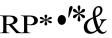
Reframing Organizations

Artistry, Choice, and Leadership

Lee G. Bolman • Terrence E. Deal



*mir - •'

=_ ''

CONTENTS

Preface		vii
Acknowledgments		xiii
PAR	AT ONE Making Sense of Organizations 1	
٠ 1	Introduction: The Power of Reframing	3
2	Simple Ideas, Complex Organizations	23
PAR	RT TWO The Structural Frame 41	
3	Getting Organized	43
4	Structure and Restructuring	69
5	Organizing Groups and Teams	95
PAR	RT THREE The Human Resource Frame 113	
6	People and Organizations	115
7	Improving Human Resource Management	137
8	Internersonal and Group Dynamics	161

PART FOUR The Political Frame 183

9	Power, Conflict, and Coalition	185
10	The Manager as Politician	205
11	Organizations as Political Arenas and Political Agents	225
PAR	RT FIVE The Symbolic Frame 243	
12	Organizational Symbols and Culture	245
13	Culture in Action	271
14	Organization as Theater	285
PAR	RT six Improving Leadership Practice 303	
15	Integrating Frames for Effective Practice	305
16	Reframing in Action: Opportunities and Perils	323
17	Reframing Leadership	337
18	Reframing Change in Organizations	371
19	Reframing Ethics and Spirit	393
20	Bringing It All Together: Change and Leadership in Action	407
21	Epilogue: Artistry, Choice, and Leadership	431
App	endix: The Best of Organizational Studies	435
	Notes	
Bibl	Bibliography	
	The Authors	
Nan	Name Index	
Subj	Subject Index	