

LEADING WITH SOUL: AN UNCOMMON JOURNEY OF SPIRIT. By Lee G. Bolman and Terrence E. Deal. (Second edition.) San Francisco: Jossey-Bass, 2001. 258 pp. \$22.95. ISBN 0-7879-5547-7

When I first read the introduction to *Leading with Soul*, I was struck with the parable of Steve, a corporate executive whose focus on the bottom line has left him ineffective and demoralized. This story seemed to reach out and address the growing lack of humanity in our organizations.

As we read this parable, we learn that as a result of our journey, as in Steve's, the losses we suffer, the gifts we gain, the friends we develop, the meaning we discover, and the new life we experience emerge only if we are willing to risk opening up our hearts and souls.

The book is organized into seven sections based on the stages that Steve experiences as he transforms into a leader with soul. The "Prelude" provides a clear picture of how the authors organized the book and why they embarked on this journey. In each of the next five sections (The Search, Conviction, Gifts, Sharing, and A New Life) we are introduced to the journey through a series of chapters and then are provided with an INTERLUDE in each section where we have an opportunity to explore the concepts we just experienced. At the end of the book and new to the new and revised edition, is the "Postlude" a section devoted to stories of journeys experienced by others.

As the parable unfolds, Steve has found the traits that

have helped make him successful in his career are no longer working to his benefit. Steve, like many of us, feels that he is loosing a grip on the power and control he believes is necessary to lead his organization. John, his mentor and the retired founder of his organization, has recommended that Steve speak with a wise sage, Maria, who may be able to help him find what he is missing in his life.

Through an ongoing conversation between Steve and Maria, both Steve and we as readers explore soul, spirit, and faith and why they are at the heart of leadership. Through his conversations with Maria, Steve is introduced to heart as the foundation of leadership and to the journey to rediscover his soul. During his journey, he opens his heart and begins to confront feelings that he has kept buried for years and begins to understand the role of prayer to discover his heartstring.

Steve learns that gifts are dualities in our lives and that through authorship people are able to put their signatures on their work. He learns about love and its role in an organization, giving power to gain power, and the importance bringing meaning to ones work by being involved in significant work. We then explore with Steve the magic of stories, the power of song, and how celebration in our history and our icons plays a crucial role in our development as leaders. Steve then loses Maria to death and through this loss, learns to honor her legacy

through the lessons she taught him. Developing other spiritual leaders, becomes his primary role as a leader.

This is an important book for me. I have woven the concepts presented by the authors into my own leadership practice based on heart and soul. Giving love, power, authorship, and significance in work are critical to my work in developing the capabilities and capacity of the teams I lead. Leading with soul is at the core of my work, and this book helped me articulate and define my work in a way that I was unable to do before experiencing this parable with Steve, Maria, and the authors.

This is not a book for those who simply want a recipe for leadership. This book requires reflection and self-exploration. The strength is in the road map developed by the authors, which clearly takes us on a powerful journey to heart and soul. This book does not offer the reader an easy research source, as it is not indexed, and finding concepts requires rereading the text. I would give this book five out of five stars.

I would encourage any reader to introduce this extraordinary journey to others. This is a story that has the power to transform. Please pick this book up and join me on the same journey which so many others are traveling, all working together to create a world filled with heart and soul.

John Inman
Oregon State University