Contents

Preface to Fourth Edition The Author		ix
1.	The Concept of Organizational Culture: Why Bother?	7
2.	The Three Levels of Culture	23
3.	Cultures in Organizations: Two Case Examples	35
4.	Macrocultures, Subcultures, and Microcultures	55
	Part Two: The Dimensions of Culture	
5.	Assumptions About External Adaptation Issues	73
6.	Assumptions About Managing Internal Integration	93
7.	Deeper Cultural Assumptions: What is Reality and Truth?	115
8.	Deeper Cultural Assumptions: The Nature of Time and Space	125
9.	Deeper Cultural Assumptions: Human Nature, Activity, and Relationships	143
10.	Culture Typologies and Culture Surveys	157
11.	Deciphering Organizational Cultures	177

Part Three: The Leadership Role in Building, **Embedding, and Evolving Culture** 197 How Culture Emerges in New Groups 12. How Founders/Leaders Create Organizational Cultures 219 13. 235 How Leaders Embed and Transmit Culture The Changing Role of Leadership in Organizational "Midlife" 259 15. 273 What Leaders Need to Know About How Culture Changes Part Four: How Leaders Can Manage **Culture Change** A Conceptual Model for Managed Culture Change 299 Culture Assessment as Part of Managed Organizational Change 315 18. 19. Illustrations of Organizational Culture Changes 329 Part Five: New Roles for Leaders and Leadership 20. The Learning Culture and the Learning Leader 365 385 21. Cultural Islands: Managing Multicultural Groups 401 References 415 Index

On-line Instructor's Guide is available at www.wiley.com/college/schein.