



## THE FOUR FRAMEWORK APPROACH TO LEADERSHIP<sup>1</sup>

<b>Structural Frame</b>
<p>The <b>Structural Frame</b> emphasizes productivity and posits that organizations work best when goals and roles are clear and when efforts of individuals and groups are highly coordinated through authority, policies, and rules as well as through more informal strategies. Holding people accountable for their responsibilities and setting measurable standards are an important part of this rational approach.</p>
<p><b>Structural Leaders:</b> Social architect whose leadership style is analysis and design - focus on structure, strategy, environment, implementation, experimentation, and adaptation.</p>
<b>Human Resource Frame</b>
<p>The <b>Human Resource Frame</b> highlights the importance of individual needs and motives. It assumes that organizations, as other social systems, work best when needs are satisfied in a caring, trusting work environment. Showing concern for others and providing ample opportunities for participation and shared decision making are among the ways to enlist people's commitment and involvement. Many leaders have found that involving others in shaping decisions gives them a sense of ownership in what happens each day.</p>
<p><b>Human Resource Leaders:</b> Catalyst and servant whose leadership style is supportive, advocate, and empowerment - visible and accessible; they empower, increase participation, support, share information, and move decision making down into the organization.</p>
<b>Political Frame</b>
<p>The <b>Political Frame</b> points out the limits of authority and inevitability that resources are almost always too scarce to fulfill all demands. Organizations are arenas where individuals and groups jockey for power. Everyone is caught up in this swirling political vortex. Goals emerge from bargaining and compromise among competing interests rather than from rational analysis. Conflict becomes an inescapable by-product of everyday life. If handled properly, it can be a source of constant energy and renewal.</p>
<p><b>Political Leaders:</b> Advocate, whose leadership style is coalition building - clarify what they want and what they can get; they assess the distribution of power and interests; they build linkages to other stakeholders; use persuasion first, then negotiation and coercion only if necessary.</p>
<b>Symbolic Frame</b>
<p>The <b>Symbolic Frame</b> centers around attention on culture, meaning, belief, and faith. Every organization, as does every human group, creates symbols to cultivate commitment, hope, and loyalty. Symbols govern behavior through shared values, informal agreements, and implicit understandings. Stories, metaphors, heroes, rituals, ceremonies, and play add zest and buoyancy to an enterprise. The organization becomes a joyful way of life rather than a sterile or toxic place of work.</p>
<p><b>Symbolic Leaders:</b> Prophet, whose leadership style is inspiration - view organizations as a stage or theater to play certain roles and give impressions; these leaders use symbols to capture attention; they try to frame experience by providing plausible interpretations of experiences; they discover and communicate a vision.</p>

<sup>1</sup> Lee G. Bolman and Terrence E. Deal