



# How Great Leaders Think: The Art of Reframing

By Lee G. Bolman, Terrence E. Deal

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**How Great Leaders Think: The Art of Reframing** By Lee G. Bolman, Terrence E. Deal

**The proven model that offers powerful and elegant strategies for leaders**

*How Great Leaders Think: the Art of Reframing* uses compelling, contemporary examples to show how more complex thinking is the key to better leadership. Leaders who understand what's going on around them see what they need to do to achieve the results they want. Bolman and Deal's influential four-frame model of leadership and organizations—developed in their bestselling book, *Reframing Organizations: Artistry Choice and Leadership*—offers leaders an accessible guide for understanding four major aspects of organizational life: structure, people, politics, and culture. Tapping into the complexity enables leaders to decode the messy world in which they live, see more options, tell better stories, and find strategies that are more effective. Case examples of leaders like Jeff Bezos at Amazon, Howard Schultz at Starbucks, Tony Hsieh at Zappos, Ursula Burns at Xerox, and the late Steve Jobs at Apple provide concrete lessons that readers can put to use in their own leadership. The book's lessons include:

- How to use structural tools to organize teams and organizations for better results
- How to build motivation and morale by aligning organizations and people
- How to map the terrain and build a power base to navigate the political dynamics in organizations
- How to develop a leadership story that shapes culture, provides direction, and inspires commitment to excellence

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## **Editorial Review**

### Review

one of the best leadership books of the year. The pair blend anecdotes, cultural references and hard facts to stunning effect, even if their findings aren't always new (People Management, October 2014) Whether you've been managing employees and setting a structure for your business for 20 years or 20 days, the simple, succinct explanations, illustrated with interesting and engaging examples, will help you get control of your business plan and allow you to forge ahead with a well-rounded, concise vision (Talk Business, October 2014)

### From the Inside Flap

*How Great Leaders Think: The Art of Reframing* uses compelling, contemporary examples to show how better thinking is the key to better leadership. Leaders who can reframe capture a sharper image of what's going on around them and understand what they need to do to achieve the results they want. Bolman and Deal's influential four-frame model of leadership and organizations—developed in their bestselling book, *Reframing Organizations: Artistry Choice, and Leadership*—offers leaders an accessible template for understanding four major dimensions of organizational life: structure, people, politics, and culture. Tapping into the power of the imagery enables leaders to decode the messy world in which they live, see more options, tell better stories, and find more powerful leadership strategies. Case examples of leaders like Jeff Bezos of Amazon, Howard Schultz at Starbucks, Tony Hsieh of Zappos, Ursula Burns at Xerox, and the late Steve Jobs of Apple provide concrete lessons that readers can put to use in their own leadership. The book's lessons include:

- How to use structural tools to organize teams and organizations for better results
- How to build motivation and morale by aligning organization and people
- How to map the political terrain and build a power base to navigate the partisan struggles in organizations
- How to develop a leadership story that shapes culture, provides meaning, and inspires people toward a shared purpose.

### From the Back Cover

## **PRAISE FOR BOLMAN AND DEAL**

### *THE WIZARD AND THE WARRIOR*

“Bolman and Deal's *The Wizard and the Warrior* could be your secret weapon. Read. Learn. Then lead with confidence.”

—**THOMAS KELLER**, chef and owner, The French Laundry; author of *Ad Hoc at Home* and *Bouchon Bakery*

“The ‘gold standard’ for looking at leadership. *The Wizard and the Warrior* is about fighting the good fight, but not losing sight of the magic—it is about making the word flesh. This is a must-read for anyone who cares about becoming a better leader.”

—**PAUL D. HOUSTON**, former executive director, American Association of School Administrators

## LEADING WITH SOUL

“No two authors are better equipped than Bolman and Deal to address and answer the seminal dilemma of our time: the difference between making a living and making a life. They lead the way to discover how to lead a spirited life.”

—**WARREN BENNIS**, Distinguished Professor of Business Administration, University of Southern California

“Bolman and Deal understand something that too many of us are destined to figure out too late in life: the organizations where we work are filled with living, breathing, feeling human beings, people who need more than a paycheck, more than a performance review, more than a promotion. Until we realize this, we cannot truly lead; we can only manage.”

—**PATRICK LENCIONI**, author of *The Five Dysfunctions of a Team* and *The Advantage: Why Organizational Health Trumps Everything Else In Business*

## REFRAMING ORGANIZATIONS

“*Reframing Organizations* is considered by many to be a modern masterpiece... [It] is the kind of book that forces you to view organizational life from a different viewpoint and new reality.”

—**LEADINGTODAY.ORG**

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