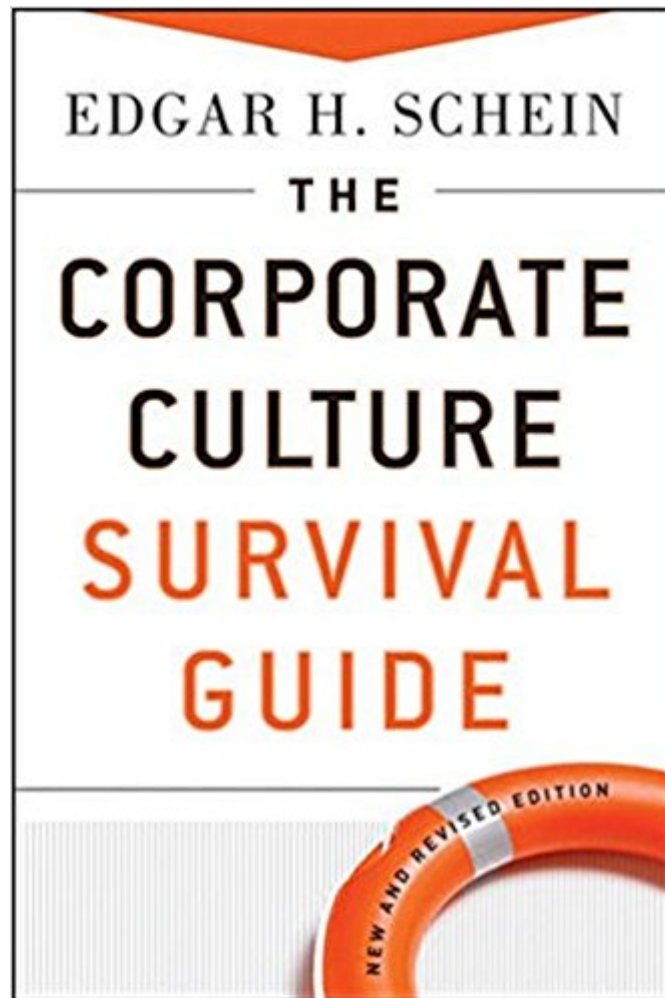# The Corporate Culture Survival Guide

Synopsis

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

Book Information

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Customer Reviews

"I am writing again, to supplement my longer books of 1985 and 1992 (Organizational Culture and Leadership, first and second editions respectively), and to be more pointed in my argument. There is now abundant evidence that corporate culture makes a difference to corporate performance; we know that leaders increasingly need concepts and tools for working with culture in varied and subtle ways. If you want to take a serious rather than superficial look at culture in organizations, struggle

through this book with me-and let the complexity inform you rather than turn you off...In each chapter, I provide the logic of the argument, but I also give you case material and practical suggestions for what you can do to test the ideas for yourself. I hope the chapter titles are self-explanatory; you should feel free to jump around to follow your own questions. I find that learning to see the world through culturally more sophisticated lenses is fun. You see more, and you understand more. I hope that you too discover that it is fun to have cultural insight" (from the Preface).In this context, Edgar Schein argues that "The bigger danger in trying to understand culture is to oversimplfy it in our minds". Therefore, according to Schein, instead of say that culture is 'the way we do things around here', 'the rites and rituals of our compay', 'the company climate', 'the reward system', 'our basic values', and so on, a better way to think about culture is to realize that it exists at several 'levels'. Thus, he firstly categorizes culture into three levels (more detailed discussion see Chapter Two):1. 'Artifacts': These are visible organizational structures and processes (hard to decipher).2.

Ed Schein has previously done a lot of work on corporate culture and "the corporate culture survival guide" feels like a summary of his decades of work on the subject. Considering that, my first important observation was... the book is thin! The book is barely 200 pages and when 200 pages summarized decades of experience of one of the most influential experts in corporate culture, then the 200 pages probably matter. And they do.The book consists of two parts. The first part is called "basics" and it covers... well... the basics. The second part is called "in action" and covers different context and organizations and how the culture develops and how it can (or cannot) be influenced.The basics part consists of 4 chapters which follow a good and logical structure. Why does culture matters? What is culture? How is it created? How can you assess it? One of the surprising themes in the book was that cultural assessment is only useful in the context for solving a certain problem. Without a problem to solve, the assessment will be broad and likely a waste of time. I found this insightful and definitively different than I had been thinking about corporate culture.The second part puts the basics in several different context and shows how the context matters, how culture is affecting the organization in such a context and what you can do about it (or not). It starts with start-up companies and how culture is often related to the belief system of the founders. The next chapter covers transformational change and how to do this and why this is so difficult (or nearly impossible). Next chapter is mature organizations and how and why culture is so hard to change (and the influence of many sub-cultures.

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