

A Thought Experiment...

Your day

- Meet with Students/Families
- Respond to Email
- Answer Telephone Calls
- Committee Meetings
- Review Applications
- Program Management
- AND
- *An invitation to a Pizza and Ping-Pong party over lunch*



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A Thought Experiment...

Ask Yourself

- *"Do I Go?"*

How You Might Respond

- *"I'm too busy to play games"*
- *"Sure - I love getting to spend time with my colleagues"*
- *"Here's a chance to get to know my boss's boss"*
- *"Being part of this team means doing silly stuff like this."*



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A Thought Experiment...

How I responded



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Introduction to the Four Frames

Reframing Organizations

By Lee G. Bolman and Terrence E. Deal



Reframing Organizations

- "The Curse of Cluelessness"
- The Dilbert Principle:
 - "The most ineffective workers are systematically moved to the place where they can do the least damage – management."
- The problem to be solved
 - "We are hard pressed to manage organizations so that benefits regularly exceed costs."
 - "The big question: ***Why Should This Be?***"



The Curse of "Cluelessness"

- "Cluelessness: defined"
 - To become cocooned in imperfect worldviews such that one misread their circumstances and do not see other options.



The Root of Cluelessness

- "Clueless" Leaders
 - Possess inadequate mental models
 - Cannot fully assess the environment
 - Use only the most familiar neural pathways (i.e. "lazy" thinking)
- "Artistic" Leaders
 - Able to "frame and reframe" experience
 - Find new ways to see things
 - Articulate their vision
 - Lead others to change perspective
- "A primary cause of managerial failure is faulty thinking rooted in inadequate ideas."



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What is a Frame?

- Bolman and Deal define frames as:
 - Windows
 - Maps
 - Tools
 - Lenses
 - Orientations
 - Perspectives
- As you "change frames" you change what you see



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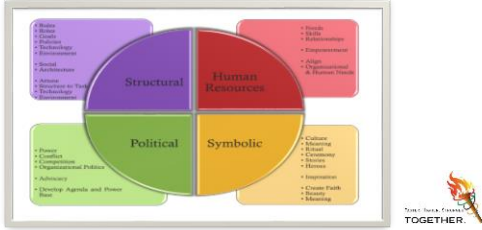
Four Frames?

- *"To the man with a hammer, every problem looks like a nail."*
- The Theory
 - There are 4 Frames
 - Most people use only 1 or 2



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The Four Frames



The Four Frames

- Structural
- Human Resource
- Political
- Symbolic



The Four Frames

- How Managers Think
 - Limited view
 - Opt for rational solutions
 - Value certainty and control
 - Fearing ambiguity and "going with the flow"
- Often rely on "One Right Answer"



The Four Frames

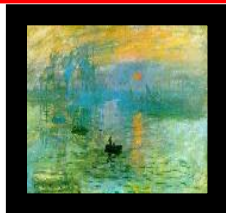
- How Managers *Might* Think
 - Holistic framework
 - A palette of options
 - Apply creativity, risk taking and playfulness
 - Not *The Answer*, but *The Right Question*
- Passionate commitment to principle combined with flexibility



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Structural Frame

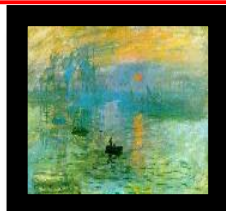
- Assumptions
 - Goals and objectives
 - Division of labor and specialization
 - Control and coordination
 - Rationality
 - Designed for current environment
- Problems result from structural deficiencies



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Structural Frame

- Metaphor for Organization
 - Factory or Machine
- Central Concepts
 - Rules, roles, goals, policies, technology, environment
- Image of Leadership
 - Social architecture (e.g. hierarchy or organization chart)
- Leadership Challenge
 - Attune structure to task, technology and environment



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Human Resource Frame

- Assumptions
 - Organizations exist to serve human needs
 - Mutual/reciprocal need
- "Fit" is key
 - Poor fit hurts both org and person
 - Good fit benefits both org and person



Human Resource Frame

- Metaphor for Organization
 - Family
- Central Concepts
 - Needs, skills and relationships
- Image of Leadership
 - Empowerment
- Leadership Challenge
 - Align human and organizational needs



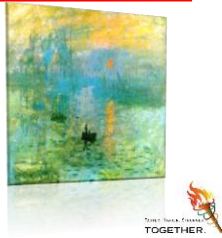
Political Frame

- Assumptions
 - Organizations are made up of coalitions of interest groups
 - Enduring differences exist among coalitions (values, interests and perceptions)
 - Scarce resources and differences lead to conflict
 - Power is the most important asset
- Decisions **emerge** from bargaining, negotiation and jockeying for position



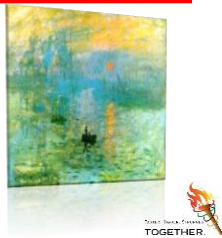
Political Frame

- **Metaphor for Organization**
 - Jungle
- **Central Concepts**
 - Power, conflict, competition
- **Image of Leadership**
 - Advocacy
- **Leadership Challenge**
 - Set the agenda, establish power base



Symbolic Frame

- **Assumptions**
 - Meaning of events is most important
 - Events have multiple meanings
 - Symbols provide clarity, predictability, direction and hope amidst uncertainty and ambiguity
 - What is expressed is more important than what is produced
- **Shared values and beliefs creates a unifying organizational culture**



Symbolic Frame

- **Metaphor for Organization**
 - Theatre, temple
- **Central Concepts**
 - Culture, meaning, metaphor, ritual, ceremony, stories, heroes
- **Image of Leadership**
 - Inspiration
- **Leadership Challenge**
 - Create meaning, beauty, faith



Putting the Four Frames into Action

- Who Represents Which Frame?
 - Structural
 - Scarecrow
 - Human Resource
 - Tin Man
 - Political
 - Cowardly Lion
 - Symbolic
 - Dorothy
- Story of a Quest



Final Thought

- Friend: "Paul, that doesn't look much like a sunset"
- Paul Cezanne: "Then you do not see sunsets as I see them."



Questions/Comments

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