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# Leading Organizations through Transition: Communication and Cultural Change

*Stanley A. Deetz, Sarah J. Tracy, Jennifer Lyn Simpson*
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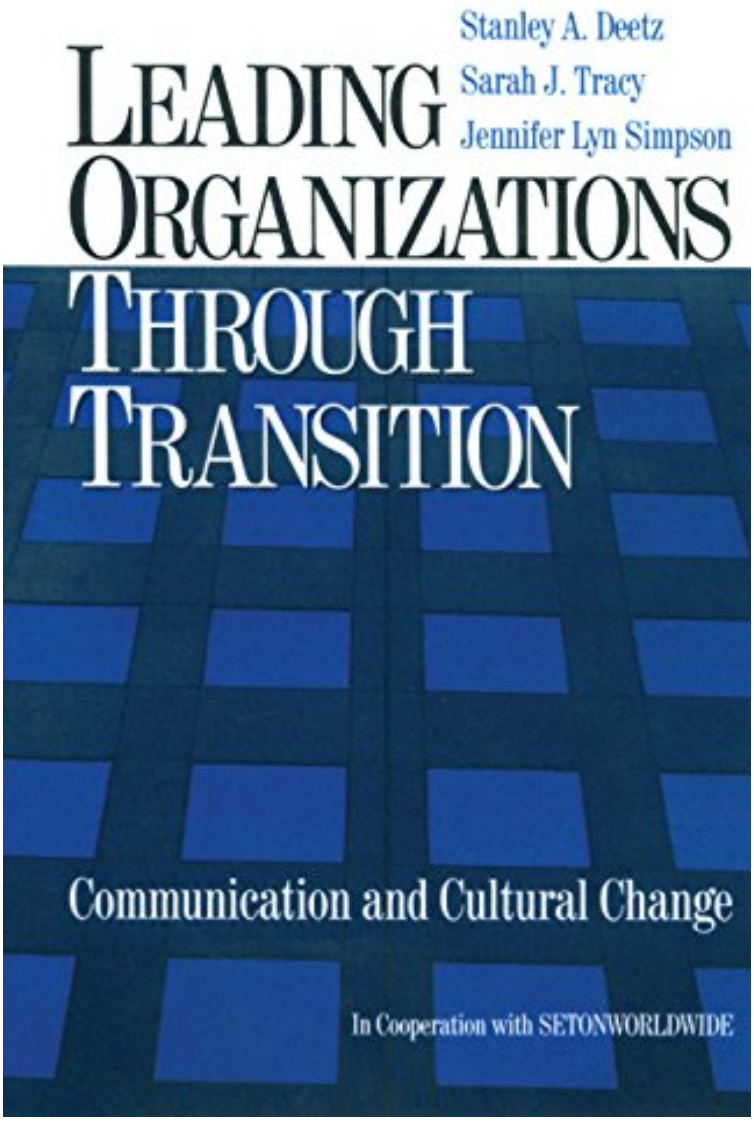


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This book addresses the role of communication in cultural change efforts within organizations, especially during periods of transition, mergers, technological innovations and globalization.

About the AuthorStanley Deetz is Professor of Communication and a Presidentprime;s Teaching Scholar at the University of Colorado at Boulder. He is Director of both the Center for the Study of Conflict, Collaboration and Creative Governance and the Peace and Conflict Studies Program. Prior to joining the CU faculty in 1997, he taught for several years at Rutgers University, chairing the department there during the 1980s.Deetz specializes in the study of organizational communication from a critical/cultural/philosophic perspective.nbsp; Organizations are considered to be complex contested sites where publics make critical economical, social and political decisions.nbsp; His teaching, research, and applied activities consider both internal organizational practices and their consequences for society. His studies of commercial and community organizations have provided a theoretical understanding of organizational governance and decision making with the intent of promoting a more in-depth understanding of various organizational forms and encouraging the exploration of alternative more collaborative communication practices that allow greater democracy, higher quality decisions, and more productive cooperation among stakeholders. His current research primarily focuses on relations of power in work sites and the way these relations are produced and reproduced in everyday interaction.nbsp; His work impacts on corporate social responsibility by exploring ways that values held by the larger society can be incorporated into everyday organizational decision making processes.He is author of Leading Organizations through Transitions (Sage 2000), Doing Critical Management Research (Sage 2000),nbsp; Transforming Communication, Transforming Business (Hampton, 1995) and Democracy in an Age of Corporate Colonization:nbsp; Developments in Communication and the Politics of Everyday Lifenbsp; (SUNY, 1992), and editor or author of 8 other books.nbsp; He has published over 100 essays in scholarly journals and books regarding stakeholder representation, decision-making, culture, and communication in corporate organizations and has lectured widely in the U.S. and Europe.He was a Senior Fulbright Scholar at Gouml;teborgs Universitet (Sweden, 1994), and has held visiting appointments at Arizona State University, the University of Texas, the University of Iowa, and the Copenhagen Business School. He is a Fellow of the International Communication Association serving as its President, 1996-97, and has held many other elected professional positions. In 2004 he received the National Communication Association Distinguished Scholar Award (a lifetime achievement award).nbsp; He is also an active consultant and does training and development work for companies in the U.S. and Europe.At CU he has served as a member of the Academic Vice Chancellorrsquo;s Advisory Committee, the Program and Personnel Committees for the Leeds School of Business, and the Deanrsquo;s Advisory Committee for the School or Journalism and Mass Communication.nbsp; In the department he has served as Associate Chair for Graduate Studies and the Associate Chair for Undergraduate Studies.nbsp; Additionally, he has provided programs for the Leadership Forum, Information Technology Systems, Student Affairs, Leadership Education Advancement Program and several other units on campus and in the community.Dr. Sarah J. Tracy (Ph.D., University of Colorado, 2000) is associate professor or organizational communication. Her scholarly work examines emotion, communication and identity in the workplace with particular focus on emotional labor, workplace bullying, burnout and work-life wellness