




**Leading Your Organization to the Next Level:**

**Wearing Designer Frames**

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## Leadership and Designer Lenses

- **Why?**
  - The power to influence is in the power to relate to all views of the world. See more clearly!
  - We bring too few ideas and have too many habitual responses in a changing world.
  - Leaders often get caught in a single way of thinking. My way or highway.
  - Look at continuous problems in new light.
  - We are blind to other options. Psychic Blindness
  - We need to see more clearly the path to get to the destination.



## Leadership and Designer Lenses

### ● In Other Words:

- We need a “lens and a frame” that will:
  - help us to avoid our personal biases and errors in thinking, communication barriers
  - help us to manage the complexity of an ever changing workforce and world (business)
  - we need to find out what is really going on and then use that information to generate solutions to achieve results.
  - make us more effective leaders.



Because There Are Lots of  
Ways to See The World!



## Leadership and Designer Frames

**"The very essence of leadership is that you have to have a clear vision. You can not blow an uncertain trumpet."**

**-Theodore M. Hesburgh**

*So what how good is your vision?  
What frame and lens are you currently wearing?*



## Your Current Leadership Lens

**o Select One Set of Words that MOST Describes Your Leadership Focus:**

Choice:	Your Leadership Focus:
#1	Goals, task, technology, rationality, rules, roles, differentiation, integration, processes, charts
#2	Needs, skills, feelings, motivation, norms, satisfaction, interactions, fit
#3	Conflict, resolution, negotiation, power, coalitions, resources, bargaining, enduring differences, scarcity
#4	Meaning, belief, faith, culture, environment, ceremonies, stories, play, symbols, signs, rituals



## Leadership and Designer Lenses

### 4 Frames or Ways We See the World:

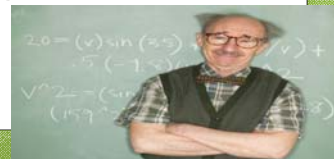
- #1= Structural Frame
- #2 = Human Resource Frame
- #3 = Political Frame
- #4 = Symbolic (Cultural) Frame



## Structural Frame

### ○ What Is This Frame About:

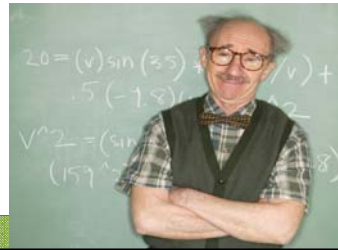
- Lines and boxes on an organizational chart, how we divide up the work.
- An arrangement of roles and relationships, rules and processes that will obtain desired patterns of activities, results, expectations, and exchanges among employees and with external world.
- It is a set of rules, roles and processes to gain standardization, efficiency, clarity, and predictability given its goals and environment.



## Structural Frame

### Who Typically Uses This Frame:

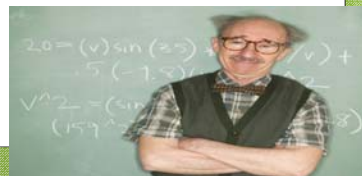
- Engineers, accountants, financial managers, and systems analysts are among groups that tend to align with structural thinking.



## Structural Frame

### How This Frame Adds Value:

- Solve all the basic structural issues—conducting a careful analysis, forming the right plan, defining procedures and roles, establishing coordinating mechanisms, getting technology right, defining the roles, establishing rules, enforcing accountability, developing an undisputable chain of command, and no-nonsense standard operating procedures.



## Structural Frame

### How This Limits Your Leadership Vision:

- Not everything can be fixed by putting a structure or policy in place.
- Implementing the process or structure can be complicated by the “art of people.”
- The structure must support the culture and the culture support the structure or differing agendas will take place, mixed messages.
- The structure needs political buy-in.



## Human Resource Frame

### What Is This Frame About:

- The fit between people and organizations is key to both individual satisfaction and organizational effectiveness.
- Improving service and efficiencies through understanding of people; their skills, abilities, needs and motivations.
- It is about promotions, compensation, teamwork, authority, influence, communications strategies, laws, family ownership, learning and development.
- People's skills, insights, ideas, energy, and commitment are an organization's most critical resource.



## Human Resource Frame

### Who Typically Uses This Frame:

- Human resource specialists, nurses, teachers, counselors, coaches, speech writers, negotiators and organization consultants are among groups that tend to align with human resource thinking.



## Human Resource Frame

### How This Frame Adds Value:

- Considers basic human resource or people issues – communicating plans and processes, motivating employees for improvement, collaborating for performance, recognizing efforts and potentials, developing new talent and skills, hiring “fits”, providing feedback, coaching to goals, resolving conflicts, organizing talents for results, inspiring and persuading.



## Human Resource Frame

- **How This Limits Your Leadership Vision:**
  - Not everything can be solved by changing the person.
  - Sometimes the person's behavior is a result of the organization's culture or policies/structures.
  - To obtain resources need political buy-in.
  - Can take lots of time for change.
  - Providing too many "chances"
  - Taking care of vs. caring about



## Political Frame

- **What Is This Frame About:**
  - The central elements of the political frame—how politics, conflict, coalitions, conflicting goals, interdependence, enduring differences, scarce resources, bargaining, and the distribution and exercise of power impact results and organization culture.
  - It is about the allocation of scarce resources.
  - It is about decision making in context of diverse interests.





## Political Frame

### Who Typically Uses This Frame:

- Politicians, CEOs, Managers, negotiators, attorneys, judges, coaches, third party conflict resolution specialists, commanders and chief, strategic planners, lobbyists, advocacy center directors, anyone who needs resources or sets agendas are among those who tend to align with political thinking.



## Political Frame

### How This Frame Adds Value:

- Strategizes to keep the organization competitive in changing markets
- Identifies key stakeholders and their interests, to assess how much and what kinds of power each have, and to anticipate their preferred outcomes in order to reduce time spent getting to results.
- Ethical influencers of power bases
- Obtains scarce resources
- Gains support of worthy agendas/causes, advocacy
- Resolves conflicts to gain results



## Political Frame

### How This Limits Your Leadership Vision:

- Creates winners and losers thinking
- Leaves others not understanding their power thus impacting independent thinking and innovation
- Self involved vs. organization involved
- Can establish an unhealthy culture
- Can create unintentional crises
- Can create group think
- Can sway systems and rules



## Symbolic/Culture Frame

### What Is This Frame About:

- It is both a product and a process: an embodiment of accumulated wisdom from the past and an ongoing source of innovation and renewal as new members challenge old ways.
- It is about our stories, myths, norms, rules, ways of behaving, how we are known, physical spaces, heroes, rituals, ceremonies.
- Shaping meaning by understanding and encouraging behavior that creates a more effective organization.



## Symbolic/Cultural Frame

### Who Typically Uses This Frame:

- Interior designers, architects, song writers, playwrights, authors, radio announcers, story tellers are among groups that tend to align with symbolic thinking



## Symbolic/Cultural Frame

### How This Frame Adds Value:

- Expressing meaning and emotions
- Creating order, clarity, and predictability
- Reconciling contradictions; protecting people from uncertainty
- Encouraging creative alternatives to existing choices
- Defining who we are and how we do things
- Providing talent retention



## Symbolic/Cultural Frame

- **How This Limits Your Leadership Vision:**
  - Skewing the organization through selected use of symbols and values
  - Failure to attend to the structure to create culture. Structure impacts culture.
  - Your meaning only! Avoiding diversity of thought and culture.
  - My way organization culture
  - Over-analysis of behaviors



## Your Farm's Symbolic Frame

- **Consider your farm's symbolic frame by identifying its culture.**
  - 3 words you would most like to hear being used to describe the ideal/desired culture of your farm



## Your Farm's Symbolic Frame

### o What is the Actual Culture?

- o Look at your policies
- o Look at your signage
- o Look at your appearance – ground, facilities, people
- o Who is successful and why
- o Hear the stories
- o Look at your budget
- o Consider your succession
- o What do your people do
- o What do your people say
- o Who leaves



## Your Farm's Symbolic Frame

### o Gaps in Desired vs. Actual Culture?

- o Define "3 words" behaviorally....what would others do or say to demonstrate the value
- o Communicate these behavioral expectations to all employees
- o Model the behaviors that reflect the values
- o Recognize desired behaviors
- o Eliminate undesired behaviors
- o Tell stories that support values
- o Investigate policies to support

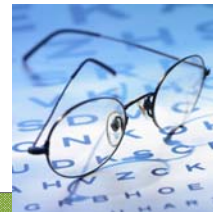


## My Frame, So What Now?

- Learn to Wear Designer Frames – Reframing:
  - Use different frames in different situations
  - Use different frames to match individual frames
  - See your roles through each frame

**TIPS:**

- Use questions to expand beyond your frame
- Practice thinking in each frame
- Befriend a differently framed person
- Listen and learn from others
- Change your language



## My Frame, So What Now?

- Learn to Wear Designer Frames – Reframing:
  - Use different frames in different situations

Situation:	If Yes:	If No:
Is individual commitment and motivation essential to success?	HR Symbolic Structural	Structural Political
Is technical quality important?	Structural	HR Political Symbolic
Is there high levels of uncertainty and ambiguity?	Political Symbolic Structural	Structural HR
Are conflicts and scarce resources significant?	Political Symbolic	Structural HR



## My Frame, So What Now?

- Learn to Wear Designer Frames – Reframing:
  - See your role of Leader through multiple frames

Frame:	Consider:
Structural	Stay on top of large complex tasks, create processes for your people, set goals, review policies, hold others accountable. Create measures, complete paperwork, conduct planning, create org. charts, search for efficiencies, develop grant of authorities, checks and balances, eliminate unnecessary steps, communicate steps and processes, monitor waste, define reporting functions, use data for decision making



## My Frame, So What Now?

- Learn to Wear Designer Frames – Reframing:
  - See your role of Leader through multiple frames

Frame:	Consider:
Human Resource	Evaluate communication, provide feedback, coach, assess climate, assess people needs, understand and utilize motivators,, coordinate staffing, gain diversity of thought, manage conflict, identify and develop potentials, measure performance succession plan, monitor people, role and organization fit, hire for best fit, compliance, train and develop others, create sense of team and accomplishment, monitor value added, measure retention, recognize behavior, take care of your own development and health



## My Frame, So What Now?

- Learn to Wear Designer Frames – Reframing:
  - See your role of Leader through multiple frames

Frame:	Consider:
Political	Map power sources, identify needs and resources, negotiate for limited resources, strategize around diverse needs, negotiate conflicts, refine communicate, influence and persuade, monitor group and people needs, allocate resources fairly, establish agendas, set a vision, identify external competition trends and patterns, address ethical dilemmas, monitor and defuse power plays, gain support for purpose and goals, know the playing field and who is playing, network



## My Frame, So What Now?

- Learn to Wear Designer Frames – Reframing:
  - See your role of Leader through multiple frames

Frame:	Consider:
Symbolic	Establish organization values, monitor behaviors to fit values, model values, design values supporting policies and procedures, design signage, monitor culture norms, monitor external perceptions, brand the organization, consider physical spaces and facilities, establish housekeeping and grounds expectations, hold others accountable for values, establish ceremonies and celebrations, tell stories, create hero criteria, recognize and reward, ensure tasks and functions add meaning



## Leadership and Designer Lenses

● Try on a new frame and see the future as a:

- Architect
- Catalyst
- Advocate
- Prophet



*"The future is so bright....  
you gotta' wear shades." - Timbuk3*