Objectives

• Discuss the concepts of reframing in terms of:
  • Structural
  • Human Resource
  • Political
  • Symbolic

• Analyze and apply the frames in relationship to specific examples

• Determine the impact of frames on organizations and leaders
“Reframing requires an ability to think about situations in more than one way, which lets you develop alternative diagnoses and strategies.”
The Structural Frame

Understanding the Social Architecture of Work
The Human Resource Frame

Organizations Exist to Serve Human Needs
The Political Frame

Power, Conflict, Coalition
The Symbolic Frame

Performance and Appearance Matter More than Data and Logic
Applying the Frames—An Example

Changes to Texas A&M University Faculty Appointments and Vacation Accrual:

• Structural Frame
• Human Resource Frame
• Political Frame
• Symbolic Frame
Name Changes to Include “Texas A&M” in All Agency Organization Titles

- Number off into four groups (can’t be from the same system)
- Examine the name change mandate from the following frames:
  - Structural—Group 1
  - Human Resource—Group 2
  - Political—Group 3
  - Symbolic—Group 4
- Report your findings back to the group
Good Leaders Must...

• Intuitively recognize the multiple dimensions of an organization

• See the organization as a machine, a family, a jungle, and a theater and simultaneously think about each at different times

• See organizations as organic forms that need roles, powers, and symbols integrated
A frame is a mental model—a set of ideas and assumptions—that you carry in your head to help you understand and negotiate a particular “territory.” A good frame makes it easier to know what you are up against and, ultimately, what you can do about it.

Questions?
Thank you!