

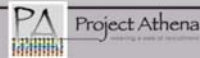
## Week 9 Dynamic Leadership

Kathleen Burnett, FSU  
Linda Smith, UIUC  
Harry Bruce, UW



## Outline

- Administrivia
- Reframing Organizations
  - Matching Frames to Situations
  - Reframing Leadership
  - Reframing Change
  - Reframing Ethics and Spirit



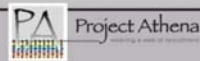
## Outline

- Disciplines of the Learning Organization
  - Learning Disabilities
  - Personal Mastery
  - Shared Vision
- Proposal Presentations



## Reframing Organizations

- *Frame (mental model)* – is a set of assumptions you carry in your head; helps negotiate a particular territory; lens
- *Reframing* – an ability to understand and use multiple perspectives



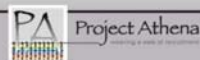
## Reframing Organizations

- *The Structural Frame*: how to organize and structure groups/teams to get results
- *The Human Resource (HR) Frame*: how to tailor organizations to satisfy human needs, improve HR management, & build positive interpersonal and group dynamics



## Reframing Organizations

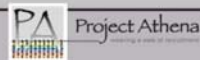
- *The Political Frame*: how to cope with power and conflict, build coalitions, hone political skills, and deal with internal and external politics
- *The Symbolic Frame*: how to shape a culture that gives purpose & meaning to work, stage organizational drama & build team spirit through ritual, ceremony, & story



Frames				
	<i>Structural</i>	<i>Human Resources</i>	<i>Political</i>	<i>Symbolic</i>
<b>Metaphor for Organization</b>	Factory or Machine	Family	Jungle	Carnival, temple, theatre
<b>Central concepts</b>	Rules, roles, goals, policies, technology, environment	Needs, skills, relationships	Power, conflict, competition, organizational politics	Culture, meaning, metaphor, ritual, ceremony, stories, heroes
<b>Image of Leadership</b>	Social architecture	Empowerment	Advocacy	Inspiration
<b>Basic Leadership Challenge</b>	Attune structure to task, technology, environment	Align organizational & human needs	Develop agenda & power base	Create faith, beauty, meaning

## Matching Frames to Situations

- Choosing a Frame:
  - Are individual commitment and motivation essential to success?
    - If yes: Human Resource
    - Symbolic
  - If no: Structural
  - Political



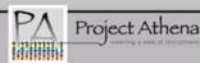
## Matching Frames to Situations

- Is the technical quality of the decision important?
  - If yes: Structural
  - If no: Human Resource
  - Political
  - Symbolic



## Matching Frames to Situations

- Is there a high level of ambiguity and uncertainty?
  - If yes: Political
  - Symbolic
  - If no: Structural
  - Human Resource



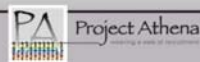
## Matching Frames to Situations

- Are conflict and scarce resources significant?
  - If yes: Political
  - Symbolic
  - If no: Structural
  - Human Resource



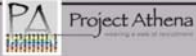
## Matching Frames to Situations

- Are you working from the bottom up?
  - If yes: Political
  - Symbolic
  - If no: Structural
  - Human Resource



## Reframing Leadership

- Context
- “One Best Way”
- Contingency Theories
  - Situational Leadership




### Situational Leadership Model

<i>High Relationship, Low Task:</i> <b>Leadership Through Participation</b> Use when followers are “able” but “unwilling” or “insecure”	<i>High Relationship, High Task:</i> <b>Leadership Through Selling</b> Use when followers are “unable” but “willing” or “motivated”
<i>Low Relationship, Low Task:</i> <b>Leadership Through Delegation</b> Use when followers are “able” but “willing” or “motivated”	<i>Low Relationship, High Task:</i> <b>Leadership Through Telling</b> Use when followers are “unable” but “unwilling” or “insecure”

## Gender and Leadership

- Do men and women lead differently?
- Why the glass ceiling?
  - stereotypes → leadership = maleness
  - tightrope of conflicting expectations
  - women encounter discrimination
  - women pay a higher price



### Leadership Is Effective When...

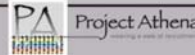
<i>Frame</i>	<i>Leader Is:</i>	<i>Leadership Process Is:</i>
Structural	Analyst, architect	Analysis, design
Human Resource	Catalyst, servant	Support, empowerment
Political	Advocate, negotiator	Advocacy, coalition building
Symbolic	Prophet, poet	Inspiration, framing experience

### Leadership Is Ineffective When...

<i>Frame</i>	<i>Leader Is:</i>	<i>Leadership Process Is:</i>
Structural	Petty, tyrant	Management by detail and fiat
Human Resource	Weakling, pushover	Abdication
Political	Con artist, thug	Manipulation, fraud
Symbolic	Fanatic, fool	Mirage, smoke and mirrors

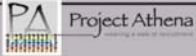
## Reframing Leadership

- Architect or Tyrant? Structural Leadership
- Catalyst or Wimp? HR Leadership
- Advocate or Hustler? Political Leadership
- Prophet or Zealot? Symbolic Leadership



## Reframing Change


- Training
- Realigning
- Negotiating
- Grieving
- Moving On



Reframing Organizational Change		
<i>Frame</i>	<i>Barriers to Change</i>	<i>Essential Strategies</i>
<b>Structural</b>	Anxiety, uncertainty, people feel incompetent and needy	Training to develop new skills, participation and involvement; psychological support
<b>Human Resource</b>	Loss of clarity and stability; confusion, chaos	Communicating, realigning, and renegotiating formal patterns and policies
<b>Political</b>	Disempowerment; conflict between winners & losers	Create arenas where issues can be renegotiated and new coalitions formed
<b>Symbolic</b>	Loss of meaning & purpose; clinging to the past	Create transition rituals; mourn the past, celebrate the future

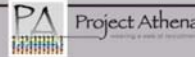
## Change Strategy

- 1) Creating a sense of urgency
- 2) Pulling together a guiding team with the needed skills, credibility, connections, & authority to move things along
- 3) Creating an uplifting vision & strategy
- 4) Communicating the vision & strategy through a combination of words, deeds, & symbols




## Change Strategy

- 5) Removing obstacles, or empowering people to move ahead
- 6) Producing visible signs of progress through short-term victories
- 7) Sticking with the process & refusing to quit when things get tough
- 8) Nurturing and shaping a new culture to support the emerging innovative ways



## Reframing Ethics and Spirit

- Soul and spirit in organizations
- Central to good life & good organization
- Institutions are suffering from a “crisis of meaning” and moral authority



Reframing Ethics		
<i>Metaphor</i>	<i>Organizational Ethic</i>	<i>Leadership Contribution</i>
Factory	Excellence	Authorship
Extended Family	Caring	Love
Jungle	Justice	Power
Temple	Faith	Significance

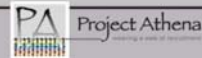
## Change and Leadership in Action

- Leadership paradox: maintaining integrity & mission without making organizations rigid and intractable
- Commitment to core beliefs
- Multiframe thinking



## Disciplines of the Learning Organization

- Systems Thinking
- Personal Mastery
- Mental Models
- Building Shared Vision
- Team Learning



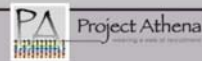
## Organizational Learning Disabilities

- 1) I am my position
- 2) The enemy is out there
- 3) The illusion of taking charge
- 4) The fixation on events



## Organizational Learning Disabilities

- 5) The parable of the boiled frog
- 6) The delusion of learning from experience
- 7) The myth of the management team



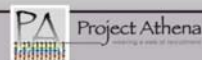
## Personal Mastery

- Goes beyond competence and skills
- Goes beyond spiritual unfolding or opening
- It means approaching one's life as a creative work -- living life from a "creative" as opposed to a "reactive" viewpoint



## Personal Mastery

- When personal mastery becomes a discipline, it embodies two underlying movements:
  - 1) continually clarifying what is important to us
  - 2) continually learning how to see current reality more clearly



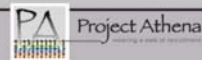
## People with a High Level of Personal Mastery

- Share several basic characteristics:
  - there is a sense of purpose that lies behind their vision and goals
  - they live in a continual learning mode
  - for them, the journey is the reward



## Developing a Sense of Personal Mastery

- Personal vision
- Holding creative tension
- Structural conflict: the power of your powerlessness
- Commitment to truth
- Using the subconscious, or, you don't really need to figure it all out



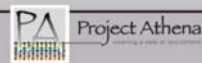
## Personal Mastery & the Fifth Discipline

- Integrating reason and intuition
- Seeing our connectedness to the world
- Compassion
- Commitment to the whole
- Fostering personal mastery in the organization



## Inquiry and Advocacy

- When advocating your view:
  - *Make* your reasoning explicit (i.e., say how you arrived at your view and the “data” upon which it is based)
  - *Encourage* others to explore your view
  - *Encourage* others to provide different views



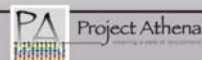
## Inquiry and Advocacy

- When inquiring into others' views:
  - If you are *making* assumptions about others' views, state your assumptions clearly & acknowledge that they are assumptions
  - *State* the “data” upon which your assumptions are based



## Inquiry and Advocacy

- Don't bother asking questions if you're not genuinely interested in the others' response
- When you arrive at an impasse (others no longer appear to be open to inquiring into their own view):
  - *Ask* what data or logic might change their views



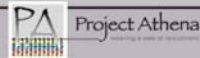
## Inquiry and Advocacy

- Ask if there is any way you might together design an experiment (or some other inquiry) that might provide new information
- When you or others are hesitant to express your views or to experiment with alternative ideas:



## Inquiry and Advocacy

- Encourage them (or you) to think out loud about what might be making it difficult
- If there is mutual desire to do so, design with others ways of overcoming these barriers



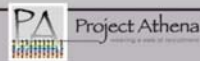
## Shared Vision

- Is vital for the learning organization because it provides the focus and energy for learning
- Why shared visions matter
- Encouraging personal vision
- From personal to shared visions



## Possible Attitudes toward a Vision

- *Commitment*: Wants it. Will make it happen. Creates whatever “laws” (structures) are needed
- *Enrollment*: Wants it. Will do whatever can be done within the “spirit of the law.”
- *Genuine compliance*: Sees the benefits of the vision. Does everything expected and more. Follows the “letter of the law”



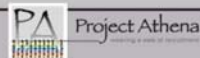
## Possible Attitudes toward a Vision

- *Formal compliance*: On the whole, sees the benefits of the vision. Does what's expected and no more. “Pretty good soldier”
- *Grudging compliance*: Does not see the benefits of the vision. But, also does not want to lose the job. Does enough to what's expected because he has to, but



## Possible Attitudes toward a Vision

- Also lets it be known that he is not really on board
- *Noncompliance*: Does not see benefits of vision and will not do what's expected. “I won't do it; you can't make me”
  - *Apathy*: Neither for or against vision. No interest. No energy. “Is it 5 o'clock yet?”



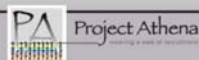
## Guidelines for Enrollment and Commitment

- Enrollment is a natural process that springs from your genuine enthusiasm for a vision and your willingness to let others come to their own choice:
  - Be enrolled yourself
  - Be on the level
  - Let the other person choose



## Anchoring Vision in a Set of Governing Ideas

- A vision not consistent with values that people live by day by day will foster outright cynicism
- Vision is the “What?” – the picture of the future we seek to create
- Purpose (or mission) is the “Why?” – the organization’s answer to why do we exist?



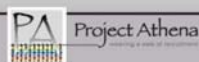
## Anchoring Vision in a Set of Governing Ideas

- Core values answer the question “How do we get to act, consistent with our mission, along the path toward integrity, openness, honesty, freedom, equal opportunity...”
- Taken as a unit, all three governing ideas answer the question, “What do we believe in?”



## Positive vs. Negative Visions

- “What do we want” is different from “What do we want to avoid?”
- Negative visions seem to be more common than positive visions & they are limiting for 3 reasons:
  - 1) energy for building something new is diverted to preventing something we don't want to happen



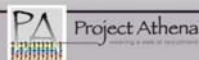
## Positive vs. Negative Visions

- 2) Negative visions carry a subtle yet unmistakable message of powerlessness (i.e., only can pull together when threatened)
- 3) Negative visions are inevitably short term (i.e., the organization is motivated so long as the threat persists)



## Positive vs. Negative Visions

- There are two fundamental sources of energy that can motivate organizations: fear and aspiration
- The power of fear underlies negative visions; the power of aspiration drives positive visions





## Positive vs. Negative Visions

- Fear can produce extraordinary changes in short periods, but aspiration endures as a continuing source of learning and growth
- Creative tension and the commitment to the truth



## Proposal Presentations

