



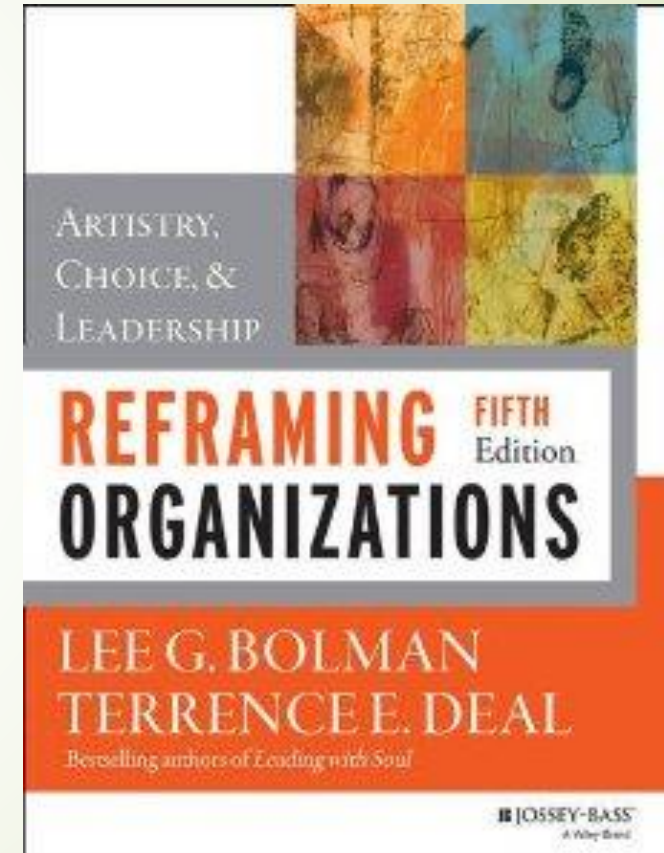
Leadership & Organizational Framework

“Reframing Organizations”

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November 2, 2016

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- Strategies for Improving Organizations: The Track Record
- Difficulties implementing improvement strategies abound.
- *How can leaders and managers improve the odds for themselves as well for their organizations?*
- The 4-frames provides a way.
- <http://www.leadership-development-resources.com/4-frames.html>



The Structural Frame

- ▶ Organizations exist to achieve established goals and objectives.
- ▶ Organizations work best when rationality prevails over personal agendas and extraneous pressures.
- ▶ Responsibilities, rules, policies, procedures
- ▶ Problems arise and performance suffers from structural deficiencies, which can be remedied through analysis and restructuring. **Metaphor - Machine**



The Human Resource Frame

- ▶ This frame centers on jointly meeting peoples' and organizational needs.
- ▶ Organizations exist to serve human needs rather than the converse.
- ▶ People and organizations need each other. Organizations need ideas, energy, and talent; people need careers, salaries, and opportunities.
- ▶ Focus on understanding the fit between the individual and the organization.
- ▶ A good fit benefits both. Individuals find meaningful and satisfying work, and organizations get the talent and energy they need to succeed. **Metaphor - Family**



*"WHEN YOU BRING IN GREAT PEOPLE WHO ARE **REALLY EMPOWERED** TO DO THEIR THING, THEY COME UP WITH IDEAS THAT ARE **EVEN BETTER** THAN WHAT YOU WOULD COME UP WITH."*

The Political Frame

- ▶ Organizations are coalitions of assorted individuals and interest groups in which coalition members have enduring differences in values, beliefs, information, interests, and perceptions of reality.
- ▶ Most important decisions involve allocating scarce resources - who gets what. Scarce resources and enduring differences put conflict at the center of day-to-day dynamics and make power the most important asset.
- ▶ Goals and decisions emerge from bargaining and negotiation.
- ▶ Coalitions form because each party needs the other, even with only partly overlapping interests. Scarce resources increase politics during difficult times. **Metaphor - Jungle**



Overview of the Four-Frames Model

	Structural	Human Resources	Political	Symbolic
Metaphor	Factory / Machine	Family	Jungle	Carnival / Theatre / Temple
Central Concepts	Rules, roles, goals, policies, technology, environment	Needs, skills, relationships	Power, conflict, competition, organizational policies	Culture, meaning, ritual, ceremony, stories, heroes
Leadership Image	Social architecture	Empowerment	Advocacy	Inspiration
Leadership Challenge	Attune structure to task, technology, environment	Align organizational needs with human needs	Develop agenda with power base	Create faith, beauty, meaning
Organizational Ethic	Excellence	Caring	Justice	Faith
Leadership Contribution	Authorship	Love	Power	Significance



Situational Analysis

- ▶ Marie Williams, AVC for Human Resources, has been invited to a meeting with Scott Douglas, VC for Finance and Administration, and Chancellor Randy Woodson. She has requested ***the Staff Senate provide her with a list of the three most important, NON-FINANCIAL, challenges that staff are facing across the NC State campus.***
- ▶ What's on your list?
- ▶ Along with the issues, ***you must also provide her with a list of solutions using each of the frames and the information provided through the 4 Frames approach to reframing organizations.***



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