



# How Great Leaders Think

**The Art of Reframing**

**Lee G. Bolman • Terrence E. Deal**

ttJOSSEY-BASS"

A Wiley Brand

# CONTENTS

Preface	vii
Acknowledgments	ix
<b>PART 1 Leadership in Four Dimensions</b>	<b>1</b>
1 Introduction: The Power of Reframing	3
<b>PART 2 Structural Leadership</b>	<b>21</b>
2 Getting Organized	23
3 Organizing Groups and Teams	37
<b>PART 3 Human Resource Leadership</b>	<b>49</b>
4 Leading People	51
5 Seeing Ourselves as Others See Us	63
<b>PART 4 Political Leadership</b>	<b>77</b>
6 The Leader as Politician	79
7 The Leader as Warrior and Peacemaker	91

<b>PART 5 Symbolic Leadership</b>	<b>105</b>
8 The Leader as Magician	107
9 Seeking Soul in Teams	119
<b>PART 6 Improving Leadership Practice</b>	<b>129</b>
10 Reframing in Action	131
11 Images of Leadership: Can Crooked Kites Fly?	145
12 Leadership and Change	159
13 Searching for Soul: Leadership Ethics	175
14 Great Leaders, Great Stories	187
<b>Appendix: Leadership Orientations</b>	<b>195</b>
<b>Notes</b>	<b>201</b>
<b>The Authors</b>	<b>213</b>
<b>Index</b>	<b>215</b>