

Bolman and Deal's "FOUR FRAMES"				
	Structural	Human Resource	Political	Symbolic
Metaphor	Factory or Machine	Extended Family	Jungle or Arena	Carnival, temple, theatre
Organizational Ethic	Excellence	Caring	Justice	Faith
Central Lenses, Focus, Filters	Rules, formal roles, goals, policies, technology, procedures	Individuals with needs, feelings, prejudices, skills and limitations; relationships, "fit"	Different interests competing for power and resources; conflict is normal; competition, organisational policies, resources, interests, agendas, alliances	Culture & meaning found in: metaphor, ritual, ceremony, stories, heroes, rritual, myths
Images of Leader	Social architect; Institutional architect, analyst, systems designer	Servant, catalyst, coach	Advocate, negotiator, political strategist	Artist, prophet
Key Leadership Assumptions	<ul style="list-style-type: none"> ▪ Specialization increases efficiency ▪ Clarity and control enhance performance ▪ Problems result from structural misalignment 	<ul style="list-style-type: none"> ▪ Institutions and individuals need each other ▪ Individual-organizational alignment benefits both sides ▪ Productive relationships vital to organizational health ▪ Learning is central to productivity and change 	<ul style="list-style-type: none"> ▪ Differences are enduring ▪ Resources are scarce ▪ conflict is inevitable ▪ Key decisions involve who gets what 	<ul style="list-style-type: none"> ▪ People interpret experiences differently ▪ Meaning-making is a central organizational process ▪ culture is an institution's emotional and intellectual glue ▪ Symbols express institutional identity, values, and beliefs

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Leadership Task	Divide the work, coordinate the pieces	Facilitate the alignment between individual and organizational needs	Bargain, negotiate, build coalitions, set agendas, manage conflict	See possibilities; create common vision; manage meaning; infuse passion, creativity, and soul
Leadership Logic	Rational analysis	Attending to people	Distributive justice	Building faith and shared meaning
Leadership Currency	Clarity	Care	Empowerment	Hope and promise
Problems Arise When....	structure does not fit the situation	Limited capacity to learn; skills mismatch; tendency to defend old feelings, prejudices, attitudes and beliefs	power is concentrated in the wrong places or is too broadly dispersed	actors play their parts badly, when symbols lose their meaning, when ceremonies and rituals lose their potency
Tools	<ul style="list-style-type: none"> ▪ Structure individuals' work ▪ Structure organizations ▪ Structure the change process 	<ul style="list-style-type: none"> ▪ Open communication ▪ Empowerment ▪ Effective teams for collective action ▪ Support, coaching, and care ▪ Hire the right people 	<ul style="list-style-type: none"> ▪ Set agendas ▪ Map the political terrain ▪ Network and build coalitions ▪ Bargain and negotiate 	<ul style="list-style-type: none"> ▪ Build on the past for an exciting, new vision of the future ▪ Lead by example ▪ Construct a heroic narrative and tell it often ▪ Leveraging the power in ritual and ceremony

SOURCES:

Lee G. Bolman, Terrence E. Deal. *Reframing Organizations: Artistry, Choice and Leadership*. San Francisco: Jossey-Bass, 2013 (5th).

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Phil Vincent. "Four-Frame Model - Reframing Organisations." York St John University. Presented Feb 17, 2013. Accessed on Slideshare Dec 17, 2013 <http://www.slideshare.net/PhilVincent1/fourframe-model>