



Reframing Academic Leadership

LEE G. BOLMAN
JOAN V. GALLOS



Contents

Preface	xi
About the Authors	xxi
<i>Part I Leadership Epistemology: When You Understand, You Know What to Do</i>	1
1. Opportunities and Challenges in Academic Leadership	3
2. Sensemaking and the Power of Reframing	15
3. Knowing What You're Doing: Learning, Authenticity, and Theories for Action	31
<i>Part II Reframing Leadership Challenges</i>	47
4. Building Clarity and Capacity: Leader as Analyst and Architect	49
5. Respecting and Managing Differences: Leader as Compassionate Politician	69

6. Fostering a Caring and Productive Campus: Leader as Servant, Catalyst, and Coach	89
7. Keeping the Faith and Celebrating the Mission: Leader as Prophet and Artist	107
 Part III Sustaining Higher Education	
Leaders: Courage and Hope	127
8. Managing Conflict	129
9. Leading from the Middle	143
10. Leading Difficult People	163
11. Managing Your Boss	177
12. Sustaining Health and Vitality	189
13. Feeding the Soul	201
 Epilogue: The Sacred Nature of Academic Leadership	
References	223
Name Index	243
Subject Index	247