Reframing Leadership: Framework for Organizational Change

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Objectives

- Recognize essential leadership qualities
- Rate your leadership orientations using the Bolman and Deal’s Frames Quick Self-Rating Scale
- Apply *Reframing* strategies and analyze your leadership approach to a case study.
Lifelong Leadership Development Model

Experience: Challenge Transformation

Feedback: Formal & Informal

Support: Mentors, Advisors, Peers

Exploration: Directed, Self-directed

Purpose

Values

Reflection

Personal, Organizational, Societal

AAL
How Do You Define Leadership?
There are nearly the same number of leadership definitions as there are people who have attempted to define the concept.

~Stogdill, 1974
A Few of My Favorites

- Leadership is the art of getting someone else to do something you want done because he/she wants to do it. (Dwight D. Eisenhower)

- The art of leadership is saying no, not saying yes. It is very easy to say yes. (Tony Blair)

- The art of communication is the language of leadership. (James C. Humes)
Reframing Leadership

- Leaders need to be able to look at any situation they face from different perspectives and reframe it in order to deal with it effectively.
Define A Leader

- Think of a leader that you worked for or observed...
  
  ...What qualities does this person have or actions this person takes that make you admire him/her as a leader?
Four-Frames Model
Structural Frame

Leader’s role as an architect. The emphasis is on finding the right design for the task at hand.

Structural Frame assumes:
• organizations exist to achieve goals and objectives;
• things work best when rationality prevails over human needs;
• it is most effective and efficient to assign roles using specialization and division of labor;
• problems are a result of poor structure.

Problems arise when the structure does not fit the situation.
Human Resources Frame

Leader’s role as a coach. The central theme is improving the fit between the individual and the organization. It begins with caring.

Problems arise when the organization is not tailored to the people.

Structural Frame assumes:
- organizations exist to serve human needs, rather than humans existing to serve the organization’s needs;
- people and organizations need each other;
- when the fit between the individual and the organization is poor, both suffer and a good fit benefits both.
Political Frame

Leader’s role as a peacemaker. Organizations and societies are networks as well as hierarchies, and the power of relationships is a crucial complement to the power of position.

Structural Frame assumes:

- organizations are coalitions of individuals and interest groups;
- there are lasting differences among coalition members’ values, beliefs, information;
- interests and perceptions of reality;
- important decisions involve the allocation of scarce resources;
- goals and decisions emerge from bargaining, negotiation, and jockeying for position.

Problems arise when power is concentrated in the wrong places or is too broadly dispersed.
Symbolic Frame

Leader’s role as a storyteller. The central theme is the way humans discover and create meaning in an ambiguous and chaotic world.

Problems arise when actors play their parts badly, symbols lose their meaning, or ceremonies and rituals lose their potency.

Structural Frame assumes:
• What is most important about any event is not what happened, but what it means;
• events have multiple meanings because everyone interprets experiences differently;
• most of life is ambiguous or uncertain and high levels of uncertainty undercut rational analysis, problem solving, and decision making;
• many events are more important for what is expressed than what is produced.
Frames Quick Self-Rating Scale
Four Frames Self-Assessment

- **Purpose:** Rate your leadership orientation

- **How:** Complete a 6 item forced-choice instrument which takes 5 - 10 minutes to complete

- **Score:** Assign 4 for the one response that best fits you, 3 for the second best, and so on.

- **Chart:** Your leadership orientation
Mapping your Results
1. Do the results seem right? (That is, do you feel your scores make sense? If not, what's wrong, or what's missing?)

2. Are the results what you want? (That is, given a sense of the kind of leader you want to be, how well do these results fit?)
The Big Picture

- Goals
- Specialized roles
- Division of labor
- Rules, policies, procedures, and hierarchies

Structural

- Needs
- Skills
- Relationships
- Empowerment
- Extended family

Human Resources

- Power
- Conflict
- Competition
- Advocacy
- Power
- Negotiation

Political

- Culture
- Meaning
- Rituals
- Ceremony
- Inspiration

Symbolic
Overview Four-Frame Model

The **structural frame** focuses on the architecture of the organization.

The **human resource frame** emphasizes understanding people and their relationships.

The **symbolic frame** captures organizational life as drama and treats organizations as theatre, temples, or carnivals.

The **political frame** sees organizations as jungles, arenas, or contests.
## Integrating Four Frames

<table>
<thead>
<tr>
<th></th>
<th>Structural</th>
<th>Human Resources</th>
<th>Political</th>
<th>Symbolic</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic</strong></td>
<td><strong>Planning</strong></td>
<td><strong>Gatherings to</strong></td>
<td><strong>Arenas to air</strong></td>
<td><strong>Rituals to signal</strong></td>
</tr>
<tr>
<td><strong>Planning</strong></td>
<td>Strategies to set objectives &amp; coordinate</td>
<td>promote participation</td>
<td>conflicts &amp; realign power</td>
<td>responsibility, negotiate meanings</td>
</tr>
<tr>
<td></td>
<td>resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Decision</strong></td>
<td><strong>Making</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Making</strong></td>
<td>Rational sequence to produce right decision</td>
<td>Open process to produce</td>
<td>Opportunity to gain or exercise power</td>
<td>Ritual to confirm values &amp; provide opportunities for bonding</td>
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<tr>
<td></td>
<td></td>
<td>commitment</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reorganizing</strong></td>
<td><strong>Realign roles and responsibilities to fit tasks and environment</strong></td>
<td><strong>Maintain balance between human needs and formal roles</strong></td>
<td><strong>Redistribute power and form new coalitions</strong></td>
<td><strong>Maintain image of accountability &amp; responsiveness; negotiate new social order</strong></td>
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*Note: The table above outlines strategies and activities for integrating four frames in strategic planning, decision making, and reorganizing.*
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<tbody>
<tr>
<td>Evaluating</td>
<td>Way to distribute rewards or penalties; control performance</td>
<td>Process for helping individuals grow and improve</td>
<td>Opportunity to exercise power</td>
</tr>
<tr>
<td>Approaching Conflict</td>
<td>Maintain organizational goals resolving conflict</td>
<td>Develop relationships by confronting conflict</td>
<td>Develop power by bargaining, forcing, or manipulating others to win</td>
</tr>
<tr>
<td>Goal Setting</td>
<td>Keep organization headed in right direction</td>
<td>Keep people involved and communication open</td>
<td>Provide opportunity to make interests known</td>
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<tr>
<td><strong>Communication</strong></td>
<td>Transmit facts and information</td>
<td>Exchange information, needs, and feelings</td>
<td>Influence or manipulate others</td>
<td>Tell stores</td>
</tr>
<tr>
<td><strong>Meetings</strong></td>
<td>Formal occasions for making decisions</td>
<td>Informal occasions for involvement, sharing feelings</td>
<td>Competitive occasions to win points</td>
<td>Sacred occasions to celebrate and transform the culture</td>
</tr>
<tr>
<td><strong>Motivation</strong></td>
<td>Economic incentives</td>
<td>Growth and self-actualization</td>
<td>Coercion, manipulation, and seduction</td>
<td>Symbols and celebrations</td>
</tr>
</tbody>
</table>
# When to Choose the Best Frame

<table>
<thead>
<tr>
<th>Question</th>
<th>If answer is YES</th>
<th>If answer is NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is individual commitment and motivation essential to success?</td>
<td>Human Resource, Symbolic</td>
<td>Structural, Political</td>
</tr>
<tr>
<td>Is the technical quality of the decision important?</td>
<td>Structural</td>
<td>Human Resource, Political, Symbolic</td>
</tr>
<tr>
<td>Are there high levels of ambiguity and uncertainty?</td>
<td>Political, Symbolic</td>
<td>Structural, Human Resource</td>
</tr>
<tr>
<td>Are conflict and scarce resources significant?</td>
<td>Political, Symbolic</td>
<td>Structural, Human Resource</td>
</tr>
<tr>
<td>Are you working from the bottom up?</td>
<td>Political</td>
<td>Structural, Human Resource, Symbolic</td>
</tr>
</tbody>
</table>
Barriers to Change

- Loss of clarity & stability, confusion, chaos
- Anxiety, uncertainty, feelings of incompetence, neediness
- Disempowerment, conflict between winners and losers
- Loss of meaning & purpose, clinging to the past
Essential Strategies

- Communicating, realigning & renegotiating formal patterns and policies
- Training to develop new skills, participation & involvement, psychological support
- Creating arenas where issues can be renegotiated and new coalitions formed
- Creating transition rituals – mourning the past, celebrating the future
Case Studies
Case Study Activity

- **Objective:** View the scenario and determine the best frame (or combination of frames) to use to approach this situation.
- **Time:** 45 minutes
- **Instructions:** Divide into small groups. Discuss the situations outlined at your table and decide what behavioral framework would be the best to operate out of and why?
- **Note:** There is no correct answer. There might be more than one approach/or combination of approaches to take for each situation
Case Study Activity

- After a group discussion, we will come back together and compare and discuss answers.
- Your decisions should be based on what helps meet the goal(s), both in the moment and for the long-term.
- You need not address an issue in all four frames, but it's a good idea. Ask yourself: “Can we touch all of them?”
- **The Structural Framework** focuses on the how to find some pattern of formal roles and relationships that will accommodate organizational needs as well as individual differences.

- **The Human Resource Framework** places people first, which is very similar to stewardship or servant leadership where participation in decision making and problem solving are primary components of the model.

- **The Political Framework** is where the political leader understands the reality of the politics in the organization and deals with them.

- **The Symbolic Framework** draws on social and cultural anthropology. The organization is thought to be akin to tribes or theater; they are cultures that operate based on ceremonies, rituals, rules, myths, policies, stories, heroes and managerial authority.
“When you do what you fear most, then you can do anything.”

~Stephen Richards
Thank You

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