



The Power of Framing: Creating the Language of Leadership

By Gail T. Fairhurst

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Praise for *The Power of Framing*

"The primary work of leadership involves managing meaning through framing. Fairhurst shows that the way leaders use language to frame people, situations, and events has important consequences for the way individuals make sense of the world and their actions. *The Power of Framing* is an accessible and inspirational read for leaders who want to shape their organizations in ethically responsible ways."

—**J. KEVIN BARGE**, professor, Texas A&M University

"An ideal book for MBA students and business professionals who are interested in specific tools for constructing leadership in their professional worlds. By focusing on the language toolbox of leadership, the book empowers anyone to construct leadership through talk and interaction."

—**JOLANTA ARITZ**, associate professor, Center for Management Communication, USC Marshall School of Business

"Building on her earlier acclaimed work, and written in a highly accessible style, Fairhurst's thoughtful study provides us with a practical and highly relevant analysis of the power of framing language from a leadership perspective. This is a must-have book."

—**DAVID GRANT**, professor of organizational studies, University of Sydney

"Communication is the most important element of leadership, and framing of the subject and situation is one of the most powerful tools available to leaders. Gail Fairhurst has created the handbook to help leaders do this right. A must-read for anyone in a leadership capacity."

—**RICH KILEY**, venture capitalist, and retired Procter & Gamble marketing and HR executive

"To be an effective global manager, there is nothing more critical than understanding how to frame an issue so that you are effectively communicating and motivating in a culturally sensitive manner. This book will tune you into

these issues and show you how to make certain your communication is properly interpreted by your audience."

—**OLGA JACOB**, general sales manager (Belgium, Netherlands, and Luxembourg), American Airlines

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Editorial Review

From the Inside Flap

The Power of Framing shows leaders and managers how to tap into the power of language so they can persuade effectively and communicate credibly in today's business environment.

According to professor and management consultant Gail Fairhurst, through framing we define the meaning of "the situation here and now." Are we in a "crisis"? Is this situation merely a "cause for concern"? Should we be on "red-alert"? These are examples of how we frame the situations we face. When we connect with others through our framing, we shape reality. What's more, if we "manage meaning" when others are unable, we emerge as leaders.

Fairhurst draws examples from a wide range of sources including business, politics, sports, academia, and the arts to bring the concept of framing to life as an everyday communication skill. She includes a diagnostic instrument to help gauge your sensitivity to the framing concept. Fairhurst even dons her hat as an executive coach to tackle the common framing dilemmas that leaders face.

The Power of Framing challenges leaders to take it up a notch by viewing framing as:

- A *skill* that leaders must master to communicate vision and set priorities
- A *science* that shows leaders how to think on their feet and frame on the spot
- An *art* form that leaders must hone like a craft with story, metaphor, argument, and visual images as their primary tools
- A set of *emotions* that leaders must deploy to complement their message
- An *ethical* response in order for leaders to achieve and maintain believability, and so much more

The Power of Framing is a must-read for today's leaders, managers, and all those aspiring to these jobs. Its easy-to-read style and practice exercises make this a book you'll turn to time and again to sharpen your most important communications.

About the Author

GAIL T. FAIRHURST is an award-winning professor of communication at the University of Cincinnati, where she teaches leadership and organizational communication. She has also been a speaker, management consultant, and executive coach for McDonald's, Boeing, Procter & Gamble, General Electric, State Farm Insurance, Merrill Lynch, and the Children's Hospital of Cincinnati, among other organizations.

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