

1. Record Nr.	UNINA9910464545403321
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Titolo	How great leaders think : the art of reframing // Lee G. Bolman, Terrence E. Deal
Pubbl/distr/stampa	San Francisco, California : , : Jossey-Bass, , 2014 ©2014
ISBN	1-118-28450-X
Descrizione fisica	1 online resource (243 p.)
Disciplina	658.4/092
Soggetti	Leadership Organizational change Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Includes index.
Nota di contenuto	How Great Leaders Think: The Art of Reframing; Copyright; Contents; Preface; Acknowledgments; Part 1: Leadership in Four Dimensions; Chapter 1: Introduction: The Power of Reframing; The Curse of Cluelessness; Framing; Frame Breaking; Four Leadership Frames; Factories; Families; Jungles; Temples and Carnivals; Multiframe Thinking; Conclusion; Part 2: Structural Leadership; Chapter 2: Getting Organized; Structure at United Parcel Service (UPS); McDonald's and Harvard: A Structural Odd Couple; Elements of Social Architecture; Contextual Factors; Size and Age; Core Process; Strategy and Goals Information TechnologyNature of the Workforce; Applying the Structural Frame; Conclusion; Chapter 3: Organizing Groups and Teams; Lord of the Flies; Saga of the Trapped Chilean Miners; Comparing Leadership Dynamics; Task and Structure in Teams; Structures of Sports Teams; Sum of the Parts: Baseball; Planning the Next Move: Football; Coordination on the Fly: Basketball; Conclusion; Part 3: Human Resource Leadership; Chapter 4: Leading People; Treat 'em Like Dirt; Semco: Investing in People; Developing a Philosophy and Values; Hiring the Right People; Keeping Them; Investing in People Sustaining Power to the PeoplePromoting Diversity; Men's Wearhouse: Getting It Right; Conclusion; Chapter 5: Seeing Ourselves as Others See Us; Ellen and Don; Self-Awareness; Leadership Skills: Advocacy and

Inquiry; Conclusion; Part 4: Political Leadership; Chapter 6: The Leader as Politician; Political Skills; Setting Agendas; Mapping the Political Terrain; Networking and Building Coalitions; Bargaining and Negotiation; A Case Example: The Troubled Auditor; Conclusion; Chapter 7: The Leader as Warrior and Peacemaker; Steve Jobs: The Warrior; Enter Bob Iger: The Peacemaker
Orchestrating Conflict: Raise or Lower the Flame?The Peacemaker: Cooling the Flame; The Warrior: Turning Up the Heat; A Case Example: Lois Payne; Conclusion; Part 5: Symbolic Leadership; Chapter 8: The Leader as Magician; Cultural Revival at Starbucks; The Memo; The Uproar; Barista Boot Camp; Reinventing an Icon; Leadership Summit; 2008 Annual Meeting: Building Confidence; The Galvanizing Extravaganza; Reviewing the Cultural Threads of the Starbucks Story; The Ways of Magic: How Symbolic Leaders Work; Symbolic Leaders Respect and Use History; Symbolic Leaders Interpret Experience
Symbolic Leaders Develop and Communicate a Hopeful VisionSymbolic Leaders Lead by Example; Symbolic Leaders Tell Stories; Symbolic Leaders Convene Rituals and Ceremonies; Conclusion; Chapter 9: Seeking Soul in Teams; The Eagle Group: Reasons for Success; Signing Up; Leadership Diversity as a Competitive Advantage; Example, Not Command; Specialized Language; Stories; Humor and Play; Ritual and Ceremony; The Contribution of Informal Cultural Players; Building a Soulful Team; Conclusion; Part 6: Improving Leadership Practice; Chapter 10: Reframing in Action; Benefits and Risks of Reframing Reframing for Newcomers and Outsiders

Sommario/riassunto

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 aspec
