**Discussion Topic #6**

*Prompt #1:* **Analyze and discuss the Kantor interview (Transcending Academia in your Week 6 readings folder) in terms of the four frames. You might think about writing one (well-constructed) paragraph for each frame – highlighting, and referencing, the connections you're making to the article, with respect to each frame. Be sure to support your analysis with specific references to the article (do not simply list examples or rely on long quotes). When you do reference the article, please proved the page number.**

The Structural Frame

When describing the organizational structure of companies in the 1970's, Rosabeth Moss Canter expressed that there was a dire need for restructure within competitive organizations. With a collection of overseas competition, new forms of technology and different styles of management becoming utilized in the organizational world, it was pertinent that Canter implement the appropriate models which would lead the business towards more successful operations. When talking about the auto industry, Canter expressed that, other than the traditional model of "hierarchal bureaucracy," there were "two alternative organizational models..One came from other countries.. The other alternative model was being developed by new high-technology companies." Models for restructuring an organization consisted of implementing a team based structure, developing participative management, and growing a diverse culture. According to Bolman and Deal, " the alternative design possibilities are virtually infinite, limited only by human preferences and capabilities, technological complexity, as well as pressures and opportunities in the surroundings" (p.47). Taking into consideration the infinite possibilities of structural reformation, Canter used her keen ability to assess an organization, determine it's strengths and weaknesses, and then implement new mental models and/or structural frames in order to increase an organizations overall effectiveness.

The Human Resource Frame

Bolman and Deal state that "work itself needs to offer opportunities for autonomy, influences, and intrinsic rewards" (p.148). When asked about how leaders are able to enhance employees professional assets, Canter states that "leaders have to create the

conditions in which people want to contribute by knowing that their contributions will be valued and rewarded." Rosabeth Canter continues to discuss how it is important to identify informal groups and informal roles within an organization; this informality can have a major affect on employees and their efficiency. Certain situations, such as preferential treatment, can cause conflict and lead to a lack of motivation by those who are not receiving that type of treatment. It is necessary for people within an organization to feel as though they are making a purposeful contribution.

## The Political Frame

Cant describes how every organization that she was involved in had its own political system. Starting her business in the 70's, Cant had to face being exposed to many different types of power and conflict resolution. One issue that Cant had to face head on, was the power dynamics between men and women in the workforce. Being a leader, it was Cant's duty to address the political issues taking place within an organization, and teach people how to handle them more effectively. This required making a lot of tough decisions. Cant states that, "in terms of managers making effective decisions, it all depends on the checks and balances surrounding them, and who else gets involved, and what gets known and exposed." The political dynamics within an organization requires that leaders enhance their political skills and are able to manage political situations appropriately.

## The Symbolic Frame

Rosebeth Cant idolized Nelson Mandela. He was her hero. He was a person who motivated her to see life in a new perspective. He gave her the inspiration to write her novel, *Evolve!*. Cant stated that "part of what I learned from Mandela is that on a bigger canvas, on the level of a nation, he managed to convert people's hearts and minds before he had the authority." In this statement, Cant intertwines the power of heroes, metaphors, and culture. These elements are important to leadership because they spark emotion in others. One thing that I have learned throughout my studies is that logic makes people think, and emotion makes people act. By integrating the symbolic

frame into leadership, you are able to tap into people's emotions and enable them to act with passion and purpose.

***Prompt #2:*** **Identify a situation in your organizational life that is (or at one point was) "ripe" for change. Describe the situation carefully, and develop / discuss a possible four-frame change strategy.**

There are three people in my team at Keller Williams. We have a lofty goal of selling over 60 homes in 2015. This a great goal in which I feel is achievable as long as we maintain our accountability practices and stay on top of transactions and lead generating. However, there is one person in my team who keeps thinking of new projects that she wants us to do as a team. The projects sound like great idea, however they also seem to lack significance. The problem is that there is no time to implement these changes and develop the projects. The project list keeps piling up with no specific deadlines and no specific task assignment. I fear that we are going to get so behind on developing these "good ideas," that we will become disappointed and it will hinder our overall performance.

Possible Four Frame Strategy:

Structure: We need to reframe our structure. We need to research and study other realtors best practices, and implement the ones that would suit us best. I feel that it would benefit the team if we developed a structure for completing the projects. Deadlines and tasks need to be assigned, and there needs to be a clear purpose on how this will benefit the team. We need to structure our team so that we complete one project at a time, and not multiple projects all at once. I feel this will decrease confusion and the amount of stress among the three of us.

Human Resource: As a team, it is important that we make each other feel valued. We need to express our gratitude. Every morning, we have a meeting in which we discuss our daily affirmation, what we are grateful for, and what our rock is for the day. I feel that this has helped us connect on a more personal level because we are able to identify each others values and concerns. In order to minimize our problem of having too many minuscule projects going on at one time, it would be important for us to hold weekly meetings about what project we are working on that week, and how it will help us accomplish our goals.

Political: Our tiny office is the biggest political arena I have ever seen. For starters, my team members are husband and wife, and in their forties. I am new to the team and I am twenty-six. Trying to interpret their secret, marital language is a job in itself. It is hard

to determine the authoritative figure in certain situations. Personally, I avoid stating opinions in order to avoid creating conflict in the office and in their home. In order to solve this problem, it is important that I get my own office or cubicle. This would increase overall effectiveness by decreasing conversation and avoiding interpersonal conflict. Increasing my effectiveness may open up more time to develop projects and implement solutions.

Symbolic: Our team has many real estate heroes that we are constantly looking up to and referring to for advice and strategies. One is Ben Kinney and another is Gary Keller. If we research how those heroes achieved their success and how they developed projects and established goals, we may be able to create a better system of doing the same.