



CONTENTS

Preface vii

PART ONE Making Sense of Organizations

ONE Introduction: The Power of Reframing 3

TWO Simple Ideas, Complex Organizations 23

PART TWO The Structural Frame

THREE Getting Organized 45

FOUR Structure and Restructuring 71

FIVE Organizing Groups and Teams 99

PART THREE The Human Resource Frame

SIX People and Organizations 119

SEVEN Improving Human Resource Management 139

EIGHT Interpersonal and Group Dynamics 165

PART FOUR The Political Frame

NINE	Power, Conflict, and Coalition	191
TEN	The Manager as Politician	211
ELEVEN	Organizations as Political Arenas and Political Agents	229

PART FIVE The Symbolic Frame

TWELVE	Organizational Symbols and Culture	251
THIRTEEN	Culture in Action	279
FOURTEEN	Organization as Theater	293

PART SIX Improving Leadership Practice

FIFTEEN	Integrating Frames for Effective Practice	311
SIXTEEN	Reframing in Action: Opportunities and Perils	327
SEVENTEEN	Reframing Leadership	341
EIGHTEEN	Reframing Change in Organizations: Training, Realigning, Negotiating, and Grieving	373
NINETEEN	Reframing Ethics and Spirit	397
TWENTY	Bringing It All Together: Change and Leadership in Action	411
TWENTY-ONE	Epilogue: Artistry, Choice, and Leadership	435

Appendix: The Best of Organizational Studies: Scholars' Hits and Popular Best-Sellers	439
References	445
The Authors	481
Name Index	483
Subject Index	494