

LEADING WITH SOUL
by Lee G. Bolman & Terrence E. Deal
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- Leaders with soul bring spirit to organizations. They marry the two so that spirit feeds soul rather than starving it and soul enriches spirit rather than killing it.
- Two misleading images currently dominate organizational thinking about leadership: one the heroic champion with extraordinary stature and vision, the other the “policy wonk,” the skilled analyst who solves pressing problems with information, programs, and policies.
- Leaders who have lost touch with their own souls, who are confused and uncertain about their core values and beliefs, inevitably lose their way or sound an uncertain trumpet.
- The heart of leadership is in the hearts of leaders. You have to lead from something deep in your heart.
- “She was getting too close. She’d triggered an old pattern. When you feel vulnerable, go on the attack.” Maybe your head and hands have taken you as far as they can.
- A journey of the soul is a quest through uncharted territory. You find your way by opening your eyes. And your heart.
- The very cave you are afraid to enter turns out to be the source of what you are looking for. The damned thing in the cave that was so dreaded has become the center. You find the jewel and it draws you off. Joseph Campbell
- No one can steal your spirit. You have to give it away. You can also take it back.
- Humor is a wonderful heartsong.
- The spiritual journey that leaders must take, and inspire others to take, begins with ourselves but not necessarily by ourselves.
- To aid in the journey inward, every religious tradition has developed spiritual disciplines, or exercises, for getting in touch with something bigger.
- We must become the change that we want to see in the world. Gandhi
- As with heroes everywhere, the course of our lives may become a beacon to others who are on their own quests.
- Modern society encourages people to follow recipes or consult experts rather than find the fortitude to look inward. We buy self-help books as an alternative to confronting our deepest fears and imperfections.
- To deny imperfections is to deny our humanity and to become disconnected from our soul. The leader who falters, like the God who shits, is a paradox that only spirit enables us to accept and embrace.
- I love being the guy who solves the tough problems. (It’s a great way to stay busy and avoid more meaningful work. I am swamped with work. I take everyone else’s work. They are protected from mistakes and from learning. Meanwhile, I never have time for the big picture.
- Maybe you’re burdened because you haven’t given enough.
- Hoard power, dampen spirit.
- Gifts to bestow as a leader: Authorship, Love, Power, Significance
- Significance comes from working with others, doing something worth doing, making the world better.

- For people to feel significant, the organization has to be ours, not mine.
- When you offer yourself (not material things), you set in motion a reciprocal process – others give of themselves in return.
- Organizations without a rich symbolic life become empty and sterile.
- Music is the algebra of feelings. Suzanne Langer
- Music is a language of spirit: Words tend to destroy the magic, to desecrate the feelings, and to break the most delicate fabrics of the soul which have taken this form just because they were incapable of formulation in words, images, or ideas.
- Spiritual bankruptcy ultimately leads to economic failure. The deeper cost is creating a world in which everything has a function yet nothing has any meaning.
- Prayer is a heartsong. It's one way to talk to your soul.
- When the pupil is ready, the teacher will appear. Buddhist saying
- It's often the case that people who seem difficult are really having problems with their work situation. We seem preprogrammed to blame people rather than to focus on what in people's environment may be causing the problem.
- Other "difficult" people feel no sense of real accomplishment, of seeing how their efforts produce something they can be proud of. Many progressive employers have found that giving more opportunities for authorship can transform complainers into engaged workers.
- Power corrupts, but powerlessness is even more corrosive. People who feel powerless are almost always pains in the butt to those with power.
- The next time you find yourself labeling someone as difficult, look around you or look in the mirror for the root cause.
- Scratch and sniff beneath the self-assured and rational veneers of many of today's students and you will find that they are searching for deeper, more fulfilling, and more meaningful lives. Their journeys are often taken alone and rarely shared with others because these young people think they need to mask this personal search from others.