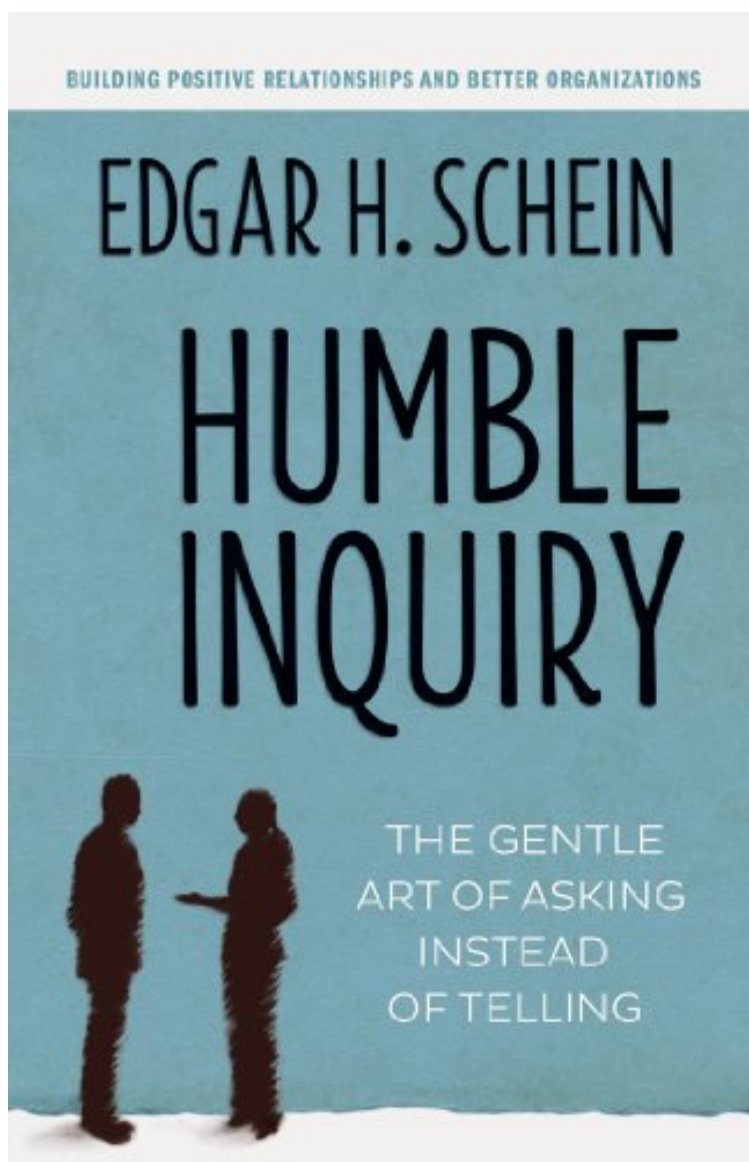


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# Humble Inquiry: The Gentle Art of Asking Instead of Telling



*Par Edgar H. Schein*  
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## Description :

Prsentation de l'diteurCommunication is essential in a healthy organization. But all too often when we interact with peopleespecially those who report to uswe 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 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.

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Biographie de l'auteur Ed Schein was Chief of the Social Psychology Section of the Walter Reed Army Institute of Research while serving in the U.S. Army as Captain from 1952 to 1956. He joined MIT's Sloan School of Management in 1956 and was made a Professor of Organizational Psychology and Management in 1964. From 1968 to 1971 Schein was the Undergraduate Planning Professor for MIT, and in 1972 he became the Chairman of the Organization Studies Group of the MIT Sloan School, a position he held until 1982. He was honored in 1978 when he was named the Sloan Fellows Professor of Management, a Chair he held until 1990. He is currently Sloan Fellows Professor of Management Emeritus and continues at the Sloan

School half-time as a Senior Lecturer. He is also the Founding Editor of Reflections, the Journal of the Society for Organizational Learning devoted to connecting academics, consultants, and practitioners around the issues of knowledge creation, dissemination and utilization. His consultation focuses on organizational culture, organization development, process consultation, and career dynamics, and among his past and current clients are major corporations both in the U.S. and overseas such as Digital Equipment Corporation, Ciba-Geigy, Apple, Citibank, General Foods, Procter and Gamble, ICI, Saab Combitech, Steinbergs, Alcoa, Motorola, Hewlett-Packard, Exxon, Shell, AMOCO, Con Edison, and the Economic Development Board of Singapore. Schein has received many honors and awards for his writing, most recently the Lifetime

Achievement Award in Workplace Learning and Performance of the American Society of Training Directors, Feb, 3, 2000 and the Everett Cherington Hughes Award for Career Scholarship from the Careers Division of the Academy of Management, Aug. 8, 2000. Paul Kampas is a consultant, researcher, and author with over two decades of multi-disciplinary experience in technology, systems, and strategy. He is principal of Kampas Research, a consulting firm that provides research, writing