Introduction

The Power of Reframing

- Smart people do dumb things when they misread situations
- We need to use multiple frames to understand complex organizations and situations
- Organizations are complex, unpredictable, ambiguous and deceptive
- Organizations need leadership and management
- Organizational theory has implications for successful organizational function
The 4 frames

- STRUCTURAL
- HUMAN RESOURCE
- POLITICAL
- SYMBOLIC
Why we need 4 frames

- Collectively the frames view the same thing from multiple perspectives, facilitating reframing.
- Reframing is a powerful tool for gaining clarity, generating new options and finding strategies that work.
- Situations change constantly requiring appropriate adjustments.
- Leaders need the ability to frame and reframe as the issues they encounter change.
- Reframing involves another skill: the ability to break frames.
Structural Frame

- Origins – sociology and management science
- Goals, specialized roles and formal relationships
- Structures fit organizations, the environment and technology
- Formalize responsibilities, rules policies and procedures
Structural Frame

- Structural frame – understanding the social architecture of work
- Structure is more than red tape and bureaucracy
  - Bad structure wastes resources, frustrates people, undermines effectiveness
  - Good structure empowers people and units to work together and achieve goals
- Differentiation and integration as the central structural challenge
  - How do we divide the work?
- Structure depends on situation
  - Simpler more stable -- simpler, more hierarchical and centralized structure
  - Changing, turbulent environments -- more complex, flexible structure
Restructure when:

- The environment shifts
- Technology changes
- Organization grows
- Leadership changes
- Organization in trouble
  - Stagnant bureaucracies
  - Headless giants
  - Impulsive leadership
Organizations structure represents its effort to align internal processes with external environment.

Changes in environment pressure organizations to realign structure:
- In the short term, restructuring produces resistance, confusion, and performance gaps.
- Long run success depends on how well structure aligns with environment.
Human Resources Frame

- Organizations as extended family
- Individuals with needs, feelings, prejudices, skills and limitations
- Capacity to learn and capacity to defend old attitudes and beliefs
Human Resources Frame

- Organizations exist to serve human needs
- People and organizations need each other
- When the fit between individual and system is poor, one or both suffer
- A good fit benefits both
- Challenge is to tailor organization to people
  - Find a way for individuals to get the job done
  - While feeling good about what they are doing
Improving Human Resource Management

- Develop and Implement a Human Resource Philosophy
- Hire and keep the Right People
  - Know what you want
  - Hire to bring in right skills and attitude
  - Hire those who fit the mold
- Invest in and Empower Employees
- Promote Diversity
- Putting it all together
  - Total Quality Management
  - Training and Organization Development
  - Survey feedback
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There are multiple advantages to groups working effectively together.

Though often frustrating, groups can be both satisfying and efficient.

Individuals’ social skills or competencies are critical for success.

Employees bring social and personal needs to the workplace.

Managers spend much of their time working with relationships to get groups working effectively.
Interpersonal and Group Dynamics

Two basic models:

- **Model 1 assumptions**
  - Problems are caused by others
  - Unilateral diagnosis
  - Get person to change
  - If they resist, intensify the pressure; protect, or reject them

- **Model 2 assumptions**
  - Emphasize common goals
  - Communicate openly
  - Combine advocacy with inquiry

- **The Perils of Self-protection**
Managing Effective Groups

- Develop intergroup skills
- Agree on basics of operation
- Search for and work on interests in common
- Experiment with different approaches
- Doubt your infallibility
- Treat conflict as a group responsibility
- Leadership is essential, but may be shared and fluid
- Leaders who over control or understructure produce frustration and ineffectiveness
Chapter 9: Power, Conflict, and Coalition

- Political Assumptions
  - Organizations are coalitions of individuals and interest groups
  - Members have differences
  - Who gets what – scarce resources drive important decisions
  - Conflict occurs when resources are scarce – power becomes an asset
  - Bargaining and negotiations are used to make decisions
Not if organizations will have politics but rather what kind of politics will they have

Alliances form because members have common interests and can do more together than apart

Political issue is how competing groups communicate what they need and use power to get what they want

Political frame views authority as one of many forms of power
Power, Conflict, and Coalition

- **Sources of Power**: Position; control of rewards; coercive capability; information and expertise; reputation; personal power; alliances and networks; access and agenda control; framing and control of meaning and symbols

- Multiple sources of power must be utilized to be effective in getting things done

- Managers need to have an understanding to what people care about
Power, Conflict, and Coalition

- Conflict likely to occur at boundaries between groups and units; between departments and divisions; between levels
- Cultural conflict occurs between groups with differing values, traditions, beliefs, and lifestyles
- Managing conflict will determine how successful you are as a leader
Chapter 10: The Manager as a Politician

- Effective leaders have skills that can get people to accomplish objectives regardless of the obstacles
- Setting an Agenda - vision that balances interests of key parties and contains a strategy for achieving the vision
- Mapping the Political Terrain – identify players and anticipate challenges
The Manager as a Politician

- Networking and Building Coalitions – a manager needs friends and allies to get things done
  - Relationships are important

- Bargaining and Negotiation – needed when two or more parties with some interests in common and others in conflict need to reach an agreement
  - Separate people from the problem
  - Focus on interests, not positions
  - Invent options for mutual gain
  - Insist on objective criteria

- Morality and Politics – public eye, golden rule, impact on society
Chapter 11: Organizations as Political Arenas and Political Agents

- Organizations operate in complex ecosystems – active internal political processes; also act as agents in the larger political ecosystem
  - Schools – inside politics between employees at all levels, school board; outside politics with parents, taxpayers, etc.

- Sources of Political Initiative
  - Bottom-up: relying on groups to assert their interests
  - Top-down: relying on authorities to influence subordinates
Organizations as Political Arenas and Political Agents

- **Political Dynamics of Ecosystems**
  - Organizations have limited interests and compete for scarce resources

- **Business-Government Ecosystems**
  - Government policy determines: rules of commerce; structure of markets; permissible goods and services; and market size

- **Society as an Ecosystem**
  - Power relationship between organizations and everyone else
  - Of the 100 largest economies in the world, 51 are corporations, and 49 are countries; e.g., Walmart is bigger than Israel, Poland, or Greece
Chapter 12: Organizational Symbols and Culture

- Focus on making sense of the chaotic, ambiguous world in which we live
- Create symbols to sustain hope and faith, and to celebrate success
- Heroes are created through words and deeds and serve as living logos; stories keep them alive
- Rituals and ceremonies celebrate success and offer direction
- Metaphor, humor, and play offer escape from reality and stimulate creativity
Chapter 13: Culture in Action

- Team building – peak performance emerges as a team discovers its spirit and soul; creation of community
- Example, not command, holds a team together
- Stories carry history and values and reinforce identity
- Humor and play reduce tension and encourage creativity
- Ritual and ceremony lifts spirits and reinforces values
Chapter 14: Organization as Theater

- Performance and appearance matter more than data and logic
- Structures, activities, and events become expressive components of organizational theater
- Meetings, evaluations, and collective bargaining have scripts that must be followed to maintain norms
Symbolic Frame

- Planning is an essential ceremony – though may not produce results
- You are powerful if others think you are
- Leadership is a performing art – if things go wrong, revise the drama and dance to another tune
Part 6: Leadership Practice
Chapters 15-21

- **Focus**: utilize different views to achieve multi-frame approaches

- **Answer 2 questions**
  - How do you choose a frame?
  - How do you integrate different frames?
Integrating Frames for Effective Practice (Ch. 15)

- **View of Managers**: rational, organized, unruffled individuals with clean desks, power suits, clarity, and sophisticated and elaborate information systems

- **Job** – develop and implement farsighted strategies that result in predictable and robust results; excel as planners, organizers and decision makers

- **Reality** – hectic life, shifting rapidly from one topic to the next; bombarded with a swirling vortex of conversations, meetings, and memos with an information system that overwhelms them with details

- **Job** – deal with ill-defined problems and murky options where control is an illusion and rationality an after thought
Organizations Viewed as Multiple Realities – Utility of Frames

- Any organization event can be ’framed’ in multiple ways; each frame can serve different purposes dependent on view points of the players involved.
- People view the same event though different lenses, backgrounds, and expectations.
- Multiple realities can result in confusion and conflict.
- Advise: Choose a frame that illustrates you understand others’ perspectives –

This involves:
- Careful analysis; thought
- Intuition
- Artistry
Use of the 4 Frames to Interpret Organizational Processes

(Selected points from Exhibit 15.1)

- **Strategic planning** – human resource frame – promote participation which leads to acceptance
- **Decision-making** – human resource frame – open to generate commitment
- **Reorganizing** – structural frame – alter roles and responsibilities to fit tasks
- **Approaching conflict** – symbolic frame – develop shared values; use conflict to negotiate meaning
- **Goal setting** – political frame – provide opportunity for individuals and groups to express interests
- **Communication** – symbolic – tell stories
3 Studies Asked: “Does using multiple frames reveal alternative ways to respond?”

- **Approach:** Examine what higher performing organizations have in common

- **Data:** Each study identified 7-8 characteristics of excellent companies -
  - Embrace paradox
  - Loose, yet tight, organization
  - Clear core identity – helps them stay on track
  - Highly disciplined, yet entrepreneurial
  - Take risks and experiment; avoid analysis paralysis
  - Leaders focused on the company rather than personal reputation

- Known as the 3-frame model; **Note** that none of the characteristics were political.
Other studies looked at effective managers rather than organizations

- **Approach**: intensive study of 450 managers; examined day-to-day activities; asked, “what activities relate to success and effectiveness?”

- **Measured Effectiveness**: quality and quantity of the unit’s efficacy and the level of subordinate satisfaction with the manager

- **Measured Success**: the number of promotions/year and the rate people moved ahead

- **Results**: managers (unlike organizations) utilize all 4 frames; senior managers have unique problems and traits; jobs are complex and uncertain; substantial dependence on networks of individuals whose support and energy were critical
Studies Results, continued

- Three basic challenges of senior managers
  1. Setting agenda
  2. Building networks
  3. Using networks to get things done

- Effective and successful managers used time differently:
  - Effective managers spent time on communication and HR management, very little on networking
  - Successful managers spent ½ time on networking and ~10% on human resource management

- 10% of managers scored high on both success and effectiveness; had a balance emphasizing internal and external stakeholders –

  These are multi-frame managers
Reframing is powerful in a tough situation; For generating possibilities – Structural Frame

- Roles of structural managers / leaders:
  - Clarify goals
  - Develop clearly defined roles and relationships based on what needs to be accomplished

- Structural leaders:
  - Have right design and implementation strategies
  - Do their homework / prepared
  - Rethink the relationship of structure, strategy and environment
  - Focus on implementation
  - Actively experiment
Human Resource Managers/Leaders

- Believe people are the center of any organization
- Work on behalf of the organization AND its employees – seeks to serve the interests of both
- **Job** is twofold: 1) **Support** – show concern, listen to aspirations and goals; communicate personal warmth and openness; 2) **Empower** – core value is dignity and worth of individuals; gives workers a stake in organization’s success; stress participation and inclusion
- Human resource leader is a **facilitator and/or catalyst**
- **Power** comes from talent, sensitivity and service, not from position; leaves operating decisions to others
Political Managers/Leaders

- Believe managers must recognize political reality and deal with inevitable conflict
- Recognize groups compete for resources and have their own agenda
- **Job**: recognize major constituencies, develop ties to leaders of constituencies, manage conflict, build a power base and linkages to stakeholders and networks
- Political leaders are realists, avoid letting desires cloud judgment, see possibilities, clearly define what they want, assess distribution of power and map political terrain
- Persuade first, negotiate second, coerce only if necessary, use power judiciously
- Appeal to the self-interests of adversaries
Symbolic Managers/Leaders

- Believe inspiration most important charge of a leader, give workers something to believe in, a common core
- Passionate about making the organization unique and communicating passion to others, use dramatic symbols to get people excited or give them a sense of mission, create slogans, tell stories, hold rallies, give awards
- Are visible and energetic; sensitive to an organization’s history; seek and utilize traditions and values to build cohesiveness and meaning; have a vision
- Portray organizations as theater or temple, a stage in which actors play roles to communicate the right impression to audiences

**Job Practices:**
- Lead by example
- Articulate a vision
- Seek signs of coming change
- Advocate hope
Reframing examines the same situation from multiple vantage points; changes views when things aren’t working; generates possibilities.

Each frame has shortcomings

- **Structural** – risks ignoring what falls outside tasks, procedures, policies, and organization charts; leads to neglect of human, political and cultural variables
- **Human Resource** – can be overly optimistic about integration while ignoring structure and reality of conflict and scarcity
- **Political** – can reinforce conflict and mistrust; can sacrifice collaboration and hope
- **Symbolic** – concepts can be elusive; effectiveness depends on artistry of the user
Reframing *Change*: Training, Realigning, Negotiating and Grieving

- Change can be difficult, even when positive. Change undermines existing structure, creating ambiguity and distrust.
- When things shift, workers become unsure of their duties, how to relate to others and where authority lies.
- Frames help you to see pitfalls and roadblocks ahead.
- Clinging to old beliefs and habits when the world is changing is self-defeating.
- Don’t leave change to chance
Reframing *Change*, continued

- Flexibility, experimentation and willingness to try new beliefs are critical.
  - Take time to listen to ideas and concerns, make sure those involved have the talent, confidence and expertise to perform new responsibilities. Employee training and participation in decisions yields ‘buy in’.
  - Allow time for grieving.

3 concepts of how change works in practice

- **Routine** – regular pattern of behavior
- **Search** – acquire new information and alter routine as needed; this leads to mutations on how things are accomplished
- **Selection** – finding promising new alternatives

*Keep mutations that work*
Change and Conflict

4 issues with change leading to conflict:

1. **Alters individuals’ ability to feel valuable**
   - Provide support, training, a chance to participate in the process

2. **Disrupts existing patterns and roles leading to confusion and uncertainty**
   - Revise and realign structural patterns to support the new direction

3. **Creates conflict between those that benefit from the change and those that do not**
   - Provide safe area where issues can be plainly spoken

4. **Generates a loss of meaning for recipients**
   - Implement transition rituals that allow mourning of the past and celebrate the future; recognize grief
The organization’s commitment to its deeply rooted identity, beliefs and values – its *soul* that harbors core values

- Virtues strived for in personal lives should be the same in business
  - Honesty
  - Dependability
  - Courage
  - Loyalty
  - Integrity

- **Ethics and soul are essential for managing a fulfilling organization** – basis of continuity and stability, clearness and vision, corporate loyalty, and individual integrity
Gifts of Leadership

**Leading is Giving**

- **Gift of oneself** – talents, time, accountability
- **Gift of authorship** – trusting others to solve problems, give feedback
- **Gift of caring / love** – compassion and concern for others; willingness to reach out and open one’s heart, to become vulnerable
- **Gift of power and justice** – committed to justice to enhance the power of subdominant groups; willingness to share power, encourages the individual to work toward a common goal, joyful leading with enthusiasm
- **Gift of significance** – rooted in belief that work is precious and of value; lead workers toward a desire to make a difference
Leadership in Action

Chapter 20 and 21: Bringing it all together

To demonstrate action, gave an example of a principal thrown into a really bad situation and faced with “What to do?”

Action Items:

- Examined each situation one frame at a time (active reflection and reframing), asked “What does this view reveal?” and “What options does this view suggest?”
Structural Frame Lessons

- People blame others when the real problems are systemic

- **Two cornerstones** of the structural frame
  - Differentiation
  - Integration, so

- Worked on integrating devices to link divergent approaches
  - Set up a committee to define goals, roles and responsibilities
  - Established roles
  - Without these items -
  - **Conflict and confusion prevails**
Symbolic & HR Frame Lessons

- **Symbolic** - Needed a symbol that rose above all the factions and divisions, something bigger than individuals
  - Needed an icon ALL could rally around
- **Human Resource** - Needed to go back to the original values when the school was launched and spirits were high
  - Reignite the spark
  - Ask “Who are we?” “What are our values?” What do we stand for?”
- **Vision**: A cohesive group that pulls together for a common purpose

Wanted a **multi-frame approach**, needed a plan of action and an agenda anchored in basic values; knew **reframing was more art than science**
Qualities of Good Leaders

- Intuitively recognize the multiple dimensions of society and can move flexibly to accomplish their vision
- See the organizations as a machine, family, jungle and theater at the same time and simultaneously think about each
- Ability to see organizations as organic forms that need roles, powers and symbols that must be integrated
- Be rigid and flexible; deeply reflective and dramatically explicit about core values; a follower; gets things done without being done in

Walk a thin line between extremes