



# Reframing Organizations: Artistry, Choice, and Leadership

*Lee G. Bolman, Terrence E. Deal*

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

In this third edition of their best-selling classic, authors Lee Bolman and Terrence Deal explain the powerful tool of "reframing." The authors have distilled the organizational literature into a comprehensive approach for looking at situations from more than one angle. Their four frames view 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.

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