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FEATURE

Models and Tools for Stability and Change in Human Systems

By Ed Schein

Edgar Schein scrutinizes the nature of change and stability—"two sides of the same coin", in his understanding—and outlines techniques to implement the resultant findings to achieve desired results. Schein: "...Learning is a perpetual process..." [Read Full Article](#)

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On Dialogue, Culture, and Organizational Learning

By Ed Schein

Edgar Schein elaborates on the theory and practice of dialogue—a necessary vehicle for understanding cultures—and provides a perspective based on his own direct experience. Schein: "Dialogue...becomes a central element of any model of organizational transformation." [Read Full Article](#)

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From the Founding Editor: Volume 3, Number 4

By Ed Schein

Schein: "The big question is, 'Will we learn anything? Will we reexamine our assumptions about the nature of the world and our role in it?'" [Read Full Article](#)

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Humility and Ignorance: What It Takes to Be an Effective Process Consultant

By Ed Schein, Adam Kahane and Otto Scharmer

The authors expound upon such concepts as respect, humility, and love, and their role in the leadership development of a value-based organization. Scharmer: "What questions do we want to explore in this conversation?" [Read Full Article](#)

[Commentary by Otto Scharmer](#)

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The Impact of Transnational Institutions on Cultural Values and Vice Versa

By Ed Schein

Edgar Schein examines the process by which cultural values and company values influence each other, outlining the history of his understanding from the days of his early work to the present. Schein: "Culture deals with the more implicit meaning of things..." [Read Full Article](#)

[Commentary by Arie de Geus](#)

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The Role of Art and the Artist

By Ed Schein

Edgar Schein shares his understanding of the value of art, from its aesthetic beauty to the organizational lessons we may learn from creating it. Schein: "The artistic is with us all the time..." [Read Full Article](#)

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Kurt Lewin's Change Theory in the Field and in the Classroom: Notes Toward a Model of Managed Learning

By Ed Schein

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Edgar Schein explains the ways in which his own understanding of learning processes and organizations were influenced by Kurt Lewin's early models of change. Schein: "Few people have had as profound an impact on the theory and practice of social and organizational psychology as Kurt Lewin."
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At SoL's Research Greenhouse in 2004, Ed Schein, professor emeritus at MIT's Sloan School of Management, a founding father of the field of organizational development, and one of SoL's first trustees shared his own cross-cultural journey, and how it has shaped his own practice. His story is told as a drama in five acts: "From Brainwashing to Organizational Therapy: A Conceptual and Empirical Journey in Search of Systemic Health and a General Model of Change Dynamics." We are delighted to share an article based on his talk, as well as the original talk itself as an audio download.

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