

**WORKSHOP/SEMINAR IN TRANSFORMATIONAL LEADERSHIP I  
POTENTIAL SESSION OUTLINE**

**I. MAKING SENSE OF ORGANIZATIONS AND THE STRUCTURAL FRAME**

The Power of Reframing  
Organization Structure and Restructuring  
Organizing Groups and Teams

**II. THE HUMAN RESOURCE AND POLITICAL FRAME**

People and Organizations  
Interpersonal and Group Dynamics  
Improving Human Resource Management  
Power, Conflict, and Coalition

**III. THE SYMBOLIC FRAME**

The Manager as Politician  
Organizations as Political Arenas and Political Agents  
Organizational Symbols and Culture

**IV. THE SYMBOLIC FRAME (CONTINUED)**

Culture in Action  
Organization as Theater  
Integrating Frames for Effective Practice  
Reframing in Action: Opportunities and Perils

**V. IMPROVING LEADERSHIP PRACTICE**

Reframing Leadership  
Reframing Change in Organizations  
Reframing Ethics and Spirit  
Bringing it All Together: Change and Leadership in Action

Course Materials: Bolman, L. G. and Deal, T. E. How Great Leaders Think: The Art of Reframing.  
San Francisco: Jossey-Bass, 2014.

Course Instructor: Dr. Larry Minks, President Emeritus, Distinguished University Professor of Leadership,  
and Director, Program for Transformational Leadership (Retired).