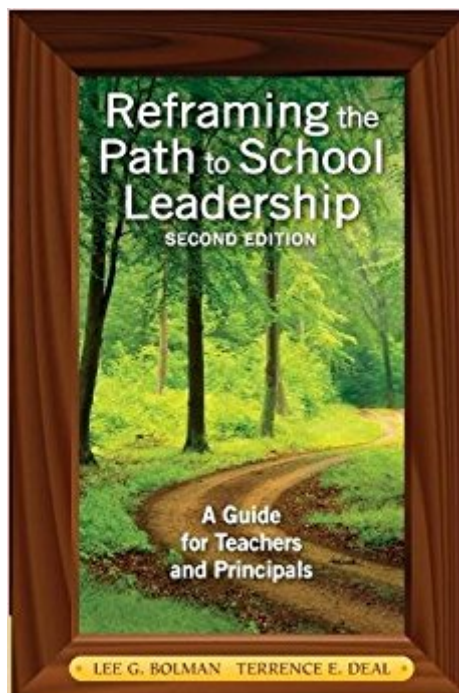




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# Reframing The Path To School Leadership: A Guide For Teachers And Principals



## Synopsis

Powerful mental tools for navigating the complicated issues of everyday school life! Ideal for new and experienced educators, this second edition of the bestseller presents dialogues between a novice and a master teacher and between a new and a seasoned principal to illuminate how reframing challenges can generate tremendous potential for classroom and school leadership. This updated edition provides leadership lesson summaries, solid strategies, and reflective questions that help teachers and principals grow through the use of four defining lenses: Political: individual versus group power Human resources: individual needs and motives Structural: clear goals and responsibilities Symbolic: culture, meaning, belief, and faith

## Book Information

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## Customer Reviews

"This book reads like a story-once I started, I had a hard time putting it down. How often do we say that about a book on education? --Loukea N. Kovanis-Wilson, Chemistry Instructor"

"The leadership skills highlighted are practical and helpful and are applied to specific situations that have been clearly outlined."--Randy Cook, Chemistry/Physics Teacher (03/31/2010)

Destined to be a classic in its own right, this book offers readers insights into the realities of teaching and leading schools that are at once refreshing, insightful, and practical. A quick, enjoyable read that encourages deep reflection for best practice. --Jeffrey Glanz, Silverstein Chair in Professional Ethics & Values (03/31/2010)

"Bolman and Deal's book is profoundly important text for those learning to lead,

principal and teacher alike. The authors have presented richly crafted examples of life in the school, both from the teacher and the principal perspective, and introduces the reader to the fundamental principles of leadership. The narratives offer an authentic, real-world picture of learning to lead that takes into account all those individuals most directly implicated in and impacted by leadership at the school level."--Patricia M. Jenlink, Professor of Educational Leadership (03/31/2010)""This book reads like a story once I started, I had a hard time putting it down. How often do we say that about a book on education? --Loukea N. Kovanis-Wilson, Chemistry Instructor (03/31/2010)""The leadership skills highlighted are practical and helpful and are applied to specific situations that have been clearly outlined."--Randy Cook, Chemistry/Physics Teacher (03/31/2010) Destined to be a classic in its own right, this book offers readers insights into the realities of teaching and leading schools that are at once refreshing, insightful, and practical. A quick, enjoyable read that encourages deep reflection for best practice. --Jeffrey Glanz, Silverstein Chair in Professional Ethics & Values (03/31/2010)" Bolman and Deal's book is profoundly important text for those learning to lead, principal and teacher alike. The authors have presented richly crafted examples of life in the school, both from the teacher and the principal perspective, and introduces the reader to the fundamental principles of leadership. The narratives offer an authentic, real-world picture of learning to lead that takes into account all those individuals most directly implicated in and impacted by leadership at the school level."--Patricia M. Jenlink, Professor of Educational Leadership (03/31/2010)""This book reads like a story once I started, I had a hard time putting it down. How often do we say that about a book on education? --Loukea N. Kovanis-Wilson, Chemistry Instructor (03/31/2010)""I find Reframing the Path to School Leadership to be a most exceptional transition text for those individuals who are in the teaching profession and are in the process of earning their principal certification. The text effectively bridges the gap between being a teacher and becoming an administrator. I have regularly used this text in an introductory course to school administration and have done so with great success. The students appreciate the cast of characters developed by Bolman and Deal as each easily relates to and strongly resembles real individuals encountered in the field of practice!"--Richard Sorenson, Author"Destined to be a classic in its own right, this book offers readers insights into the realities of teaching and leading schools that are at once refreshing, insightful, and practical. A quick, enjoyable read that encourages deep reflection for best practice."--Jeffrey Glanz, Silverstein Chair in Professional Ethics & Values (03/31/2010)"Bolman and Deal's book is profoundly important text for those learning to lead, principal and teacher alike. The authors have presented richly crafted examples of life in the school, both from the teacher and the principal perspective, and introduces the reader to the fundamental principles of leadership. The

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Lee Bolman is an author, teacher, consultant, and respected speaker on the topics of leadership and organizations. Terrance Deal is an international lecturer and retired professor. Both have co-authored a number of leadership books, including Reframing Organizations: Artistry, Choice, and Leadership. Together, they present valuable information and tools to leaders worldwide. In the second edition of Reframing the Path to School Leadership, Lee Bolman and Terrance Deal write

for teachers and principals alike. The book's main audience might seem to be novice teachers and principals, but the advice they layout is essential for any person working in the field of education regardless of their level of experience. They draw on their joint work as coaches and consultants to leaders across they globe, and they offer key information applicable to scenarios principals and teachers will encounter in their work in education. The basic premise of Reframing the Path to School Leadership can be found in the introduction where the authors claim, "the key to becoming a highly effective teacher or principal is to develop habits of mind - profoundly practical ways of thinking about perplexing situations" (pp. 1-2). This statement is quite broad and vague, but it is better understood in context with the information presented throughout the book. Bolman and Deal identify one of the principle reasons leaders in any field fail is that they lack the necessary tools to see situations they face from more than one perspective. According to them, the best leaders are those who have enough exposure through personal experiences and learning to use multiple frames or lenses in order to gain a different perspective of the challenge they are facing. They present the most important ability of a leader as being able to reframe - look at a scenario from multiple perspectives and discover a unique way to resolve any issues. Without this ability, the leader is left with limited options and the tendency to feel overwhelmed with the problem. The book is written as a narrative with fictional characters that encounter real life scenarios. This approach is both captivating and allows the reader to connect and identify with the characters and the situations they face. As a new teacher, Joan Hilliard faces situations that every teacher has dealt with at least once. Jaime Rodriguez, being a new principal, struggles to survive the scenarios he must resolve. Both of these characters and the issues they deal with throughout their first year provide valuable leadership lessons for all educators and principals. The information is clearly organized into eight sections with leadership lesson summaries and strategies as well as a set of reflective questions concluding each section. As in their book Reframing Organizations: Artistry, Choice, and Leadership, Bolman and Deal define four lenses that should be used to frame different situations and help educational leaders grow. These lenses are the Political lens (individual versus group power); the Human Resources lens (individual needs and motives); the Structural lens (clear goals and responsibilities); and the Symbolic lens (culture, meaning, belief, and faith). This book is a valuable resource for all who work in education. Through their clear explanation of the four leadership frames, Bolman and Deal equip educators with the ability to use multiple perspectives and be successful regardless of the issues that arise. While most educators rely heavily on the human resource and structural lenses, Bolman and Deal recognize that many situations within education are highly political and emotionally symbolic. Even though they present the information in this book

in a simplified manner by using fictional characters the end result is a book that is packed with profoundly important information and tools for teachers and principals alike.

This is a unique new teacher/principal guide because it isn't written as a how-to text but rather a novel. They use a fictional cast of new and veteran teachers and principals to guide readers through leadership frameworks (the political frame, human resource frame, the structural frame, and the symbolic frame). Leadership is addressed within the classroom and the larger school community. The storytelling is a little flat or predictable at times, so I probably wouldn't recommend it as a fiction book. But the unique presentation for a professional development text is refreshing, allowing me to overlook the occasional forced dialogue or contrived situation. For veteran teachers and principals, though, I think it may just state what is already known without bringing much new to the table (except the unique storytelling approach instead of a textbook), so I would only rate it 3 stars if you're planning to read it on your own as a more experienced educator. On the other hand, though, I think it could be fantastic for use in a mixed group of new and veteran educators for a professional learning community built around reading and discussing this book and its implications.

I just opened my package and the book is weathered looking and missing pages. I would return it, but I need the book for class!! I don't know if there is a way to get a new one and return this one after I get the new one.

Bolman & Deal's *Reframing the Path to School Leadership* is an interesting read. They use four frames of reference--the political frame, human resource frame, the structural frame, and the symbolic frame--to discuss leadership, both on the classroom and school level. They use a fictional cast of characters that includes new and veteran teachers, and new and veteran principals. At first I was wary of the fictional narrative, but I found it interesting and it kept me reading. At the end of each chapter, which includes a number of fictional scenarios on familiar themes (beginning of the year, discipline, tracking, special education), there is a discussion part that I found very helpful. I'm a beginning principal, and I found this book informative and enlightening. It's also written for teachers, and I think I would've found the book just as useful if I'd read it when I was still in the classroom.

Great book for using in leadership courses with aspiring administrators, new administrators, or lead teachers. We have used the book to assist with the key factors needed to assist with creating the skills needed to possess in key roles. An easy read with great conversational points. Looking into

using as a book study for all administrators.

One of the required readings for college that I enjoyed more, this textbook in its story format really spoke to me. A quick and easy read, this book allows the reader to learn about and look at school leadership transitions in a new light and reflect on the type of leader they would like to have and they would like to be. Using real life examples, the reader will enjoy this book for its entertainment value and its lessons.

Great book for new teachers, new assistant principals or principals.

Great material composed and presented in a very relevant way. It is nice to have a fresh perspective on original concepts to highlight the values we need to remember every day as educational leaders. I would recommend this book to any administrator, teacher leader, and educator.

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