LEADERSHIP & ORGANIZATIONAL FRAMEWORK

“A 4 Frames Approach”
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

STRUCTURAL ASSUMPTIONS

1. Organizations exist to achieve established goals and objectives.
2. Organizations increase efficiency and enhance performance through specialization and appropriate division of labor.
3. Suitable forms of coordination and control ensure that diverse efforts of individuals and units mesh.
4. Organizations work best when rationality prevails over personal agendas and extraneous pressures.
5. Problems arise and performance suffers from structural deficiencies, which can be remedied through analysis and restructuring.
THE HUMAN RESOURCE FRAME

This frame centers on jointly meeting peoples’ and organizational needs.

1. Organizations exist to serve human needs rather than the converse.
2. People and organizations need each other. Organizations need ideas, energy, and talent; people need careers, salaries, and opportunities.
3. When the fit between individual and system is poor, one or both suffer. Individuals are exploited or they exploit the organization – or both become victims.
4. A good fit benefits both. Individuals find meaningful and satisfying work, and organizations get the talent and energy they need to succeed.
THE POLITICAL FRAME

POLITICAL ASSUMPTIONS

1. Organizations are coalitions of assorted individuals and interest groups.
2. Coalition members have enduring differences in values, beliefs, information, interests, and perceptions of reality.
3. Most important decisions involve allocating scarce resources - who gets what.
4. Scarce resources and enduring differences put conflict at the center of day-to-day dynamics and make power the most important asset.
5. Goals and decisions emerge from bargaining and negotiation among competing stakeholders jockeying for their own interests.

Implications of the Political Propositions

Coalitions form because each party needs the other, even with only partly overlapping interests. Scarce resources increase politics during difficult times.
THE SYMBOLIC (CULTURAL) FRAME

SYMBOLIC ASSUMPTIONS

1. What is most important is not what happens but what it means.

2. Activity and meaning are loosely coupled; events and actions have multiple interpretations as people experience life differently.

3. Facing uncertainty and ambiguity, people create symbols to resolve confusion, find direction, and anchor hope and faith.

4. Events and processes are often more important for what is expressed than for what is produced. Their emblematic form weaves a tapestry of secular myths, heroes and heroines, rituals, ceremonies, and stories to help people find purpose and passion.

5. Culture forms the super glue that bonds an organization, unites people, and helps an enterprise accomplish desired ends.
THE FOUR FRAMES

Structural

Human Resources

Political

Symbolic (Cultural)