



Reframing Organizations

Artistry, Choice, and Leadership

THIRD EDITION

LEE G. BOLMAN

TERRENCE E. DEAL

 **JOSSEY-BASS**
A Wiley Imprint
www.josseybass.com





Reframing Organizations



Reframing Organizations

Artistry, Choice, and Leadership

THIRD EDITION

LEE G. BOLMAN

TERRENCE E. DEAL

 **JOSSEY-BASS**
A Wiley Imprint
www.josseybass.com

Copyright © 2003 by John Wiley & Sons, Inc. All rights reserved.

Published by Jossey-Bass

A Wiley Imprint

989 Market Street, San Francisco, CA 94103-1741 www.josseybass.com

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400, fax 978-750-4470, or on the web at www.copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, 201-748-6011, fax 201-748-6008, e-mail: permcoordinator@wiley.com.

Jossey-Bass books and products are available through most bookstores. To contact Jossey-Bass directly call our Customer Care Department within the U.S. at 800-956-7739, outside the U.S. at 317-572-3986 or fax 317-572-4002.

Jossey-Bass also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Credits are on p. 484.

Library of Congress Cataloging-in-Publication Data

Bolman, Lee G.

Reframing organizations : artistry, choice, and leadership / Lee G. Bolman,
Terrence E. Deal.-3rd ed.

p. cm.

“A joint publication in The Jossey-Bass business & management series and
The Jossey-Bass higher & adult education series.”

Includes bibliographical references and index.

ISBN 0-7879-6426-3 (alk. paper) - ISBN 0-7879-6427-1 (alk. paper)

1. Management. 2. Organizational behavior. 3. Leadership. I. Deal, Terrence E. II. Title.
III. Jossey-Bass business & management series. IV. Jossey-Bass higher and adult education
series.

HD31.B6135 2003

658.4'063-dc21

2003006453

Printed in the United States of America

THIRD EDITION

HB Printing 10 9 8 7 6 5 4 3 2 1

PB Printing 10 9 8 7 6 5 4 3 2 1



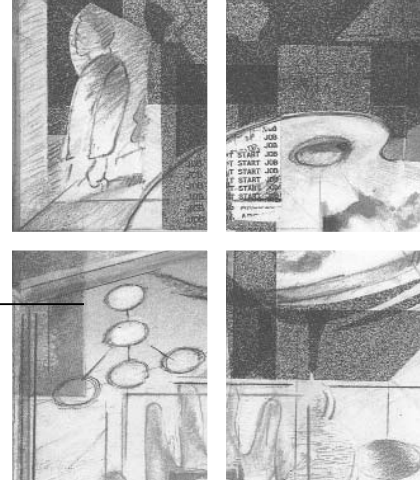
A joint publication in

THE JOSSEY-BASS BUSINESS
& MANAGEMENT SERIES

and

THE JOSSEY-BASS HIGHER &
ADULT EDUCATION SERIES

CONTENTS



PREFACE	xv
THE AUTHORS	xxv
PART ONE: MAKING SENSE OF ORGANIZATIONS	1
CHAPTER 1. INTRODUCTION: THE POWER OF REFRAMING	3
Virtues and Drawbacks of Organized Activity	5
The Curse of Cluelessness	6
Strategies for Improving Organizations: The Track Record	8
Theory Base	10
Frames and Reframing	12
Conclusion	18
CHAPTER 2. SIMPLE IDEAS, COMPLEX ORGANIZATIONS	20
Properties of Organizations	24
Organizational Learning	27
Coping with Ambiguity and Complexity	30
Common Fallacies in Organizational Diagnosis	35
Conclusion	40
PART TWO: THE STRUCTURAL FRAME	41
CHAPTER 3. GETTING ORGANIZED	43
Structural Assumptions	44
Origins of the Structural Perspective	45

Structural Forms and Functions	46
Basic Structural Tensions	49
Vertical Coordination	50
Lateral Coordination	53
McDonald's and Harvard: A Structural Odd Couple	56
Structural Imperatives	58
Conclusion	66
CHAPTER 4. STRUCTURE AND RESTRUCTURING	68
Structural Dilemmas	69
Structural Configurations	72
Generic Issues in Restructuring	82
Why Restructure?	83
Making Restructuring Work: Three Case Examples	85
Conclusion	92
CHAPTER 5. ORGANIZING GROUPS AND TEAMS	93
Tasks and Linkages in Small Groups	95
Teamwork and Interdependence	99
Team Structure and Top Performance	104
Saturn: The Story Behind the Story	106
Conclusion	108
PART THREE: THE HUMAN RESOURCE FRAME	111
CHAPTER 6. PEOPLE AND ORGANIZATIONS	113
Human Resource Assumptions	115
Human Needs	115
What Needs Do People Have?	117
Theory X and Theory Y	118
Personality and Organization	119
Human Capacity and the New Employment Contract	124
Lean and Mean: More Benefits Than Costs?	127
Investing in People	129
Conclusion	132

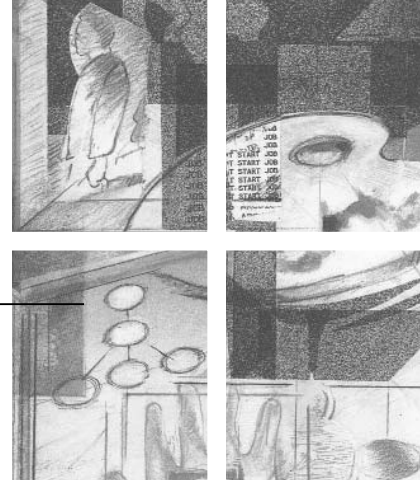
CHAPTER 7. IMPROVING HUMAN RESOURCE MANAGEMENT	133
Build and Implement an HR Philosophy	135
Hire the Right People: Know What You Want and Be Selective	137
Keep Employees	137
Invest in Employees	142
Empower Employees	143
Promote Diversity	153
Putting It All Together: TQM and NUMMI	154
Getting There: Training and Organization Development	157
Conclusion	159
CHAPTER 8. INTERPERSONAL AND GROUP DYNAMICS	160
Interpersonal Dynamics	162
Management Styles	170
Groups and Teams in Organizations	172
Conclusion	179
PART FOUR: THE POLITICAL FRAME	181
CHAPTER 9. POWER, CONFLICT, AND COALITION	183
Political Assumptions	186
Organizations as Coalitions	189
Power and Decision Making	192
Conflict in Organizations	197
Moral Mazes: The Politics of Getting Ahead	198
Conclusion	200
CHAPTER 10. THE MANAGER AS POLITICIAN	202
Political Skills	205
Morality and Politics	216
Conclusion	220
CHAPTER 11. ORGANIZATIONS AS POLITICAL ARENAS AND POLITICAL AGENTS	221
Organizations as Arenas	225

Organizations as Political Agents	228
Conclusion	238
PART FIVE: THE SYMBOLIC FRAME	239
CHAPTER 12. ORGANIZATIONAL CULTURE AND SYMBOLS	241
Symbolic Assumptions	242
Organizations as Cultures	243
Organizational Symbols	246
Conclusion	269
CHAPTER 13. ORGANIZATION AS THEATER	270
Institutional Theory	271
Organizational Structure as Theater	275
Organizational Process as Theater	278
Conclusion	285
CHAPTER 14. ORGANIZATIONAL CULTURE IN ACTION	287
The Eagle Group's Sources of Success	288
Leading Principles	289
Conclusion	298
PART SIX: IMPROVING LEADERSHIP PRACTICE	301
CHAPTER 15. INTEGRATING FRAMES FOR EFFECTIVE PRACTICE	303
Life as Managers Know It	304
Across Frames: Organizations as Multiple Realities	305
Matching Frames to Situations	309
Effective Managers and Organizations	313
Conclusion	319
CHAPTER 16. REFRAMING IN ACTION: OPPORTUNITIES AND PERILS	320
Structural Frame	321

Human Resource Frame	324
Political Frame	326
Symbolic Frame	328
Benefits and Risks of Reframing	331
Reframing for Newcomers and Outsiders	332
Conclusion	333
CHAPTER 17. REFRAMING LEADERSHIP	334
The Idea of Leadership	336
The Context of Leadership	338
What Do We Know About Good Leadership?	339
Gender and Leadership	344
Reframing Leadership	348
Conclusion	365
CHAPTER 18. REFRAMING CHANGE: TRAINING, REALIGNING, NEGOTIATING, GRIEVING, AND MOVING ON	367
A Common Change Scenario	368
Change and Training	370
Change and Realignment	373
Change and Conflict	376
Change and Loss	378
Change Strategy	383
Team Zebra: The Rest of the Story	385
Conclusion	393
CHAPTER 19. REFRAMING ETHICS AND SPIRIT	394
Soul and Spirit in Organizations	396
The Factory: Excellence and Authorship	400
The Family: Caring and Love	402
The Jungle: Justice and Power	403
The Temple: Faith and Significance	405
Conclusion	407

CHAPTER 20. BRINGING IT ALL TOGETHER: CHANGE AND LEADERSHIP IN ACTION	409
Structural Issues and Options	418
Human Resource Issues and Options	420
Political Issues and Options	421
Symbolic Issues and Options	423
Conclusion: The Reframing Process	429
CHAPTER 21. EPILOGUE	431
Commitment to Core Beliefs	432
Multiframe Thinking	433
APPENDIX. THE BEST OF ORGANIZATIONAL STUDIES: SCHOLARS' HITS AND POPULAR BEST-SELLERS	435
REFERENCES	439
NAME INDEX	459
SUBJECT INDEX	471

P R E F A C E



This is the fourth release of a work that began in 1984 as *Modern Approaches to Understanding and Managing Organizations*. It reappeared twice in the 1990s as *Reframing Organizations* and has been translated into multiple languages. We're grateful to readers around the world who have told us the book gave them ideas that make a difference—in their everyday life at work and elsewhere in their lives.

It is time for an update, and we're gratified to be back by popular demand. Organizations and leadership challenges have been changing rapidly in recent years, and scholars have been running hard to keep up. This edition tries to capture the new-millennial frontiers of both knowledge and art.

The four-frame model, with its view of organizations as factories, families, jungles, and temples, remains the book's conceptual heart. But so much else has changed. We have updated our case examples extensively to keep up with the latest developments in managerial practice. We have added a new feature, a series we call "greatest hits in organization studies." These sidebars represent pithy summaries of key ideas from the most influential works in the scholarly literature (as indicated by a new citation analysis, described in the Appendix). As a counterpoint to the scholarly works, we have also added occasional summaries of recent management best-sellers.

Life in organizations has also produced many new examples. The introductory chapters and our section on the structural frame (Part Two) both benefit from extensive updating of case material. In our discussion of human resource management, we have added new material on diversity and included other developments at the HR frontier. We have added new case material and research findings to our discussion of organizational politics and symbols. We have also deepened our discussion of organizational culture.

There is new material throughout the book, but we worked zealously to minimize bloat by tracking down and expunging every redundant sentence, marginal concept, or extraneous example. At the same time, we've tried to keep it fun. Organizational life is an endless source of examples as entertaining as they are instructive, and we've sprinkled them throughout the text. We apologize to anyone who finds that an old favorite fell to the cutting-room floor, but we think most readers will find the book an even clearer and more efficient read.

As always, our primary audience is managers and future leaders. We have tried to answer the question, What do we know about organizations and leadership that is genuinely important and useful to practitioners? We have worked to present a large, complex body of theory, research, and practice as clearly and simply as possible. We tried to avoid watering it down or presenting simplistic views of how to solve managerial problems. We try to avoid solutions in favor of more powerful and provocative ways of thinking about organizational opportunities and pitfalls.

We continue to focus on both management *and* leadership. Leading and managing are different, but both are important. If an organization is overmanaged but underled, it eventually loses any sense of spirit or purpose. A poorly managed organization with a strong, charismatic leader may soar briefly only to crash shortly thereafter. Malpractice can be as damaging and unethical for managers and leaders as for physicians. Myopic managers or overzealous leaders usually harm more than just themselves. The challenges of modern organizations require the objective perspective of managers as well as the brilliant flashes of vision wise leadership provides. We need more people in managerial roles who can find simplicity and order amid organizational confusion and chaos. We need versatile and flexible leaders who are artists as well as analysts, who can reframe experience to discover new issues and possibilities. We need managers who love their work, their organizations, and the people whose lives they affect. We need leaders and managers who appreciate management as a moral and ethical undertaking. We need leaders who combine hard-headed realism with passionate commitment to larger values and purposes. We hope to encourage and nurture such qualities and possibilities.

As in the past, we have tried to produce a clear and readable synthesis and integration of the field's major theoretical traditions. We concentrate mainly on organization theory's implications for practice. We draw on examples from every sector and around the globe.

Historically, organization studies have been divided into several intellectual camps, often isolated from one another. Works that seek to give a comprehensive overview of organization theory and research often drown in social science jargon and abstraction and have little to say to practitioners. We try to find a balance between misleading oversimplification and mind-boggling complexity.

The bulk of work in organization theory has focused almost exclusively on either the private *or* the public sector, but not both. We think this is a mistake. Managers need to understand similarities and differences among all types of organizations. The public and private sectors increasingly interpenetrate one another. Public administrators who regulate airlines, nuclear power plants, or pharmaceutical companies face the problem of “indirect management” every day. They struggle to influence the behavior of organizations over which they have very limited authority. Private firms need to manage relationships with multiple levels of government. The situation is even more complicated for managers in multinational companies coping with the subtleties of governments with very different systems and traditions. Across sectors and cultures, managers often harbor narrow, stereotypic conceptions of one another that impede effectiveness on both sides. We need common ground and a shared understanding that can help strengthen public and private organizations in the United States and throughout the world. The dialogue between public and private, domestic and multinational organizations has become increasingly important. Because of their generic application, the frames offer an ecumenical language for the exchange. Our work with a variety of organizations around the world has continually reinforced our confidence that the frames are relevant everywhere. Political issues, for example, are universally important, even though the specifics vary greatly from one country or culture to another.

The idea of *reframing* continues to be a central theme. Throughout the book, we show how the same situation can be viewed in at least four ways. In Part Six, we include a series of chapters on reframing critical organizational issues such as leadership, change, and ethics. Two chapters are specifically devoted to reframing real-life situations.

We also continue to emphasize artistry. Overemphasizing the rational and technical side of an organization often contributes to decline or demise. Our counterbalance emphasizes the importance of art in both management and leadership. Artistry is neither exact nor precise; the artist interprets experience, expressing it in forms that can be felt,

understood, and appreciated. Art fosters emotion, subtlety, and ambiguity. An artist represents the world to give us a deeper understanding of what is and what might be. In modern organizations, quality, commitment, and creativity are highly valued but often hard to find. They can be developed and encouraged by leaders or managers who embrace the expressive side of their work.

OUTLINE OF THE BOOK

The first part of the book, “Making Sense of Organizations,” tackles a perplexing question about management: Why is it that smart people so often do dumb things? Chapter One, “The Power of Reframing,” explains why: Managers often misread situations. They have not learned how to use multiple lenses to get a better sense of what they’re up against and what they might do. Chapter Two, “Simple Ideas, Complex Organizations,” uses several famous cases (destruction of a Korean Airlines jet plane by the Soviet Air Force, the collapse of Enron, and a friendly-fire tragedy in the skies over Iraq in 1994) to show how managers’ everyday theories can lead to catastrophe. We explain basic factors that make organizational life complicated, ambiguous, and unpredictable; discuss common fallacies in managerial thinking; and spell out criteria for more effective approaches to diagnosis and action.

Part Two, “The Structural Frame,” has been updated with new case material, including structural confusion that hindered rescue efforts during the September 11, 2001, terrorist incident in New York City. Chapter Three, “Getting Organized,” describes basic issues managers must consider in designing structure to fit an organization’s goals, tasks, and context. It shows why organizations—from Harvard University to McDonald’s—need different structures in order to be effective in their unique environments. Chapter Four, “Structure and Restructuring,” explains major structural pathologies and pitfalls. It presents guidelines for aligning structures to situations, along with several cases illustrating successful structural change. Chapter Five, “Organizing Groups and Teams,” shows that structure is a key to high-performing teams of all kinds.

Part Three, “The Human Resource Frame,” includes new material on the changing employment relationship; it updates best practices in human resource management.

Chapter Six, “People and Organizations,” focuses on the relationship between organizations and human nature. It shows how a manager’s practices and assumptions about people can lead either to alienation and hostility or to commitment and high motivation. It contrasts two strategies for achieving effectiveness: “lean and mean,” or investing in people. Chapter Seven, “Improving Human Resource Management,” is an overview of practices that build a more motivated and committed workforce—including participative management, job enrichment, self-managing workgroups, management of diversity, and organization development. Chapter Eight, “Interpersonal and Group Dynamics,” presents an example of interpersonal conflict to illustrate how managers create effective or ineffective relationships. It also discusses how group members can increase their effectiveness by attending to group process, including informal norms and roles, interpersonal conflict, leadership, and decision making.

Part Four, “The Political Frame,” views organizations as arenas. Individuals and groups compete to achieve their parochial interests in a world of conflicting perspectives, scarce resources, and struggles for power. Chapter Nine, “Power, Conflict, and Coalition,” analyzes the tragic loss of the space shuttle *Challenger*, illustrating the influence of political dynamics in decision making. It shows how scarcity and diversity lead to conflict, bargaining, and games of power; the chapter also distinguishes constructive and destructive political dynamics. Chapter Ten, “The Manager as Politician,” illustrates basic skills of the constructive politician: diagnosing political realities, setting agendas, building networks, negotiating, and making choices that are both effective and ethical. Chapter Eleven, “Organizations as Political Arenas and Political Agents,” highlights organizations as both arenas for political contests and political actors influencing broader social, political, and economic trends. The story of Ross Johnson and a \$25 billion leveraged buyout explores the intersection of politics both inside and outside organizations.

Part Five explores the symbolic frame. Chapter Twelve, “Organizational Culture and Symbols,” spells out basic symbolic elements in organizations: culture, myths, heroes, metaphors, stories, humor, play, rituals, and ceremonies. It defines organizational culture and shows its central role in shaping performance. The power of symbol and culture is illustrated in organizations as diverse as Harley-Davidson, Volvo France, the U.S. Congress, and Nordstrom department stores. Chapter Thirteen, “Organization as Theater,” reveals how organizational structures, activities, and events serve as secular dramas,

expressing our fears and joys, arousing our affect, and kindling our spirit. It also shows how organizational structures and processes, such as planning, evaluation, and decision making, are often more important for what they *express* than for what they *accomplish*. Chapter Fourteen, “Organizational Culture in Action,” uses the case of a computer development team to show what leaders and group members can do collectively to build a culture that bonds people in pursuit of a shared mission. Initiation rituals, specialized language, group stories, humor and play, and ceremonies all combine to transform diverse individuals into a cohesive team with purpose, spirit, and soul.

Part Six, “Improving Leadership Practice,” focuses on the implications of the frames for central issues in managerial practice, including leadership, change, and ethics. Chapter Fifteen, “Integrating Frames for Effective Practice,” shows how managers can blend the frames to improve their effectiveness. It looks at organizations as multiple realities and gives guidelines for aligning frames with situations. Chapter Sixteen, “Reframing in Action,” presents four scenarios, or scripts, derived from the frames. It applies the scenarios to the harrowing experience of a young manager whose first day in a new job turns out to be far more challenging than she expected. The discussion illustrates how a leader can expand her options and enhance her effectiveness by considering alternative approaches. Chapter Seventeen, “Reframing Leadership,” discusses limitations in traditional views of leadership and proposes a more comprehensive view of how leadership works in organizations. It summarizes and critiques current knowledge on the characteristics of leaders. It shows how frames generate distinctive images of effective leaders as architects, servants, advocates, and prophets. New in this edition is a section on gender and leadership. Chapter Eighteen, “Reframing Change,” describes four fundamental issues that arise in any change effort: individual needs, structural alignment, conflict, and loss. It uses cases of successful and unsuccessful change to document key strategies, such as training, realigning, creating arenas, and using symbol and ceremony.

Chapter Nineteen, “Reframing Ethics and Spirit,” discusses four ethics that emerge from the cognitive lenses: excellence, caring, justice, and faith. It argues that leaders can build more ethical organizations through gifts of authorship, love, power, and significance. Chapter Twenty, “Bringing It All Together,” is an integrative treatment of the reframing process. It takes a troubled school administrator through a weekend of reflection on critical difficulties he faces. The chapter shows how reframing can help managers move from feeling confused and stuck to a renewed sense of clarity and confidence. The

Epilogue (Chapter Twenty-One) describes strategies and characteristics needed in future leaders. It explains why they will need an artistic combination of conceptual flexibility and commitment to core values. Efforts to prepare future leaders have to focus as much on spiritual development as on the intellectual.

ACKNOWLEDGMENTS

We noted in our first edition, “Book writing often feels like a lonely process, even when an odd couple is doing the writing.” This odd couple keeps getting older (sexagenarians both, now)—and, some would say, even odder. Yet the process seems less lonely because of our close friendship and our contact with many other colleagues and friends. The best thing about teaching is that you learn so much from your students. Students at Harvard, Vanderbilt, the University of Missouri–Kansas City, and the University of Southern California have given us invaluable criticism, challenge, and support over the years. We wish we could thank personally all of the leaders and managers from whom we have learned so much in seminars, workshops, and consultations. Their experience and wisdom are the foundation and touchstone for our work.

As in the past, we owe much to our colleagues. Thanks again to all who helped us in the prior editions; your contribution still lingers in this work. But we particularly want to mention those who have made more recent contributions.

We have learned much from collaboration with a number of teaching fellows and graduate assistants at the University of Missouri–Kansas City; in particular, we are very grateful for the help of Mary Yung and Hooilin Chan. They did an outstanding job helping us develop the citation analysis that appears in Appendix A.

We also wish we could thank all the colleagues and readers in the United States and around the world who have offered valuable comments and suggestions, but the list is long and our memories keep getting shorter. Elena Granell de Aldaz of the Institute for Advanced Study of Management in Caracas collaborated with us on developing a Spanish-language adaptation of *Reframing Organizations* as well as on a more recent project that studied frame orientations among managers in Venezuela. We are proud to consider her a valued colleague and wonderful friend. Bob Marx, of the University of Massachusetts, deserves special mention as a charter member of the frames family. Bob’s

interest in the frames, creativity in developing teaching designs, and eye for video material have aided our thinking and teaching immensely. Lt. Cdr. Gary Deal, USN; Maj. Kevin Reed, USAF; Dr. Peter Minich, a transplant surgeon; and Jan and Ron Haynes of FzioMed all provided valuable case material. Our friends at the Ritz-Carlton Club in Phoenix, Ann Hamilton, Yunen Silverio, Perla Silverio, and Jean Wright gave us some important insights into the delightful inner workings of a great hotel chain. Peter Frost, at the University of British Columbia, and Peter Vaill, at St. Thomas University, have both been a continuing source of ideas, support, and inspiration. A number of individuals, including many friends and colleagues at the Organizational Behavior Teaching Conference, have given us helpful ideas and suggestions. We apologize for any omissions, but we want to thank Joe Aniello, Jim Begun, Lars Bjork, Irwin Blumer, Grady Bogue, Gordon D. Brown, Jean Brown, Mark Denke, Eric Dent, Susan C. Eaton, Max Elden, Ellen Ensher, Kent Fairfield, Maureen Farrell, Kenneth E. Galea'i, Daniel Gutmore, Margaret Heffernan, Tom Hickock, Richard M. Jacobs, Jeanne King, Patricia Klinck, Harald Koht, Bob Kramer, Mark Kriger, Mark Maier, Magid Mazen, John Mirocha, Christopher Morphew, Ken Murrell, Sandra Parkes, Sally Power, Jeffrey A. Routsong, Peter Sevastos, Jody Spiro, Niki Steckler, Susan S. Stratton, Michael Thies, J. Douglas Toma, and Suzanne Waalfort. We only wish we had succeeded in implementing all the wonderful ideas we received from these and other colleagues.

Bill Eddy, dean emeritus of the Bloch School at the University of Missouri–Kansas City, gets special thanks for nurturing an environment that helps scholarship flourish. His successors, Al Page and Homer Erikson, have kept that tradition alive. Other Bloch School colleagues who have helped more than they know are Dave Bodde, Nancy Day, Dick Heimovics, Bob Herman, Rick Lytle, Deborah Noble, Stephen Pruitt, David Renz, Eleanor Schwartz, Beth Smith, and Marilyn Taylor. Lee's colleagues in the Department of Organization, Leadership, and Management at the Bloch School have done their part by generating many experiential opportunities to learn more about leadership. In addition to colleagues already mentioned, he thanks Raj Arora, Gene Brown, Rita Cain, Rich Hamilton, and Patti Greene. At the Rossier School, University of Southern California, Dean Karen Gallagher presides over a stimulating, well-grounded place to be. Colleagues Carl Cohn, Stu Gothald, and Gib Hentschke offer both intellectual stimulation and moral support.

Others to whom our debt is particularly clear are Chris Argyris, Pat Arnold, Sam Bacharach, Cliff Baden, Estella Bensimon, Al Bertani, Pat Bower, Barbara Bunker, Tom

Burks, Ellen Castro, Sharon Conley, Linton Deck, Tom Johnson (always a source of creative ideas), Ralph Kilmann, Grady McGonagill, John Meyer, Harrison Owen, Kent Peterson, Michael Sales, Mary Jane Saxton, Dick Scott, Joan Vydra, Roy Williams, and Karl Weick. Thanks again to Dave Brown, Phil Mirvis, Barry Oshry, Tim Hall, Bill Kahn, and Todd Jick of the Brookline Circle, now in its third decade of searching for joy and meaning in lives devoted to the study of organizations.

Outside the United States, we are grateful to Rolf Kaelin, Cüno Pumpin, and Peter Weisman in Switzerland; Ilpo Linko in Finland; Tom Case in Brazil; Einar Plyhn and Haakon Gran in Norway; Peter Normark and Dag BJORKEGREN in Sweden; and H.R.H. Prince Philipp von und zu Lichtenstein.

Closer to home, we owe more than we can say to Bruce Kay and Homa Aminmadani, without whom our sanity and health would be significantly diminished. Homa's Persian elegance and extraordinary determination continue to wrest about as much efficiency from Terry as possible, given the material she's had to work with for more years than she likes to admit. She is becoming a legend around the world for her attention to detail, her negotiating skills, and her extraordinary caring and compassion—all this despite working for someone who is, she is sure, a "legend in his own mind." Bruce's genial and unflappable approach to work, coupled with high levels of organization and follow-through, have all had a wonderfully positive impact since he took on the challenge of bringing a modicum of order and sanity to Lee's professional functioning. We also continue to be grateful for the long-term support and friendship of Linda Corey, who still serves as our resident representative at Harvard.

Lee's six children—Edward, Shelley, Lori, Scott, Christopher, and Bradley—all continue to enrich his life and contribute to his growth. He still wishes he could give them as much as they have given him. Chris Bolman also served as a valuable consultant on contemporary music. Janie Deal has delighted her father in becoming a fascinating and independent entrepreneur with her (and her husband's) catering business, the Wild Rices. Her hopes that advancing years would temper her father's outrageousness have not yet been fully answered; she is still waiting for maturity to blossom. Special mention also to Terry's parents, Bob and Dorothy Deal. Entering their nineties, they are pleasantly surprised that their oft wayward son could write a book.

We dedicate the book to our wives, who have more than earned all the credit and appreciation that we can give them. Joan Gallos, Lee's spouse and closest colleague, combines intellectual challenge and critique with support and love. She has been an active

collaborator in developing our ideas, and her teaching manual for the last two editions was a frame-breaking model for the genre. Her contributions have become so integrated into our own thinking that we are no longer able to thank her for all the ways that the book has gained from her wisdom and insights.

Sandy Deal's psychological training enables her to approach the field of organizations with a distinctive and illuminating slant. Her concentration on individual and family therapy has helped us make some even stronger connections to the field of clinical psychology. (We are skeptical, though, that she ever really said, "I don't need to bring my work home, because he's always waiting there for me.") Sandy is a delightful partner whose love and support over the long run have made all the difference. She is a rare combination of courage and caring, intimacy and independence, responsibility and playfulness.

To Joan and Sandy, thanks again. As the years accumulate, we love you even more.

May 2003

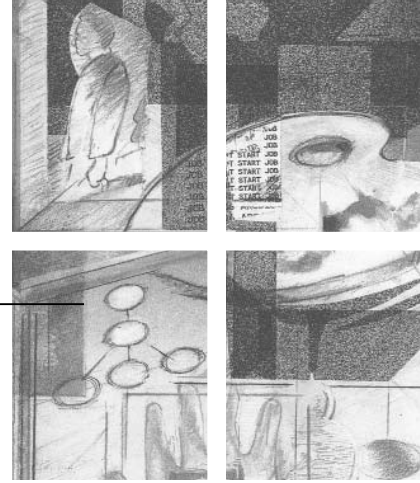
Lee G. Bolman

Kansas City, Missouri

Terrence E. Deal

San Luis Obispo, California

THE AUTHORS



Lee G. Bolman holds the Marion Bloch Missouri Chair in Leadership at the Bloch School of Business and Public Administration, University of Missouri–Kansas City. He received a B.A. (1962) in history and a Ph.D. (1968) in administrative sciences, both from Yale University. Bolman’s interests lie at the intersection of leadership and organizations, and he has published numerous articles, chapters, and cases. He is coauthor of *Escape from Cluelessness: A Guide for the Organizationally Challenged* (2000). Bolman has been a consultant to corporations, public agencies, universities, and public schools in the United States, Asia, Europe, and Latin America. For twenty years, he taught at the Harvard Graduate School of Education, where he also chaired the Institute for Educational Administration and the School Leadership Academy. He has been director and board chair of the Organizational Behavior Teaching Society and director of the National Training Laboratories.

Bolman lives in Kansas City, Missouri, with his wife, Joan Gallos; the two youngest of his six children, Chris and Brad; and their Dalmatian, Vincent Van Gogh of KCMO.

Terrence E. Deal is a clinical professor of education at the University of Southern California’s Rossier School of Education. Before joining USC, he served on the faculties of the Stanford University Graduate School of Education, the Harvard Graduate School of Education, and Vanderbilt University’s Peabody College of Education. He received his B.A. (1961) in history from LaVerne College, his M.A. (1966) in educational administration from California State University at Los Angeles, and his Ph.D. (1972) in education and sociology from Stanford University. Deal has been a policeman, public school teacher, high school principal, district officer administrator, and university professor. His primary research interests are in organizational symbolism and change. He is the author of twenty-five books, including the best-seller *Corporate Cultures* (with A. A. Kennedy, 1982) and

Shaping School Culture (with K. Peterson, 1999). He has published numerous articles on organizations, change, and leadership. He is a consultant to business, health care, military, educational, and religious organizations domestically and in Europe, Scandinavia, the Middle East, Canada, South America, Japan, and Southeast Asia.

Deal lives in San Luis Obispo, California, with his wife, Sandy, and their cat, Max.

Bolman and Deal first met in 1976 when they were assigned to co-teach a course on organizations at Harvard University. Trained in different disciplines on opposite coasts, they disagreed on almost everything. It was the beginning of a challenging but very productive partnership. They have written a number of other books together, including *Leading with Soul: An Uncommon Journey of Spirit* (1995, 2001). Their books have been translated into multiple languages for readers in Asia, Europe, and Latin America.

For five years, Bolman and Deal also codirected the National Center for Educational Leadership, a research consortium of Harvard, Vanderbilt, and the University of Chicago.

The authors appreciate hearing from readers and welcome comments, questions, suggestions, or accounts of experiences that bear on the ideas in the book. Stories of success, failure, or puzzlement are all welcome. Readers can contact the authors at the following addresses:

Lee Bolman
Bloch School-UMKC
5100 Rockhill Road
Kansas City, MO 64113
bolmanl@umkc.edu

Terry Deal
6625 Via Piedra
San Luis Obispo, CA 93401
sucha@slocoast.net



PART ONE

Making Sense of Organizations

