," he said. Sinek watched as the most junior Marines ate first while the most senior Marines took their place at the back of the line. What's symbolic in the chow hall is deadly serious on the battlefield: Great leaders sacrifice their own comfort—even their own survival—for the good of those in their care. Too many workplaces are driven by cynicism, paranoia, and self-interest. But the best ones foster trust and cooperation because their leaders build what Sinek calls a "Circle of Safety" that separates the security inside the team from the challenges outside. Sinek illustrates his ideas with fascinating true stories that range from the military to big business, from government to investment banking.

Culture and Leadership Across the World: The GLOBE Book of In-Depth Studies of 25 Societies is the second major publication of GLOBE (Global Leadership and Organizational Behavior Effectiveness), a groundbreaking, large-scale project on international management research featuring contributions from nearly 18,000 middle managers from 1,000 organizations in 62 countries, perhaps the largest project of its kind ever undertaken. This volume effectively presents a complex collection of global research addressing the culture of particular countries, leadership qualities within those countries, and recommendations on how managers should conduct business in countries other than their own. A massive effort with a cross-cultural focus and broad international appeal, this book explores: how leadership is conceptualized and enacted in its cultural milieu; quantitative data including middle manager questionnaires, unobtrusive measurement, and participant observation data; qualitative research from interviews, focus groups, and media analyses; and theoretical and methodological pitfalls that arise in the effort to develop universal management theories. This book is a coherent and well-organized presentation of the findings of the GLOBE Project and will appeal to scholars in leadership, management, international business, cultural studies; and also to practicing managers.

DEC Is Dead, Long Live DEC

Build Organizational Culture for Competitive Advantage

Advances in Business, Management and Entrepreneurship

Culture and Leadership Across the World

Enhancing Organizational Performance

Leadership, Culture, Organizational Design

The father of the corporate culture field and pioneer in organizational psychology on today's changing corporate culture This is the definitive guide to corporate culture for practitioners. Recognized expert Edgar H. Schein explains what culture is and why it's important, how to evaluate your organization's culture, and how to improve it, using straightforward, practical tools based on decades of research and real-world case studies. This new edition reflects the massive changes in the business world over the past ten years, exploring the influence of globalization, new technology, and mergers on culture and organization change. New case examples help illustrate the principals at work and bring focus to emerging issues in international, nonprofit, and government organizations as well as business. Organized around the questions that change agents most often ask, this new edition of the classic book will help anyone from line managers to CEOs assess their culture and make it more effective. Offers a new edition of a classic work with a focus on practitioners Includes new case examples and information on globalization, the effects of technology, and managerial competencies Covers the basics on changing culture and includes a wealth of practical advice

The contribution of culture to organizational performance is substantial and quantifiable. In The Culture Cycle, renowned thought leader James Heskett demonstrates how an effective culture can account for 20-30% of the differential in performance compared with "culturally unremarkable" competitors. Drawing on decades of field research and dozens of case studies, Heskett introduces a powerful conceptual framework for managing culture, and shows it at work in a real-world setting. Heskett's "culture cycle" identifies cause-and-effect relationships that are crucial to shaping effective cultures, and demonstrates how to calculate culture's economic value through "Four Rs": referrals, retention, returns to labor, and relationships. This book: Explains how culture evolves, can be shaped and sustained, and serve as the organization's "internal brand." Shows how culture can promote innovation and survival in tough times. Guides leaders in linking culture to strategy and managing forces that challenge it. Shows how to credibly quantify culture's impact on performance, productivity, and profits. Clarifies culture's unique role in mission-driven organizations. A follow-up to the classic Corporate Culture and Performance (authored by Heskett and John Kotter), this is the next indispensable book on organizational culture. "Heskett (emer., Harvard Business School) provides an exhaustive examination of corporate policies, practices, and behaviors in organizations." Summing Up: Recommended. Reprinted with permission from CHOICE, copyright by the American Library Association.

The more traditional forms of leadership that are based on static hierarchies and professional distance between leaders and followers are growing increasingly outdated and ineffective. As organizations face more complex interdependent tasks, leadership must become more personal in order to insure open trusting communication that will make more collaborative problem solving and innovation possible. Without open and trusting communications throughout organizations, they will continue to face the productivity and quality problems that result from reward systems that emphasize individual competition and “climbing the corporate ladder”. Authors Edgar Schein and Peter Schein recognize this reality and call for a reimagined form of leadership that coincides with emerging trends of relationship building, complex group work, diverse workforces, and cultures in which everyone feels psychologically safe. Humble Leadership calls for “here and now” humility based on a deeper understanding of the constantly evolving complexities of interpersonal, group and intergroup relationships that require shifting our focus towards the process of group dynamics and collaboration. Humble Leadership at all levels and in all working groups will be the key to achieving the creativity, adaptiveness, and agility that organizations will need to survive and grow.

The book that defined the field, updated and expanded for today's organizations Organizational Culture and Leadership is the classic reference for managers and students seeking a deeper understanding of the inter-relationship of organizational culture dynamics and leadership. Author Edgar Schein is the 'father' of organizational culture, world-renowned for his expertise and research in the field; in this book, he analyzes and illustrates through cases the abstract concept of culture and shows its importance to the management of organizational change. This new fifth edition shows how culture has become a popular concept leading to a wide variety of research and implementation by various organizations and expands the focus on the role of national cultures in influencing culture dynamics, including some practical concepts for how to deal with international differences. Special emphasis is given to how the role of leadership varies with the age of the organization from founding, through mid-life to old age as the cultural issues vary at each stage. How culture change is managed at each stage and in different types of organizations is emphasized as a central concern of leader behavior.. This landmark book is considered the defining resource in the field. Drawing on a wide range of research, this fifth edition contains 25 percent new and revised material to provide the most relevant new concepts and perspectives alongside the basic culture model that has helped to define the field. Dig into assumptions and typologies to decipher organizational culture Learn how culture begins, thrives, or dies with leadership Manage cultural change effectively and appropriately Understand the leader's role in managing disparate groups The resurgence of interest in organizational culture has spurred an awakening in research, and new information is continuously coming to light. Outdated practices are being replaced by more effective methods, and the resulting shift affects organizations everywhere. Organizational Culture and Leadership is an essential resource for scholars, consultants and leaders seeking continuous improvement in the face of today's business realities.

Culture, Leadership, and Organizations

Based on the Competing Values Framework

The GLOBE Book of In-Depth Studies of 25 Societies

Human Resource Management in International Firms

The GLOBE Study of 62 Societies

The Culture Cycle

How to Navigate Clueless Colleagues, Lunch-Stealing Bosses, and the Rest of Your Life at Work

The second edition of best-selling Business Leadership contains the best thinking on leadership from the biggest names in the business. It offers leaders everything they need to know to prepare for today’s—and tomorrow’s—leadership challenges: how to understand the leadership process, identify opportunities, get things started right, avoid predictable pitfalls, and maximize success. Effective leaders use mind, heart, and spirit in their work, and this volume is designed to guide and support leaders in their efforts. With an introduction by Joan V. Gallos—editor of the highly praised Organization Development: A Jossey-Bass Reader—the author list for this invaluable resource reads like the who's who of business leadership.

This is a story of reinvention. Jim Whitehurst, celebrated president and CEO of one of the world's most revolutionary software companies, tells first-hand his journey from traditional manager (Delta Air Lines, Boston Consulting Group) and “chief” problem solver to CEO of one of the most open organizational environments he'd ever encountered. This challenging transition, and what Whitehurst learned in the interim, has paved the way for a new way of managing—one this modern leader sees as the only way companies will successfully function in the future. Whitehurst says beyond embracing the technology that has so far disrupted entire industries, companies must now adapt their management and organizational design to better fit the Information Age. His mantra? “Adapt or die.” Indeed, the successful company Whitehurst leads—the open source giant Red Hat—has become the organizational poster child for how to reboot, redesign, and reinvent an organization for a decentralized, digital age. Based on open source principles of transparency, participation, and collaboration, “open management” challenges conventional business ideas about what companies are, how they run, and how they make money. This book provides the blueprint for putting it into practice in your own firm. He covers challenges that have been missing from the conversation to date, among them: how to scale engagement; how to have healthy debates that net progress; and how to attract and keep the “Social Generation” of workers. Through a mix of vibrant stories, candid lessons, and tested processes, Whitehurst shows how Red Hat has blown the traditional operating model to pieces by emerging out of a pure bottom up culture and learning how to execute it at scale. And he explains what other companies are, and need to be doing to bring this open style into all facets of the organization. By showing how to apply open source methods to everything from structure, management, and strategy to a firm's customer and partner relationships, leaders and teams will now have the tools needed to reach a new level of work. And with that new level of work comes unparalleled success. The Open Organization is your new resource for doing business differently. Get ready to make traditional management thinking obsolete.

"This volume makes a special contribution to organizational analysis by developing the community element's influence on action and outcomes in organizational settings. To understand the volume is to understand what is meant by the community element and to appreciate its influence on organizational behavior. . . . The issues are whether or not leaders really matter to organizational performance, and if they do, how do they matter? The contributors to this book presume that leaders do matter [but] focus on the issue of how." -- Wall Street Review of Books "A thought-provoking and well-written book that elaborates the view that the three traditional perspectives -- political, management science, and human resources -- are inadequate for the understanding, analysis, and effective management of organizations." -- Harvard Educational Review

Leadership Briefs is written for those who are willing to learn from yesterday's success and today's mistakes for tomorrow's best practice. Leadership is a lifelong excursion into organizational waters that generally includes both turbulence and calm. Continual learning is the commitment of sustaining leaders who neither fear the turbulence nor become mesmerized by calm. Written from the perspective of business experience and corporate observation, Leadership Briefs shortens the learning curve for leadership practitioners.

The Open Organization

How to Run a Creative Organization

Diagnosing and Changing Organizational Culture

Communication and Organizational Culture

The Handbook of Organizational Culture and Climate

Creating an Envable Culture that Outperforms the Competition

Humble Leadership

The GCBME Book Series aims to promote the quality and methodical reach of the Global Conference on Business Management & Entrepreneurship, which is intended as a high-quality scientific contribution to the science of business management and entrepreneurship. The Contributions are the main reference articles on the topic of each book conducted by experts in the fields. The conference provided opportunities for the delegates to exchange new ideas and implementation of experiences, to establish business or research connections and to find Global Partners for future collaboration. The conference and resulting volume in the book series is expected to be held and appear in the book series "Innovative and Sustainable Value-added Businesses in the Disruption Era". The ultimate goal of GCBME is to provide a medium forum for educators, researchers, scholars, managers, graduate students and professional business persons from the diverse cultural backgrounds, to present and discuss their researches, knowledge and innovation in entrepreneurship. The GCBME conferences cover major thematic groups, yet opens to other relevant topics: Organizational Behavior, Innovation, Marketing Management, Financial Management and Accounting, Strategic Management, Entrepreneurship and Green Business.

Leadership has never been more important to the cultural industries. The arts, together with museums and heritage sites, play a vital part in keeping economies going, and, more importantly, in making life worth living. People in the sector face a constant challenge to find support for their organizations and to promote the value of culture. The arts and cultural organizations, and to generate the income that underpins success. The problem is, where can you learn these essential skills? The Cultural Leadership Handbook written by Robert Hewison and John Holden, both prime movers in pioneering cultural leadership programmes, defines the specific challenges in the cultural sector and offers a practical guide to the administration to becoming cultural entrepreneurs, turning good ideas into good business. This book is intended for anyone with a professional or academic interest anywhere in the cultural sector, anywhere in the world. It will give you the edge, enabling to you to show creative leadership at any level in a cultural organization, regardless of size, whether in museums, galleries, and art galleries, heritage, publishing, films, broadcasting or new media.

Organizational Culture and LeadershipJohn Wiley & Sons

Certain consultants argue leaders can quickly, easily, and considerably alter their organization cultures to improve performance. Conversely, field researchers have described situations where leaders could do little to alter the existing organization culture. Between these extreme positions, a spectrum of varying degrees of leader influence exists. This book presents five field studies dealing with team, service, and sales cultures where both expected and unexpected outcomes arose. In multiple instances, leaders hoped showing some employee appreciation would compensate for offering below market average wages. Several leadership groups were prospering based on cost cuts or risk taking, but they were experiencing greater stress. Eight paradoxical situations were uncovered and the interpretations of the participants were based in part on their personal work histories and the history of their current organization. In each case, evidence of employee informal organization and managerial operating cultures were documented. Analyzing these situations and offering a comparative approach to analyzing organizational culture. It shows the latest state of knowledge on the topic and will be of interest to researchers, academics, and students in the fields of organizational studies, management history, human resource management, and organizational theory.

The Lasting Legacy of Digital Equipment Corporation

A Closer Look at Organizational Culture in Action

The Gentle Art of Asking Instead of Telling

Proceedings of the 3rd Global Conference on Business Management & Entrepreneurship (GC-BME 3), 8 August 2018, Bandung, Indonesia

The Joy of Leadership : a Handbook for Leaders and Managers

28 Simple and Effective Ways

Organizational Culture in Action

Consulting in Complex and Changing Times Organizations face challenges today that are too messy and complicated for consultants to simply play doctor: run a few tests, offer a neat diagnosis of the “problem,” and recommend a solution. Edgar Schein argues that consultants have to jettison the old idea of professional distance and work with their clients in a more personal way, emphasizing authentic openness, curiosity, and humility. Schein draws deeply on his own decades of experience, offering over two dozen case studies that illuminate each stage of this humble consulting process. Just as he did with Process Consultation nearly fifty years ago, Schein has once again revolutionized the field, enabling consultants to be more genuinely helpful and vastly more effective.

The subject of leadership and managerial psychology exists as a sub-branch of psychology within the fields of industrial and organizational psychology. There still appears to be ongoing debate regarding the core pathology for gaining managerial expertise in professional roles relative to having suitable leadership skills and managerial knowledge beyond the direct daily work involved in organizations. Professional organizations inherently include varied levels of sensitive human interactions, which further necessitates their management professionals to have leadership styles that are adjustable contingent on a given situation. Relative to this edited book, managerial psychology is being utilized in a way that may subsequently seek to develop a series of scientific theory principles where the focus is to develop managerial axioms that advance contemporary existing knowledge surrounding professional management logic. The Handbook of Research on Multidisciplinary Perspectives on Managerial and Leadership Psychology provides value uncovered by a collaboration of generalists and specialists who bring professional managerial and leadership opinions to light through narratives and research inclusive of fundamental theory principles that can be applied in practice and academia. This edited reference is focused on the enhancement of management research through managerial psychology while highlighting topics including business process knowledge, management in diverse discipline situations and professions, corporate leadership responsibility, leadership of self and others, and leadership psychology in a variety of different fields of work. This book is ideally designed for leadership and management professionals, academicians, students, and researchers in the fields of knowledge management, administrative sciences and management, leadership development, education, and organization development sub-branches or specialty practices.

Presents a comprehensive analysis of organizational culture - what it is, how it develops, and how it functions in relation to managerial style and organizational effectiveness.

From the creator of the popular website Ask a Manager and New York’s work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There’s a reason Alison Green has been called “the Dear Abby of the work world.” Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don’t know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You’ll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit “reply all” • you’re being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate’s loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for Ask a Manager “A must-read for anyone who works . . . [Alison Green’s] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work.”—Booklist (starred review) “The author’s friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers’ lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience.”—Library Journal (starred review) “I am a huge fan of Alison Green’s Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor.”—Robert Sutton, Stanford professor and author of The No Asshole Rule and The Asshole Survival Guide “Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way.”—Erin Lowry, author of Broke Millennial: Stop Scraping By and Get Your Financial Life Together

HBR’s 10 Must Reads on Emotional Intelligence (with featured article “What Makes a Leader?” by Daniel Goleman)(HBR’s 10 Must Reads)

Corporate Leadership and Its Role in Shaping Organizational Culture and Performance