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
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.”
A Thought Experiment...

• How I responded
Introduction to the Four Frames

Reframing Organizations
By Lee G. Bolman and Terrence E. Deal

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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 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.”
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
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
The Four Frames

- **Structural**
  - Rules
  - Roles
  - Goals
  - Policies
  - Technology
  - Environment
  - Social
  - Architecture
  - Attune
  - Structure to Task
  - Technology
  - Environment

- **Human Resources**
  - Needs
  - Skills
  - Relationships
  - Empowerment
  - Align
  - Organizational & Human Needs

- **Political**
  - Power
  - Conflict
  - Competition
  - Organizational Politics
  - Advocacy
  - Develop Agenda and Power Base

- **Symbolic**
  - Culture
  - Meaning
  - Ritual
  - Ceremony
  - Stories
  - Heroes
  - Inspiration
  - Create Faith
  - Beauty
  - Meaning
The Four Frames

• Structural
• Human Resource
• Political
• Symbolic
The Four Frames

• How Managers Think
  • Limited view
  • Opt for rational solutions
  • Value certainty and control while 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
    • Finding the Right Question
  • Passionate commitment to principle combined with flexibility
Structural Frame

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

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