



# Reframing Organizations: Artistry, Choice and Leadership

By Lee G. Bolman, Terrence E. Deal

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**Reframing Organizations: Artistry, Choice and Leadership** By Lee G. Bolman, Terrence E. Deal

First published in 1984, Lee Bolman and Terrence Deal's best-selling book has become a classic in the field. Its four-frame model examines organizations as factories, families, jungles, and theaters or temples:

- **The Structural Frame:** how to organize and structure groups and teams to get results
- **The Human Resource Frame:** how to tailor organizations to satisfy human needs, improve human resource management, and build positive interpersonal and group dynamics
- **The Political Frame:** how to cope with power and conflict, build coalitions, hone political skills, and deal with internal and external politics
- **The Symbolic Frame:** how to shape a culture that gives purpose and meaning to work, stage organizational drama for internal and external audiences, and build team spirit through ritual, ceremony, and story

This new edition is filled with new case examples such as Hurricane Katrina and profiles of great leaders such as Mother Theresa, Thomas Keller, and others. In addition, the book updates the "Organizational Theory's Greatest Hits" text boxes throughout, and increases geographic, cultural and gender diversity in examples and text. It also features an enhanced online teacher's guide with a new test bank, as well as updated PowerPoint slides, teaching ideas and experiential activities, and links to resources.

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### **Editorial Review**

#### **Review**

"This new edition is filled with new case examples such as Hurricane Katrina and profiles of great leaders..."  
PublicNet Thursday 4 September 2008

#### **From the Back Cover**

#### **The Classic Leadership Resource Now In Its 4th Edition!**

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- The Symbolic Frame: how to shape a culture that gives purpose and meaning to work, stage organizational drama for internal and external audiences, and build team spirit through ritual, ceremony, and story

This new edition contains a wealth of new examples from both the private and the nonprofit sectors. In addition, the book offers updated content and expanded discussions of self-managing teams, dramaturgical and institutional theory, change theory, the "blink" process, "black swans," and gay rights. There is an Instructor's Guide available online.

#### **About the Author**

Lee G. Bolman holds the Marion Bloch Missouri Chair in Leadership at the Bloch School of Business and Public Administration at the University of Missouri–Kansas City. He consults worldwide to corporations, public agencies, universities, and schools. He lives in Kansas City, Missouri.

Terrence E. Deal is the retired Irving R. Melbo Clinical Professor at the University of Southern California's Rossier School of Education. He now writes and makes wine in San Luis Obispo, California. He is the coauthor of sixteen books, including the best-selling *Corporate Cultures* (with A. A. Kennedy, 1982) and *Managing the Hidden Organization* (with W. A. Jenkins, 1994). He lives in San Luis Obispo, California.

### **Users Review**

#### **From reader reviews:**

#### **Isabel McNeal:**

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### **Jeff Weaver:**

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