ORGANIZATIONAL DEVELOPMENT

AND BOLMAN & DEAL’S FOUR FRAMES

Portfolio presented by group members Misha Chakraborty, Crystal Han, Porscha Jackson, Dave Kennedy and Anne Mrudula.

Foundations of Human Resource Development, Fall 2011
Dr. Jamie Callahan
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ORGANIZATIONAL DEVELOPMENT AND BOLMAN & DEAL’S FOUR FRAMES

Scholars and practitioners have deliberated an appropriate definition of Organizational Development (OD) since the term was first used in the late 60’s. Since then, OD has been characterized as an effort (Beckhard, 1969), a response (Bennis, 1969), a strengthening (Lippit, 1969), an examination (Burke & Hornstein, 1972), and more recently, an application (Cummings & Worley, 2001). Most famously, Swanson (1995) defined Organization Development as “the process of systematically implementing organizational change for the purpose of improving performance” (p. 207).

There is no lack of theory attempting to define OD, which is what influenced our team to consider OD through the structure of Bolman and Deal’s Four Frames. Considering the significant variables involved in the study of OD – a broad, yet fragmented definition, theoretical ambiguity, little unity among scholars and practitioners and discontinuity in its position in the broader context of HRD, it seemed prudent to adopt the Four Frames as a means to examine OD and determine its importance in the overall health of organizations and individuals.

In the fourth edition of their text, Reframing Organizations: Artistry, Choice and Leadership, Bolman and Deal (2008) provide a straightforward framework in which to make sense of organizations and their leadership. Their four frames provide a means in which to interpret the actions and behavior of organizations, their leadership, and those within their culture. In their expansive study, Bolman and Deal suggest that corporations and organizations possess a particular framework or frameworks through which members of the organization make decisions, attempt to move forward, or make meaning of corporate action. This framework is both broad and generalizable and therefore, more easily renders itself to a specific field in which to study. Further, Bolman and Deal provide concrete samples that clearly illustrate the frame at play. Our group found that the examples and durability provided in their materials gave us a firm foundation in which to evaluate our topic, Organizational Development.

OD THEORY:

“Organizations are continually constructed, reconstructed, modified and changed through interactions between actors by which the organization’s resources are concerted and translated into some degree of alignment with the organization’s institutional framework.”

– McGuire, D. & Jorgensen, K., Human Resource Development: Theory & Practice, pg. 149

OD Group Members:

Misha Chakraborty
Crystal Han
Porscha Jackson
Dave Kennedy
Anne Mrudula
Annotated Bibliography


A review of the four frames based on Bolman & Deal’s 1997 book, including its distinctions, central concepts, and strategies. Presentation provides information on the structural framework’s goals challenges, ethics, and leadership in how it relates to organizations.


Article identifies the advantages of the hierarchical structure. References obvious authority, skills of managers in specific areas, clear promotional pathways, and departmental loyalty as advantages.


This book is based on the author’s experience as a consultant to organizational leaders undergoing a change process. It offers early groundwork for a definition of OD, training, and operational management. The central belief of this particular theory is that the basic units of change within an organization are groups rather than individuals. Specific cases are provided as illustrations of culture, strategy, adaptation, and organizational communication. A discussion of necessary future research is provided.


This book was one of the first to offer a preliminary definition of OD, providing concrete examples of organizational characteristics, including rapid change, expansion, increasing diversity, and leadership behaviors that contribute to the health, and demise, of many organizations. A discussion of culture, politics and the future of OD are provided.


Explains how organizational culture is developed based on the structure of the organization and is in direct relationship with each other. The author provides an example of structural frame through Taco Bell changed culture, stating its change in structure led to the change in management roles.
This paper argues that enrollment managers who expect their organizations to change should be more aware of symbolic frames. Using Bolman and Deal’s (1991) symbolic frame as a reference, it discusses four in terms of symbolic decisions, actions, stories and tradition.


This book focuses on organizational development, discussing system dynamics and the measures needed to make sense of the workplace. Provide the major steps to take a manager from cluelessness to a better work experience. Tips for understanding organizational politics, including mapping an organizations political terrain by accepting the political reality, assessing the interests and clout of key players, seeking allies, leveraging strengths, and reducing weaknesses are also discussed. A discussion on how to study the formal system of an organization is provided, as well as an analysis on deciphering subtle clues in any office. The book concludes with a discussion on organization-person fit and the importance of matching personal goals with organizational vision.


This book discusses the importance of understanding an organization’s structure using Bolman and Deal’s Four Frames: Political, Symbolic, Structural, and Human Resource. Comprehending and employing these four approaches provides an effective framework from which managers can increase organizational effectiveness, avoid common management pitfalls, and effectively anticipate desired outcomes.


Explains Bolman & Deal’s four frames and provides the characteristics of each Frame and companies that exemplify the frame. The book includes information on researchers that have contributed to the creation of the frames and connected the concept to HRD and organizational development.


The article explains the four frames which are most commonly used by teachers and administrators: the political frame, where conflict and compromise are a constant source of renewal; the human-resource frame, where sharing individual needs and motives
nurseries a sense of ownership; the structural frame, where clear organizational standards and goals lead to greater productivity; and the symbolic frame, where culture, rituals, and beliefs cultivate shared values and meanings. These frames are powerful tools. They help people see things they once overlooked and come to grips with what is really going on. By reframing situations, educators can ultimately gain more confidence and certainty in their decisions, become more versatile and effective in their responses, and reduce the anxieties that can arise with difficult choices.


This article talks in brief about the four frameworks as described by Bolman & Deal and uses and activity to help readers match between the leadership and managerial styles needed for different scenarios.


This paper discusses the meaning of symbolic frame as actors within a larger theater and raises several questions relating to symbolic frame.


This book provides a definition of OD in the context of the social structures of organizations within the private sector. A discussion of organizational dynamics, decision making, planning and communication, and management strategies are provided.


The company Citi reveals the reasoning behind its new organizational structure, which is designed to be more focused on clients and global excellence, and efficiency. These are all characteristics of the structural frame. The article explains the company’s new regional structure that was implemented that gives executive authority to each regional leader. The new leadership was chosen based on their ability to lead that particular region.


This book utilizes OD as a means to understand and improve upon organizational effectiveness. A definition of OD is provided, along with additional theories discussing organizational change.

This provides an overview of each of Bolman and Deal’s four frames and the reframing process. It provides insight into the characteristics of the structural frame.


A review of the four frames based on Bolman & Deal’s 1997 book, including its distinctions, central concepts, and strategies. Presentation provides information on the structural framework’s goals challenges, ethics, and leadership in how it relates to organizations.


Reviews Bolman & Deal’s four frames and the positive and negative outcomes of each frame. It also explores the how organizations manage change and development. It measures the influence of the frames in an organization through surveys and interviews of management to find the preferred frame from an individual’s perspective and the individual’s organizational preferences. It also identifies challenges within the organization based on its use of the frames.


A presentation of the structural frame of Bolman & Deal’s four frames. It gives insight on the responsibility of managers and leadership and how their contributions lend to a more effective organization. It also mentions Frederick Taylor’s Scientific Management Approach and how it relates to the structural frame to increase organization efficiency.


This study discusses school manager’s and superintendent’s organizational leadership using the four frameworks and how age, ethnicity and gender affect individual’s understanding of the four frameworks.


This book discusses the need to consider organizational objectives in light of the needs of organizational members, customers, and employees. Each of the four sections of this text
covers a different aspect of OD, including understanding organizations as social systems, viewing employees as a resource, communication strategies, and future implications.


The principals participating in this study had the third highest mean score on symbolic orientation. Principals' symbolic leadership had the strongest association with principals' total strengths of leadership. Female principals and minority principals tended to have a stronger symbolic orientation. Principals in large schools, large towns, urban schools, and in communities with more black students also tended to be more symbolic oriented. As a whole, this study found that the personal, community and institutional characteristics did have statistically significant relationships with principals' perceived dimensions of leadership except that the principals' perceived structural leadership statistically was not significantly related to any of the personal characteristics.

The political frame. Retrieved from [https://www.msu.edu/user/hawkin66/synthesis_paper.htm](https://www.msu.edu/user/hawkin66/synthesis_paper.htm)

An outline of the different characteristics and major themes in a political framework. Used for instruction in a course on Learning Leadership and Organizational Analysis.


Explains importance of organizational structure and how it determines the decision making process, communication style, goal achievement, and performance evaluation of a company. This relates to the structural frame’s performance control and hierarchical traits.


Explains the various organizational roles and how they affect efficiency, and how the structural frame is used for specific roles. The paper also explains how structural frame is used in decision making, communication, and span of control, and how each relate to the frame’s characteristic of roles and units.


This paper presents a new conceptual framework for viewing corporate repositioning strategies and presents evidence of repositioning at both the functional and symbolic level. It develops a conceptual framework for organizations in which to consider the effects of corporate repositioning strategies on consumer’s perceptions of a brand. Findings reveal a substantial repositioning of the brand's functional appeal, moving away from price and towards product-build quality, while continuing to focus on its symbolic
appeal as a fun and sporty vehicle has largely remained intact. The paper provides practical recommendations, including the need for organizations to recognize the importance of repositioning at both the symbolic and functional level.


This study sought to determine how organizational frames interact with academic fields of study and the time spent on administrative tasks. Results from a survey of 6 schools of education representing different geographic regions of the United States indicate the human resource frame as the prevalent mode of organizational behavior. Suggested recommendations include the need for institutions to recognize the multidimensional characteristics of their organizations, and to provide faculty training in the use of different organizational frames, particularly political and symbolic, toward increasing administrative effectiveness and efficiency.
<table>
<thead>
<tr>
<th>Bolman &amp; Deal’s Frame (Metaphor)</th>
<th>Distinctives of Frame</th>
<th>Companies that Exemplify Frame</th>
<th>HRD/OD Theory Connection</th>
</tr>
</thead>
</table>
| **Symbolic (Theatre, Carnival)**                | - It’s not work, it’s a way of life  
- Create symbols to resolve confusion, find direction  
- Culture forms the glue that holds an organization together  
- Values are intangible and convey a sense of identity  
- Rituals, ceremony, & metaphor                                                                 | Harley-Davidson (HOGs)  
Geiko  
Marine Corp  
Texas A&M  
Southwest Airlines  
Marriott  
BMW  
Nordstrom | E. Schein – Org. culture  
Mintzberg, *The Rise and Fall of Strategic Planning*                                                                                                       |
| What is most important is not what happens, but what it means |**Human Resource (Family)**                                                                                              | Google  
FedEx  
Southwest Airlines  
Enterprise  
Costco  
Best Buy | Chris Argyris – Individual & Organizational work  
TQM – Kaoru Ishikawa, Ed Deming  
Rensis Likert – Employee-centered vs. job-centered  
Argyris & Schön – Org. Learning |
| Seeking meaning in life, we create symbols to sustain hope & faith |**Political (Jungle)**                                                                                                     | NASA, *Challenger & Columbia*  
Microsoft  
Wal-Mart  
Enron | Social Scientists: Baldridge, Kanter, Pfeffer, Gamson, Kotter  
Networking/Coalition forming – Kanter, Kotter  
Fisher & Ury – *Getting to Yes*; bargaining  
Pfeffer & Salancik – *The External Control of Organizations* |
| Image of leadership: Inspiration               |**Structural (Factory/Machine)**                                                                                           | McDonalds  
UPS  
Digital Equip. Corp.  
Kodak  
Citibank | Frederick Taylor – Scientific Management Approach  
Max Weber – monocratic bureaucracy  
Mintzberg – *The Nature of Managerial Work* |
| **Human Resource (Family)**                    | - Centers on what organizations & people do for each other  
- Investments are made in people for the sake of organizational health  
- Organizations need people – their energy, effort & talent  
- People need organizations – intrinsic & extrinsic rewards  
- Needs are not always aligned                                                                             |                                                                                                 |                                                                                           |
| Our most important asset is our people.       |**Political (Jungle)**                                                                                                     |                                                                                                 |                                                                                           |
| Egalitarianism, self-managing teams, learning organization |**Structural (Factory/Machine)**                                                                                           |                                                                                                 |                                                                                           |
| Image of leadership: empowerment               |**Political (Jungle)**                                                                                                     |                                                                                                 |                                                                                           |
| **Political (Jungle)**                         | - Organizations are coalitions of individuals & interest groups  
- Members have enduring values, beliefs, interests, realities  
- Conflict is at the center of day-to-day operations  
- Bargaining & negotiation are commonplace practice                                                                 |                                                                                                 |                                                                                           |
| Power, Conflict, & Coalition                  |**Structural (Factory/Machine)**                                                                                           |                                                                                                 |                                                                                           |
| Allocation of scarce resources; survival of the fittest |**Symbolic (Theatre, Carnival)**                                                                                           |                                                                                                 |                                                                                           |
| Zones of Indifference                         |**Human Resource (Family)**                                                                                               |                                                                                                 |                                                                                           |
| Image of leadership: Advocate                  |**Structural (Factory/Machine)**                                                                                           |                                                                                                 |                                                                                           |
| **Human Resource (Family)**                    |**Symbolic (Theatre, Carnival)**                                                                                           |                                                                                                 |                                                                                           |

Planning – (Preliminary)

- 4 Frames:
  o Symbolic (Crystal)
  o Human Resource (Misha)
  o Political (Anne)
  o Structural (Porshe)

- Dave’s role
  o Task Master 😊
  o Bolman & Deal’s 4 frames overview (presentation)
  o Assist in any research on B&D’s 4 Frames
  o Summary/Overview section
  o Connection & Importance to OD/HRD
  o Construct, Copy, and Put-together final Portfolio & Presentation slides

Timeline

- November 1 (in class)
  o Portfolio sections due
    ▪ Section 1: Presentation Overview (Dave, group)
    ▪ Section 2: Annotated Bibliography (Crystal, Misha, Anne, Porshe)
    ▪ Section 3: Member summaries
    ▪ Section 4: Bonus materials (web pages used, resources needed, outline of exercises given, etc.)

- November 8
  o Draft of Portfolio given in class so group to review, make comments/corrections, etc.

- November 14
  o Edits and final revisions made, emailed out
  o Final portfolio completed and given in class

- November 22
  o Presentation

**If we end up presenting on November 22, we’ll have more time to plan and perfect our presentation.

ORGANIZATIONAL STRUCTURE ACTIVITY
(FACILITATOR NOTES)
Taken from Ford PAS Module 6: Planning for Efficiency Activity 4

Activity Introduction

For a business to be efficient, it must have some structure or routine in place for completing work. Organizational structure refers to the way that jobs and departments are combined and arranged at a company. You are going to see firsthand how organizational structure can affect how people learn skills, communicate with one another, solve problems, and work efficiently.

Activity Challenge

Facilitator notes: Explain the directions below to the class. Inform them that they will have five minutes to complete the task, which at the end you will yell “Time!” and all utensils must be down.

Build the highest freestanding structure that you can with a piece of construction paper, some tape, and scissors. Your assigned organizational structure will dictate how you divide tasks, communicate with one another, and make decisions. As you work on your project, keep in mind how this given organizational structure is affecting your work. Consider the following questions:

1. How is your assigned organizational structure affecting the flow of information in your team?
2. How is it affecting your team’s problem-solving capacity?
3. How is it affecting your morale and your learning?
4. How is this organizational structure affecting your productivity and your ability to succeed in accomplishing your task?

Activity Materials

- 6-10 pairs of scissors
- Copies of the activity sheet
- 6 sheets of construction paper
- Clock or timer
- 6 rolls of tape

Activity Sheets—Organizational Structures

Facilitator notes: Divide class into three groups. Provide Groups One and Two with one activity sheet, a sheet of construction paper, scissors, and tape. Group Three will each receive an activity sheet, a sheet of construction paper, one pair of scissors, and one roll of tape. Note that each group should receive a sheet of their own organizational structure: Groups One & Two will receive one activity sheet to share amongst themselves but the members of Group Three will each receive the same activity sheet.

Group One (Hierarchical Bureaucracy): This team will be divided into three distinct layers:

- Directors: You will figure out the best way to conduct the project, have final say in all decisions, and communicate instructions to managers.
- Managers: You will supervise the builders’ work, respond to the builders’ questions and problems, and act as liaison between builders and directors.
Builders: You are the only people who perform the physical tasks of building (cutting, folding, taping, etc.). You should not begin your work until your manager instructs you to begin. If you have problems or questions while you are building, you should ask a manager.

**Group 2 (Horizontal Divisions: Specialized Departments):** This team will be made up of three committees-cutters, tapers, and movers. Cutters are the only people handling scissors and cutting the construction paper. Tapers are responsible for taping pieces of paper together when necessary. Movers deliver supplies when necessary. Committees should consult with one another as needed. Each committee carries equal weight in terms of decision-making authority.

**Group 3 (Individuals):** This team will not work together as a team at all! Rather, each individual will work on his or her own to build the tower.

**Activity Conclusion**

*Facilitator notes: After calling “Time!”, ask each person to look around the room (from their seats) and decide which team has the tallest and freestanding tower. Ask each group to briefly reflect on the questions listed on the Activity Sheet and their group’s tower. Ask the class as whole, why they felt their group succeeded or failed.*

The class observes and decides on the tallest freestanding tower. Then each group shares their experience as Group One, Two, or Three. Through discussion, they understand that an organization’s structure affects its efficiency and aids in the development of an organization’s culture.
ORGANIZATIONAL STRUCTURE ACTIVITY
(GROUP 1)

Activity Introduction
For a business to be efficient, it must have some structure or routine in place for completing work. Organizational structure refers to the way that jobs and departments are combined and arranged at a company. You are going to see firsthand how organizational structure can affect how people learn skills, communicate with one another, solve problems, and work efficiently.

Activity Challenge
Build the highest freestanding structure that you can with a piece of construction paper, some tape, and scissors. Your assigned organizational structure will dictate how you divide tasks, communicate with one another, and make decisions. As you work on your project, keep in mind how this given organizational structure is affecting your work.

Consider the following questions:
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Organizational Structure

Group One (Hierarchical Bureaucracy): This team will be divided into three distinct layers:
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ORGANIZATIONAL STRUCTURE ACTIVITY
(GROUP 2)

Activity Introduction

For a business to be efficient, it must have some structure or routine in place for completing work. Organizational structure refers to the way that jobs and departments are combined and arranged at a company. You are going to see firsthand how organizational structure can affect how people learn skills, communicate with one another, solve problems, and work efficiently.

Activity Challenge

Build the highest freestanding structure that you can with a piece of construction paper, some tape, and scissors. Your assigned organizational structure will dictate how you divide tasks, communicate with one another, and make decisions. As you work on your project, keep in mind how this given organizational structure is affecting your work.

Consider the following questions:
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4. How is this organizational structure affecting your productivity and your ability to succeed in accomplishing your task?

Organizational Structure

Group 2 (Horizontal Divisions: Specialized Departments): This team will be made up of three committees-cutters, tapers, and movers. Cutters are the only people handling scissors and cutting the construction paper. Tapers are responsible for taping pieces of paper together when necessary. Movers deliver supplies when necessary. Committees should consult with one another as needed. Each committee carries equal weight in terms of decision-making authority.
ORGANIZATIONAL STRUCTURE ACTIVITY
(GROUP 3)

Activity Introduction

For a business to be efficient, it must have some structure or routine in place for completing work. Organizational structure refers to the way that jobs and departments are combined and arranged at a company. You are going to see firsthand how organizational structure can affect how people learn skills, communicate with one another, solve problems, and work efficiently.

Activity Challenge

Build the highest freestanding structure that you can with a piece of construction paper, some tape, and scissors. Your assigned organizational structure will dictate how you divide tasks, communicate with one another, and make decisions. As you work on your project, keep in mind how this given organizational structure is affecting your work.

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Organizational Structure

Group 3 (Individuals): This team will not work together as a team at all! Rather, each individual will work on his or her own to build the tower.
Activity and references

For each situation listed below, choose a framework(s) that would work best.

1. You and a friend have owned and operated a small business for the last two years. You have just taken on two large and important accounts. To meet the needs of these accounts, plus the ones you already have, you hire six new employees. Capital is tight and an important deadline is approaching.

2. You lead the production department in a manufacturing plant. It is a large company with divisions spread around the country. They have been in business for the past 15 years. Lately, the company has been starting to lag behind the competition. But, you are about to start producing an exciting new product which could put your company back in the lead. The product line requires new technology to produce and it is an extremely complicated procedure.

3. You have just been promoted to a supervisor after working as a clerk for the last three years. Many of your coworkers are happy for you, but you have heard that a couple of them are not pleased because they also applied for the job and they thought they were better suited for the position.

4. Like many retailers, your busiest time is during the Christmas holiday season. You manage the sales department and have brought on almost as many temporary workers as compared to your regular staff. They all need a lot of training to meet your company standards.

5. You lead a small group within the accounting department of a large corporation. The Chief Financial Officer and several of his key advisors have just been fired after an outside audit turned up several misappropriations.

6. You are a supervisor and your boss is a complete authoritarian (autocratic) manager. Some of your peers have a nickname for this person, "The Little Dictator." You believe that the employees who work for you deserve better, so you have always been a buffer between the manager and them.

7. You lead a department of highly educated and skilled computer programmers. There is a shortage of these workers and they always seem to be moving on to other companies for either better pay, better benefits, a project that interest them, or to learn a new programming skill.

8. You lead a department of unskilled workers who work on an assembly line. They make just above minimum wage and are not highly motivated, yet your manager expects you to maintain a high production quota.
Bolman and Deal's Four Framework Approach to Leadership

Objective: To show that there is more than one behavioral mode for leaders.

Time: 45 minutes

Instructions: Divide the class into small groups. Have them discuss the situations listed below and decide what behavioral framework would be the best to operate out of and why.

Note: There is no correct answer. The activity is to show that there are always at least four approaches to take for each situation. A leader has to decide which approach or combination of approaches would work best for the present situation.

After the groups have discussed their choices, bring the groups back together and compare and discuss their answers.

Note: For information on this framework, see the Four Framework Approach.

Structural, Human Resource, Political, or Symbolic?

Bolman and Deal's Four Framework consists of:
 Structural Framework - Social architect whose leadership style is analysis and design - focus on structure, strategy, environment, implementation, experimentation, and adaptation.

 Human Resource Framework - Catalyst and servant whose leadership style is support, advocate, and empowerment - visible and accessible; they empower, increase participation, support, share information, and move decision making down into the organization.

 Political Framework - Advocate, whose leadership style is coalition and 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 use negotiation and coercion only if necessary.

 Symbolic Framework - 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.

For each situation listed below, choose a framework(s) that would work best.

1. You and a friend have owned and operated a small business for the last two years. You have just taken on two large and important accounts. To meet the needs of these accounts, plus the ones you already have, you hire six new employees. Capital is tight and an important deadline is approaching.

2. You lead the production department in a manufacturing plant. It is a large company with divisions spread around the country. They have been in business for the past 15 years. Lately, the company has been starting to lag behind the competition. But, you are about to start producing an exciting new product which could put your company back in the lead. The product line requires new technology to produce and it is an extremely complicated procedure.

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8. You lead a department of unskilled workers who work on an assembly line. They make just above minimum wage and are not highly motivated, yet your manager expects you to maintain a high production quota.
Using Bolman & Deal’s 4 Frames to Understand

ORGANIZATIONAL DEVELOPMENT

Misha Chakraborty, Crystal Han, Porscha Jackson, Dave Kennedy, & Anne Mrudula
THE OBJECTIVE: Build the highest freestanding structure that you can with a piece of construction paper, some tape, and scissors.

YOUR CHALLENGE: You will have only 5 minutes to complete the task. You may use only the materials provided.

KEEP IN MIND: As you work on your project, keep in mind how this given organizational structure is affecting your work.
1. How is your assigned organizational structure affecting the flow of information in your team?

2. How is it affecting your team’s problem-solving capacity?

3. How is it affecting your morale and your learning?

4. How is this organizational structure affecting your productivity and your ability to succeed in accomplishing your task?

Taken from Ford PAS Module 6: Planning for Efficiency Activity 4
BOLMAN & DEAL’S FOUR FRAMES - DISCUSSION

- **Theatre/Carnival**
  - What does it mean?

- **Factory/Machine**
  - Right People – Right Role
  - Social Architect

- **Jungle**
  - Power, Conflict, & Coalitions
  - Advocate

- **Family**
  - Most important asset is people
  - Empowerment

- **Political**
- **Human Resource**

- **Structural**
- **Symbolic**

- **Theatre/Carnival**
  - What does it mean?
  - Inspirational

- **Political**
- **Social Architect**

- **Human Resource**
- **Empowerment**

- **Structural**
- **Right People – Right Role**
- **Social Architect**

- **Symbolic**
- **Factory/Machine**
- **Empowerment**
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• Culture forms the glue that holds an organization together  
• Rituals, ceremony, & metaphor | Harley-Davidson (HOGs)  
Marine Corps  
Texas A&M  
Southwest Airlines | E. Schein – Org. culture  
Mintzberg, The Rise and Fall of Strategic Planning |
| **Human Resource (Family)** | • Centers on what organizations & people do for each other  
• Investments are made in people for the sake of organizational health  
• Organizations need people – their energy, effort & talent  
• People need organizations – intrinsic & extrinsic rewards | Google Enterprise  
Costco  
Best Buy | Chris Argyris – Ind. & Org. work  
TQM – Kaoru Ishikawa, Ed Deming  
Rensis Likert – Employee-centered vs. job-centered  
Argyris & Schön – Org. Learning |
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<th>Frame (Metaphor)</th>
<th>Distinctives of Frame</th>
<th>Exemplars</th>
<th>HRD/OD Theory Connection</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Political (Jungle)</strong></td>
<td>- Organizations are coalitions of individuals &amp; interest groups</td>
<td>NASA</td>
<td>Social Scientists: Baldridge, Kanter, Pfeffer, Gamson, Kotter</td>
</tr>
<tr>
<td>Power, Conflict, &amp; Coalition</td>
<td>- Members have enduring values, beliefs, interests, realities</td>
<td>Microsoft</td>
<td>Networking/Coalition forming – Kanter, Kotter</td>
</tr>
<tr>
<td>Allocation of scarce resources;</td>
<td>- Conflict is at the center of day-to-day operations</td>
<td>Wal-Mart</td>
<td>Fisher &amp; Ury – Getting to Yes; bargaining</td>
</tr>
<tr>
<td>survival of the fittest</td>
<td>- Bargaining &amp; negotiation are commonplace practice</td>
<td>Enron</td>
<td>Pfeffer &amp; Salancik – The External Control of Organizations</td>
</tr>
<tr>
<td>Image of leadership: Advocate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Structural (Factory/Machine)</strong></td>
<td>- Hierarchical, rules-oriented</td>
<td>McDonalds</td>
<td>Frederick Taylor – Scientific Management Approach</td>
</tr>
<tr>
<td>“Put the right people in the right</td>
<td>- Differentiation &amp; Integration</td>
<td>UPS</td>
<td>Max Weber – monocratic bureaucracy</td>
</tr>
<tr>
<td>role.”</td>
<td>- Roles &amp; units</td>
<td>Digital Equip. Corp.</td>
<td></td>
</tr>
<tr>
<td>Vertical and Lateral</td>
<td>- Performance control &amp; Action planning</td>
<td>Kodak</td>
<td></td>
</tr>
<tr>
<td>coordination; bureaucratic</td>
<td></td>
<td>Citibank</td>
<td></td>
</tr>
<tr>
<td>Image of leadership: Social architect</td>
<td></td>
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</tr>
</tbody>
</table>


THE OBJECTIVE:
To connect the information you’ve heard and learning regarding OD and the 4 Frames with real-life scenarios

YOUR CHALLENGE:
Given the scenarios, match them to the most suitable type of behavioral framework. Discuss in terms of leadership styles, organization structure.

KEEP IN MIND:
There is no “correct” frame in which to work
Be prepared to defend/discuss your decision
Try being creative and coming up with a hybrid framework
Summary & Concluding Thoughts

Discussion
Thank you!

Misha Chakraborty
Crystal Han
Porscha Jackson,
Dave Kennedy
Anne Mrudula
Group Members
Misha Chakraborty
Crystal Han
Porscha Jackson,
Dave Kennedy
Anne Mrudula

Group Members’ Contributions

The individuals involved in the planning, research, and design of this project varied greatly in their cultural, educational, and vocational backgrounds. Three of the five hailed from countries outside the US, while those remaining two who called the US their home country represented different genders. All but one member were Human Resource Development students. Yet each shared a curiosity toward a deeper understanding of how individuals and organizations mature and grow.

As a group, then, the decision to research Organizational Development (OD) as our topic was an easy one. Based on our shared interest, what was less simple, however, was the framework in which to apply our interest in OD. Drawing from previous research, a member suggested focusing our energies on the work of Lee Bolman and Terrence Deal, whose work in examining business, non-profit, and governmental organizations has yielded a classic work that spans research fields such as business, leadership, and sociology, and of course, human resource development.

Group members discussed potential topics in which to research OD, but ultimately settled on Bolman and Deal’s four frames as it provided a familiar structure in which to discuss the wide
topic of OD. As a group, we decided that the breadth of research examples Bolman and Deal investigated in their notion of reframing provided a broad range of potential information, research, and activities.

Having five members, however, did complicate the division of labor. After meeting as a group, we decided that each member would be responsible to research and understand one of the four frames. Below is a brief breakdown of each member’s “frame” responsibility.

**Human Resource Frame - Misha Chakraboty**

**Symbolic Frame – Crystal Han**

**Political Frame – Anne Mrudula**

**Structural Frame – Porscha Jackson**

As the only member of the group familiar with Bolman and Deal’s four frames, I volunteered to lead the group through their growing understanding of the framework. Below is an outline of the task pertaining the four frames for which I took responsibility:

- Developed a table to guide each member through a cursory understanding of the four frames. Included the “Metaphor” foci prominent in the book, as well as distinctives, exemplars, and theoretical connections of each frame to HRD or OD theorists or theories.
- Researched connections between Bolman and Deal’s work and Organizational Development, looking for parallels or intersections that would enlighten our understanding of OD.

With specific tasks delegated, each team member researched potential activities to be used to reinforce the four frames in a semi-formal training format during the presentation. Team members were paired for the training portion, and the fifth member was assigned to an overview. Team members then sent all materials to me, which were compiled into one document.