

Gerhard Fatzer, John Van Maanen,
Daniel C. Schmid, Wolfgang G. Weber (Eds.)

Edgar H. Schein

The Spirit of Inquiry

Gerhard Fatzer
Trias Institute for OD and Coaching, Zurich
Visiting Faculty, Institute of Psychology, Universität Innsbruck

John Van Maanen
MIT, Sloan School of Management, Cambridge MA

Daniel C. Schmid
HWZ University of Applied Sciences in Business Administration Zurich

Wolfgang G. Weber
Institute of Psychology, Universität Innsbruck

Printed with support of Stiftung Fürstl. Kommerzienrat Guido Feger, Vaduz

© innsbruck university press, 2019
Universität Innsbruck
1st edition
All rights reserved.
Cover-Picture: Painting from © Mouna Läderach
www.uibk.ac.at/iup
ISBN 978-3-903187-39-9

Table of Contents

Prologue	9
Gerhard Fatzer, John Van Maanen, Daniel C. Schmid & Wolfgang G. Weber	
<i>Organization Studies Group: MIT</i>	
On Foxes and Hedgehogs: Learning from Ed Schein	13
John Van Maanen	
Ed Schein: Colleague, Friend, and Mentor	29
Lotte Bailyn	
<i>Colleagues at MIT</i>	
Reflections on a Helper of Helpers, Ed Schein	37
Peter Senge	
The Humble Educator: Key Principles	41
C. Otto Scharmer	
<i>Former Students</i>	
About Organizational Socialization at the MIT Sloan School of Management – for Ed Schein	47
Stephen R. Barley	
Edgar Schein, Organizational Culture, and Me: A Reflection	57
W. Gibb Dyer	
Learning to Learn from Ed	73
Deborah Dougherty	
Celebrating Ed Schein’s Contributions to Management	83
Nitin Nohria	

Experience as the Root of Wisdom: Ed Schein as Mirror and Mentor	87
Jane E. Salk	
Learning with Ed	93
Gideon Kunda	
<i>Family: History</i>	
A Learning Journey to Trstena According to Ed Schein’s “Organizational Cultural Model”	105
Daniel C. Schmid	
In The Moment, Ahead of His Time: An Integration. Reflections on my Father’s Work	117
Peter A. Schein	
<i>European Friends</i>	
Edgar H. Schein and the Spirit of Inquiry	125
Gerhard Fatzer	
The Art of the Seven	131
Sabina Schoefer	
Aspects of Applied Ethics in Ed Schein’s Contributions to Business Consulting in the Humanistic Spirit	149
Wolfgang G. Weber	
Edgar H. Schein – Publications List.....	171
Acknowledgements	185
About the Authors	187