

Dec Is Dead Long Live Dec The Lasting Legacy Of Digital Equipment Corporation

A vibrant narrative history of three hallowed Manhattan blocks—the epicenter of American cool. St. Marks Place in New York City has spawned countless artistic and political movements. Here Frank O’Hara caroused, Emma Goldman plotted, and the Velvet Underground wailed. But every generation of miscreant denizens believes that their era, and no other, marked the street’s apex. This idiosyncratic work of reportage tells the many layered history of the street—from its beginnings as Colonial Dutch Director-General Peter Stuyvesant’s pear orchard to today’s hipster playground—organized around those pivotal moments when critics declared “St. Marks is dead.” In a narrative enriched by hundreds of interviews and dozens of rare images, St. Marks native Ada Calhoun profiles iconic characters from W. H. Auden to Abbie Hoffman, from Keith Haring to the Beastie Boys, among many others. She argues that St. Marks has variously been an elite address, an immigrants’ haven, a mafia warzone, a hippie paradise, and a backdrop to the film Kids—but it has always been a place that outsiders call home. This idiosyncratic work offers a bold new perspective on gentrification, urban

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nostalgia, and the evolution of a community.

Some compare the evolving Web to the revolution of the Gutenberg press. How does the Web shape the role and understanding of leadership? What are key challenges and opportunities? What mindsets, skills and knowledge are necessary? "The Leadership Implications of the Evolving Web," provides and analyzes over 300 pioneer examples from the private, public and non-profit sector in Germany, Europe and the US. A new leadership paradigm seems to be emerging with an inexorable shift away from one-way, hierarchical, organization-centric communication toward two-way, network-centric, participatory, and collaborative leadership styles. Which requirements and trends, which opportunities and key challenges are emerging for leadership? Aim of the study is to enable managers from all sectors to anticipate changes and proactively take advantage of opportunities that are emerging. (Target group for this publication are people in leadership positions in organizations across all sectors - from managers in executive and supervisory boards, operations, human resources to academics and practitioners, advisers and policymakers. The Study "Leadership & Web 2.0 has been presented by authors Grady McGonagill, ED and Tina Doerffer, MPA amongst others at the International Leadership Academy in Boston (2010).

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In a study of Digital Equipment Corporation, the author chronicles the four-decade arc of one of the most important companies of the computer age, revealing how the company rose to prominence and then collapsed.

The point of departure for the present publication is the strikingly innovative artistic spirit of the Russian avant-garde, along with the "Socialist Realism" that became established after the revolution. It addresses the radical conceptions of the revolutionary artistic movements of the early 20th century and their significance for the breakthroughs to abstraction and Constructivism. It also traces the implications and the traces of "Socialist Realism" as an ideologically motivated pictorial formula up to the present day. Also investigated is the actuality and viability of revolutionary ideas and art with reference to numerous examples of both abstract and representational art. For those interested in the works and ideas of these movements, and in the artistic consequences of the October Revolution in general, this sumptuous publication offers fascinating insights and a comprehensive overview.

This accessible compendium examines a collection of significant technology firms that have helped to shape the field of computing and its impact on society. Each company is introduced with a brief account of its history, followed by a concise account of its key contributions. The selection covers a diverse range of

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historical and contemporary organizations from pioneers of e-commerce to influential social media companies. Features: presents information on early computer manufacturers; reviews important mainframe and minicomputer companies; examines the contributions to the field of semiconductors made by certain companies; describes companies that have been active in developing home and personal computers; surveys notable research centers; discusses the impact of telecommunications companies and those involved in the area of enterprise software and business computing; considers the achievements of e-commerce companies; provides a review of social media companies.

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

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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 Emperor is dead. Long live the Empire. General Bordan has a lifetime of duty and sacrifice behind him in the service of the Empire. But with rebellion brewing in the countryside, and assassins, thieves and politicians vying for power in the city, it is all Bordan can do to protect the heir to the throne. Apprentice Magician Kyron is assigned to the late Emperor's honour guard escorting his body on the long road back to the capital. Mistrusted and feared by his own people, even a magician's power may fail when enemies emerge from the forests, for whoever is in control of the Emperor's body, controls the succession. Seven lives and seven deaths to seal the fate of the Empire.

History of Computing: Learning from the Past Why is the history of computing important? Given that the computer, as we now know it, came into existence less than 70 years ago it might seem a little odd to some people that we are concerned with its history. Isn't history about 'old things'? Computing, of

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course, goes back much further than 70 years with many earlier - vices rightly being known as computers, and their history is, of course, important. It is only the history of electronic digital computers that is relatively recent. History is often justified by use of a quote from George Santayana who famously said that: 'Those who cannot remember the past are condemned to repeat it'. It is arguable whether there are particular mistakes in the history of computing that we should avoid in the future, but there is some circularity in this question, as the only way we will know the answer to this is to study our history. This book contains papers on a wide range of topics relating to the history of computing, written both by historians and also by those who were involved in creating this history. The papers are the result of an international conference on the History of Computing that was held as a part of the IFIP World Computer Congress in Brisbane in September 2010.

"An intense snapshot of the chain reaction caused by pulling a trigger." —Booklist (starred review) "Astonishing." —Kirkus Reviews (starred review) "A tour de force." —Publishers Weekly (starred review) A Newbery Honor Book A Coretta Scott King Honor Book A Printz Honor Book A Time Best YA Book of All Time (2021) A Los Angeles Times Book Prize Winner for Young Adult Literature Longlisted for the National Book Award for Young People's Literature Winner of

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the Walter Dean Myers Award An Edgar Award Winner for Best Young Adult Fiction Parents' Choice Gold Award Winner An Entertainment Weekly Best YA Book of 2017 A Vulture Best YA Book of 2017 A BuzzFeed Best YA Book of 2017 An ode to Put the Damn Guns Down, this is New York Times bestselling author Jason Reynolds's electrifying novel that takes place in sixty potent seconds—the time it takes a kid to decide whether or not he's going to murder the guy who killed his brother. A cannon. A strap. A piece. A biscuit. A burner. A heater. A chopper. A gat. A hammer A tool for RULE Or, you can call it a gun. That's what fifteen-year-old Will has shoved in the back waistband of his jeans. See, his brother Shawn was just murdered. And Will knows the rules. No crying. No snitching. Revenge. That's where Will's now heading, with that gun shoved in the back waistband of his jeans, the gun that was his brother's gun. He gets on the elevator, seventh floor, stoked. He knows who he's after. Or does he? As the elevator stops on the sixth floor, on comes Buck. Buck, Will finds out, is who gave Shawn the gun before Will took the gun. Buck tells Will to check that the gun is even loaded. And that's when Will sees that one bullet is missing. And the only one who could have fired Shawn's gun was Shawn. Huh. Will didn't know that Shawn had ever actually USED his gun. Bigger huh. BUCK IS DEAD. But Buck's in the elevator? Just as Will's trying to think this through, the door to the

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next floor opens. A teenage girl gets on, waves away the smoke from Dead Buck's cigarette. Will doesn't know her, but she knew him. Knew. When they were eight. And stray bullets had cut through the playground, and Will had tried to cover her, but she was hit anyway, and so what she wants to know, on that fifth floor elevator stop, is, what if Will, Will with the gun shoved in the back waistband of his jeans, MISSES. And so it goes, the whole long way down, as the elevator stops on each floor, and at each stop someone connected to his brother gets on to give Will a piece to a bigger story than the one he thinks he knows. A story that might never know an END...if Will gets off that elevator. Told in short, fierce staccato narrative verse, *Long Way Down* is a fast and furious, dazzlingly brilliant look at teenage gun violence, as could only be told by Jason Reynolds.

DEC Is Dead, Long Live DEC tells the 40-year story of the creation, demise, and enduring legacy of 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

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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 the company's downfall. Schein, Kampas, DeLisi, and Sonduck 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-dot.com 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

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

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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.

"The book I wish I'd had growing up." -Chanel Miller, author of Know My Name
Best Books of 2019: Esquire O, The Oprah Magazine Variety Lit Hub Book Riot
Electric Literature Autostraddle Finalist: NBCC John Leonard First Book Prize
Lambda Literary Award New York Times Book Review Editors' Choice Selection
Paste Best Memoirs of the Decade Elle Best Books of the Season Washington
Post Best Books of the Month Indie Next Pick Indies Introduce Pick "A fearless
debut." -New York Times "[A] gorgeous reckoning." -Washington Post "Flat out
breathtaking." -Lit Hub "Gripping and gloriously written." -Elle "Utterly
unforgettable." -NYLON "Unnervingly satisfying." -Oprah Magazine "Deeply
compassionate." -NPR.org "Truly stunning." -Cosmopolitan Acclaimed literary
essayist T Kira Madden's raw and redemptive debut memoir is about coming of
age and reckoning with desire as a queer, biracial teenager amidst the fierce
contradictions of Boca Raton, Florida, a place where she found cult-like privilege,
shocking racial disparities, rampant white-collar crime, and powerfully destructive
standards of beauty hiding in plain sight. As a child, Madden lived a life of

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extravagance, from her exclusive private school to her equestrian trophies and designer shoe-brand name. But under the surface was a wild instability. The only child of parents continually battling drug and alcohol addictions, Madden confronted her environment alone. Facing a culture of assault and objectification, she found lifelines in the desperately loving friendships of fatherless girls. With unflinching honesty and lyrical prose, spanning from 1960s Hawai'i to the present-day struggle of a young woman mourning the loss of a father while unearthing truths that reframe her reality, *Long Live the Tribe of Fatherless Girls* is equal parts eulogy and love letter. It's a story about trauma and forgiveness, about families of blood and affinity, both lost and found, unmade and rebuilt, crooked and beautiful. One of the Most Anticipated Books of the Year: Entertainment Weekly, Huffington Post, BuzzFeed, The Millions, Nylon, The Rumpus, Electric Literature, Lit Hub, Refinery29, and many more

Often, organizations have difficulties in recognizing the need to change. Nicole Zimmermann investigates the barriers to, but also in particular the drivers of organizational change. From the case-specific as well as from a generic study, a structural model results that is able to explain how environmental and cognitive drivers, inertia and managerial attention interact.

Shortlisted for the Financial Times and McKinsey Best Book of the Year Award in

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2011 “A masterpiece.” —Steven D. Levitt, coauthor of *Freakonomics* “Bursting with insights.” —The New York Times Book Review A pioneering urban economist presents a myth-shattering look at the majesty and greatness of cities America is an urban nation, yet cities get a bad rap: they're dirty, poor, unhealthy, environmentally unfriendly . . . or are they? In this revelatory book, Edward Glaeser, a leading urban economist, declares that cities are actually the healthiest, greenest, and richest (in both cultural and economic terms) places to live. He travels through history and around the globe to reveal the hidden workings of cities and how they bring out the best in humankind. Using intrepid reportage, keen analysis, and cogent argument, Glaeser makes an urgent, eloquent case for the city's importance and splendor, offering inspiring proof that the city is humanity's greatest creation and our best hope for the future.

Wealth creation insights by the creator of the company life-cycle framework known as the CFROI valuation model. Investors searching for companies whose future profitability will far exceed that implied in current stock prices, those in business making decisions to improve company performance, and politicians crafting legislation-all use some form of a wealth creation framework. In this book, author Bartley Madden addresses how to think about the complex dynamics in generating wealth and the practical benefits to be gained from

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upgrading one's wealth creation framework. Throughout these pages, Madden shares six critical insights: A systems mindset focuses not so much on the individual pieces of a system, but on how all the pieces work together to achieve the goal envisioned for the system. The systems way of thinking described in Wealth Creation helps to avoid unintended, bad consequences, and to generate insights for leveraging change that produces big gains in wealth Economic systems -- the rules and relationships that exist to create wealth by delivering value to customers -- are devilishly complex and therefore solving economic problems requires extensive knowledge. Seen in this light, knowledge growth and wealth creation are two sides of the same coin. A prerequisite to making better buy/hold/sell investment decisions and business judgments is an improved understanding of how wealth is created. An especially useful approach described in this book is to connect business firms' financial performance to stock prices via the firms' competitive life-cycle framework A deeper understanding of business firms makes it plain that customers, employees, and shareholders have mutual, long-term interests. In other words, a free-market system geared to serving customers through competition is a system in which participants share the wealth that is jointly created There is a huge opportunity for sustained, higher economic growth through voluntary initiatives by the private sector. One initiative involves

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an accelerated implementation of lean management, which was pioneered by Toyota. This is a systems approach that continually purges waste and optimizes the use of resources in delivering value to customers. The other initiative concerns improved corporate governance. The wealth creation principles discussed in this book offer a blueprint for boards of directors to vastly improve how they fulfill their responsibility to shareholders, and in so doing, improve the performance of corporate America. These ideas have taken shape as a natural outgrowth of a commercial research program that began in 1969 at Callard, Madden & Associates focused on how to value business firms. It produced the CFROI (cash-flow-return-on-investment) metric and its related life-cycle valuation model. This work was further advanced at HOLT Value Associates, which was later acquired by Credit Suisse in 2002. Credit Suisse HOLT continues the research to improve the valuation tools and related global database that analyzes 20,000 companies in over 60 countries. This system is used by a large number of institutional money management firms worldwide in order to make better investment decisions.

This book presents the Cube One framework, which provides a basis for understanding, diagnosing, and improving organizational performance. It is based on the premise that successful organizations enact practices that satisfy

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three key constituents: the enterprise itself, customers, and employees. This book offers a uniquely empirical approach by examining enterprise-, customer-, and employee-directed practices. Validity evidence is provided by survey research, studies of financial metrics, and the analysis of cases involving well-known organizations (such as Google, Four Seasons, and Mayo Clinic). The Cube One framework is equally applicable to organizations in the for-profit, nonprofit, and government sectors. After reading this book, students and scholars, as well as organizational practitioners in the fields of organizational behavior and management, will find a practical approach to improving organizational performance.

The role of human resources is no longer limited to hiring, managing compensation, and ensuring compliance. Since the 1990s, a transformation has occurred. Companies are calling upon a new breed of HR professionals to behave as organization development consultants, helping to determine priorities in running the business, design how work gets done, craft strategy, and shape culture. A compendium of the best thinking on the subject, *Handbook for Strategic HR* includes 78 articles from the renowned OD Practitioner. It introduces readers to core organization development strategies and skills, giving them creative approaches, practical tips, and proven methods to help them:

- * See the big picture, think systemically, and strategically identify where best to foster change in their organization
- * Team up with consultants and senior-level staff in leading a change project
- * Put employee engagement to

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practical use and involve "minds, hearts, and hands" in the important work of the organization * Operate effectively in cross-cultural and virtual working situations Comprehensive and practical, this forward-thinking book enables readers to become key partners in leading their organizations forward. This book is approved for HRCI Recertification Credit. See the SHRM store website for details.

William B. Rouse explores eighteen well-known cases of high-consequence failures to outline a conceptual approach to integrated failure management, enabling a cross-cutting of system design principles and practices and an assurance that failure management in any context need not start with a blank slate.

With deep thought and inspiring examples, this updated book engages readers by increasing their understanding and awareness of what sustainability means conceptually, practically, personally, and professionally. It provides readers with the tools and techniques to improve the social, environmental, and economic performance of their organizations in both the short and long term. Since sustainability is not achieved in a siloed environment, everyone has a critical role to play on this journey. The Sustainable Enterprise Fieldbook, with full companion materials at <https://TheSustainableEnterpriseFieldbook.com>, engages today's managers and leaders of organizations, in both the private sector and civil society, who are being challenged as never before to find ways to play a proactive role in understanding and addressing the risks and opportunities of sustainability. It teaches them how to apply systems thinking to turn our most intractable problems into exciting business opportunities, and offers ground breaking frameworks in new chapters on globalization, strategy, metrics, and sustainability models for collaboration, technology, and community. That is why this book is structured to be a fieldbook

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to provide practitioners the Activities, Cases, and Tools that they can use to help move their enterprise through progressively higher performing stages of sustainability. Readers will also gain access to the innovative Living Fieldbook : an online community forum filled with supporting materials.

Derived from a Buddhist funerary text, this famous volume's timeless wisdom includes instructions for attaining enlightenment, preparing for the process of dying, and moving through the various stages of rebirth.

Wars come and go across the headlines and television screens, but for those who survive them, scarred and scattered, they never end. This is a book about post-conflict irresolution, about the lives of those who survived the gulag of concentration camps in north-western Bosnia and about seeking justice for Bosnia today. But justice is not Reckoning. The book finds that the survivors are lost not only geographically, but in history – betrayed in war, and also in peace.

"... books are machines for reading"--P. 161.

"With the release of THEORY U almost ten years ago, Otto Scharmer set in motion a revolution in thought. Scharmer explained that what we pay attention to and how we pay attention is key to what we create. What prevents us from attending to situations more effectively is that we aren't fully aware of and in touch with the inner place from which attention and intention originate. This is what Scharmer calls our blind spot. By moving through Scharmer's U process, we consciously access the blind spot and learn to connect to our authentic Self--the deepest source of knowledge and inspiration--in the realm of 'presencing,' a term coined by Scharmer that combines the concepts of presence and sensing. Now, ten

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years later, Scharmer revisits the phenomenon THEORY U has become and updates and reports on the progress and evolution since initial release."--Provided by publisher.

Argues that advertising is suffering because of a lack of innovation within traditional formats and because of new technologies that are enabling consumers to tune out advertising messages, in a reference for business professionals that surveys global shifts and outlines an integrated communications approach. Reprint.

This book is a dynamic and generously illustrated survey of independent publications that are breathing new life into old media. This paean to the printed word is filled with creativity and innovation as well as hope for the future of print media.

A lively exploration of the joys of a not-so-dead language From the acclaimed novelist and Oxford professor Nicola Gardini, a personal and passionate look at the Latin language: its history, its authors, its essential role in education, and its enduring impact on modern life—whether we call it “dead” or not. What use is Latin? It’s a question we’re often asked by those who see the language of Cicero as no more than a cumbersome heap of ruins, something to remove from the curriculum. In this sustained meditation, Gardini gives us his sincere and brilliant reply: Latin is, quite simply, the means of expression that made us—and continues to make us—who we are. In Latin, the rigorous and inventive thinker Lucretius examined the nature of our world; the poet Propertius told of love and emotion in a dizzying variety of registers; Caesar affirmed man’s capacity to shape reality through reason; Virgil composed the Aeneid, without which we’d see all of Western history in a different light. In Long Live Latin, Gardini shares his deep love for the language—enriched by his tireless intellectual curiosity—and warmly encourages us to engage with a civilization that has never

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ceased to exist, because it's here with us now, whether we know it or not. Thanks to his careful guidance, even without a single lick of Latin grammar readers can discover how this language is still capable of restoring our sense of identity, with a power that only useless things can miraculously express.

From its inception in 1957, Digital Equipment Corporation (DEC), headquartered in Maynard, Massachusetts, carved itself a role in American business unlike any other company. Launched by Massachusetts Institute of Technology engineer Ken Olsen with a \$70,000 investment from the country's first venture capital firm, DEC rapidly became a pioneer in computer technology. In its heyday, DEC had a valuation of more than \$12 billion and employed approximately one hundred twenty thousand people worldwide, making it second only to IBM. Its people and technology contributed to making computers increasingly affordable, which led directly to the advent of the personal computer, the first computer games, and computer networks. DEC was also a leader in the Internet revolution, claiming the dubious distinction of launching the first spam mailing and registering one of the first commercial domain names. Through photographs of people, events, and machines, Digital Equipment Corporation tells the story of the unassuming computer revolutionaries who reshaped the technological world. It is written for anyone who is interested in how the present era of computing ubiquity has evolved since the 1940s, when IBM chairman Thomas Watson predicted that the whole world might need no more than five computers.

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

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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.

Edgar Schein is one of the founders of the organization development field, a widely respected scholar and a bestselling author • Shows how the unique culture of DEC was responsible both for its early rise and for its ultimate downfall—a real-life classical tragedy • Schein was a high-level consultant to DEC throughout its history, with unparalleled access to the company's story as it unfolded over the course of four decades DEC Is Dead, Long Live DEC tells the 40-year story of the creation, demise, and enduring legacy of 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 the company's downfall. Schein, Kampas, DeLisi, and Sonduck 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

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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-dot.com 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.

Hippolyta makes her debut as the replacement Wonder Woman as the turn-of-the-century supercomputer, Egg Fu, is revealed to be more than a mere carnival attraction!

This book is about a new strategic leader – one who, inspired by General Systems Theory (GST), envisions an organization in which people and groups work together interdependently across organizational divides to reach a shared, rewarding future. GST has dramatically influenced physics, biology, economics, healthcare and environmental science, but has not as yet had any significant influence on the way companies work and are structured. This new, systems way of working promises a break from the influence of Sir Isaac Newton and René Descartes – thinking that has dominated worldviews for almost 400 years – and offers workers the opportunity to find greater purpose and meaning in their work. This book is also about leadership that recognizes the potential of enhanced organizational performance that results from the movement of the organization as system, to a new desired destination. Engaging and empowering employees, the leader unleashes their unique talents and energy and uses the previously unrecognized power of strategy processes to bridge functional silos. Offering the latest knowledge on strategic leadership, Strategic Leadership and Systems Thinking will be of interest to researchers, academics, practitioners, and students in the fields of leadership and organizational studies.

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In this third edition of his classic book, Edgar Schein shows how to transform the abstract concept of culture into a practical tool that managers and students can use to understand the dynamics of organizations and change. Organizational pioneer Schein updates his influential understanding of culture--what it is, how it is created, how it evolves, and how it can be changed. Focusing on today's business realities, Schein draws on a wide range of contemporary research to redefine culture, offers new information on the topic of occupational cultures, and demonstrates the crucial role leaders play in successfully applying the principles of culture to achieve organizational goals. He also tackles the complex question of how an existing culture can be changed--one of the toughest challenges of leadership. The result is a vital resource for understanding and practicing organizational effectiveness.

By the bestselling author of *Career Anchors* (over 431,000 copies sold) and *Organizational Culture and Leadership* (over 153,000 sold) • A penetrating analysis of the psychological and social dynamics of helping relationships • Named one of the best leadership books of 2009 by *strategy+business* magazine

Helping is a fundamental human activity, but it can also be a frustrating one. All too often, to our bewilderment, our sincere offers of help are resented, resisted, or refused—and we often react the same way when people try to help us. Why is it so difficult to provide or accept help? How can we make the whole process easier? Many different words are used for helping: assisting, aiding, advising, caregiving, coaching, consulting, counseling, guiding, mentoring, supporting, teaching, and many more. In this seminal book on the topic, corporate culture and organizational development guru Ed Schein analyzes the

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social and psychological dynamics common to all types of helping relationships, explains why help is often not helpful, and shows what any would-be helpers must do to ensure that their assistance is both welcomed and genuinely useful. The moment of asking for and offering help is a delicate and complex one, fraught with inequities and ambiguities. Schein helps us navigate that moment so we avoid potential pitfalls, mitigate power imbalances, and establish a solid foundation of trust. He identifies three roles a helper can play, explaining which one is nearly always the best starting point if we are to provide truly effective help. So that readers can determine exactly what kind of help is needed, he describes an inquiry process that puts the helper and the client on an equal footing, encouraging the client to open up and engage and giving the helper much better information to work with. And he shows how these techniques can be applied to teamwork and to organizational leadership. Illustrated with examples from many types of relationships—husbands and wives, doctors and patients, consultants and clients—Helping is a concise, definitive analysis of what it takes to establish successful, mutually satisfying helping relationships.

Powerful New Perspectives on the Integration of Science and Spirit Examining the relationship between polytheism and quantum physics, biology, and ecology can open new vistas of sacred discovery. God Is Dead, Long Live the Gods develops a bold new vision for polytheism's evolving role in our society and in our individual and collective spiritual experiences. Join author Gus diZerega as he explores contemporary science

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to show why consciousness is a fundamental aspect of reality and why polytheistic experiences are as varied as the vast array of living organisms that enrich our world. This book shows why monotheism is actually a form of polytheism, and it explores fascinating spiritual concepts such as thought forms, mystical experiences, shamanism, spiritual healing, and universal love. Whether you're interested in the mind-bending implications of emergence theory or want to know if the universe is alive, you will discover transformative answers and a new integration of science and spirituality. Our leadership models are stuck in an Industrial Age, top-down mentality. But in our complex, data-drenched, 24/7 world, there is simply too much information coming from too many different directions too quickly for any one leader or group to stay on top of it. Hierarchy is breaking down everywhere—why should leadership be any different? Inspired by the peer-to-peer model of computing used in social networking and crowdsource technologies, Mila Baker shows a new way to lead. Organizations, she says, must become networks of "equipotent" nodes of power—peer leaders. The job of the leader is now to set the overall goals and direction and optimize the health of that network, not tell it what to do. In these organizations, leadership roles shift rapidly to fit the needs of any given situation. Information flows freely so those who need it can find it easily and act on it immediately. Feedback becomes an organic part of the workflow, enabling rapid course corrections. Baker shows how companies like Gore and Herman Miller have achieved long-term success practicing these principles and provides a

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structure that any organization can adapt to build flexibility, resiliency, and accountability.

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organizations, to shift awareness, connect with the best future possibility, and gain the ability to realize it.

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