Bolman, Lee G.l and Deal, Terrence E. (1997). Reframing Organizations: Artistry, Choice, and Leadership.

 San Francisco: Jossey-Bass Publishers.**Introduction: The power of Reframing:** 5, the challenge of finding the right way to frame our world has always been difficult, but is has become overwhelming in the turbulent and complicated world of the late 20th century. Forms of management and organization serviceable a few years back are now obsolete. Senge (1993 calls it the organizational big bang: “the information revolution, the globalization of economies, the proliferation of events that undermine all our certainties, the collapse of the grand ideologies, the arrival of the CNN society which transforms us into an immense, planetary village—all these shocks have overturned the rules of the game and suddenly turned yesterday’s organizations into antiques” (pp. 14-15). **The aim of this book is help managers and leaders enrich the ideas and approaches they bring to their work.** ***Effectiveness deteriorates when managers and leaders cannot reframe***. (6)They do not know what to do, which explains: corporate strategic plans always forecast double digit growth but achieve half the goals. Estimate that one-half of all American managers are, incompetent, and less than one-third of reengineering initiatives meet their goals. (6)As a result: Scott Adam’s unscientific “Dilbert principle” the most ineffective workers are systematically moved to the place where they can do the least damage—management” (1966, page 14).It must be liberating the know that managers are only imprisoned only to the extent that their palette of ideas is impoverished. This lack of imagination Langer (1989) calls it “mindlessness.” **History of organized activity: page 7:** our ancestors were hunters and gatherers. Human evolved in a vastly simpler social context than today’s world. Large organizations came to dominate the social landscape only just recently that is hwy with the technological evolution has made our entire planet a global marketplace and the changes mean that today’s executives have to deal with thousands of interdependent relationships—linkages to people, groups, or organizations that have the power to affect their job performance. The diversity of goals, opinions, and beliefs among these players is typically enormous.” (Kotter, 1985, pp, 22-23).The proliferation of complex organization has made almost every human activity a collective one. We are born, raised, and educated in organizations. We must work in them and rely on them for goods and services. We learn in schools and universities, play sports in teams, join clubs, and grow old in hospitals and nursing homes, we build organizations but organizations have a darker side, too. They frustrate people, products are flawed, students don’t learn, patients stay sick, and policies make things worse instead of better. . There are many problems with society: there is widespread cynicism about performance of public agencies. And the private sector is just as bad. Automakers recall faulty cars; baby food producers make bad spoiled food, and software companies deliver bugs, and industrial accidents dump chemicals, oil, toxic gas, and radioactive materials, into the air and water. Corporate greed and insensitivity create havoc for lives and communities. The bottom line is we are hard pressed to manage organizations that benefits regularly exceed costs. **Strategies for improving organization: The track record:**  change strategy is to improve management and leadership. Managers are supposed to have the big picture and be responsible for their organization overall health and productivity. But they have not always been equal to the task. When managers cannot solve the problems, they turn to consultants. But they often give advice and remarkable fees and still do not solve the problems. 9. When mangers and consultants fail to get organizations on track the government frequently jumps in with legislation and regulation. Constituents badger elected officials to “do something about a variety of ills, pollution, dangerous products, hazardous working conditions, and chaotic schools to name a few. But government officials often distort the problems to distract from the problems away from their own responsibility. Problems outlast solutions; the basic purpose of this book is to help improve the odds of improving the atmosphere of organizations in dealing with caring for human needs. 9. Revolutionary changes in technology, rise o global economy and shortened product life cles have spawned a flurry of activity to design more fluid and more flexible organizational forms. These efforts have spawned a bewildering variety of labels: networks (Chaize, 1992), virtual organization, adhocracies (Mintzberg, 1979), atomized organization (Deal and Kennedy, 1982), spider plants (Morgan, 1993), PAL’s (Kanter, 1989), and many others. **Theory Base** page 10: in social sciences, several major schools of thought have evolved, each with its own concepts and assumptions, and its own view of how to bring social collectives under control. Each tradition claims scientific foundations no longer need Adam smith’s division of labor. 11. Pfeiffer’s managing with power 1992, unless we are willing to come to terms with organizational power and influence, and admit that the skills of getting things done are as important as the skills of figuring out what to do, our organizations will falter and fall behind. The problem is, not an absence of insight or organizational intelligence, instead the problem is passivity.” (Page 12, Pfeiffer). Max Dupre’s leadership Jazz says I think about management in terms of two categories: scientific and tribal. Tribal implies membership. Page 70**12. Purpose of the book is to sort through the many choices competing for managers’ attention consolidated major schools of organizational thought into 4 perspectives that are called frames which are both windows on the world and lenses that bring the world into focus.**  Frames help us order experience and decide what to do. Every manger, consultant or policymaker relies on a personal frame or image to gather information, make judgments, and determine how best to get things done. Goran carsedt, Volvo maker manager said. The world simply can’t be made sense of; facts can’t be organized, unless you have a mental model to begin with. That theory does not have to be the right one, because e you can alter it along the way as information comes in; Sorting through the tangled underbrush to find solution to problems. Managers must also articulate and Frames also become tools, each with its strengths and limitations. 13. Organ is filled with people who have different interpretations of what is happening and what should be happening. Each version contains a glimmer of truth but each is as product of the prejudices and blind spots of its maker. Effective managers need multiple tools, the skill to use each of them, and the wisdom to match frames to situation. **Our goal is usable knowledge; Ideas powerful enough to capture the subtlety and complexity of life in org. yet simple enough to be useful. We have sorted the insights drawn from both research and practice into 4 major perspectives, or frames, used both by academics and practitioners to make sense of organizations. Structural frame** emphasizes gals, specialized roles, and formal relationships, structures—commonly depicted by organization charts. Are designed to fit an org. environment and technology. Allocate responsibilities to participant. Division of labor and create rules, policies, procedures and **14.** Hierarchies to coordinate diverse activities. Problems arise when the structure T FIT the situation. Here you have to reorganize. (Reengineering the corporation by hammer and champ, 1993).**Second frame is human resources frame**. Sees an org. as much like an extended family, inhabited by individuals who have needs, feelings, prejudices, skills, and limitations. The key challenge is to tailor organizations to people—to find a way for individuals to get the job done while feeling good about what they are doing. (What America does right, by Waterman, 1994).**Political frames--**  sees organizations as arenas, contests, or jungles. Different interets compete for power and scarce resources. Conflict is rampant because of enduring differences in needs, perspectives, and lifestyles among various individual and groups; bargaining, negotiation, coercion and compromise are part of everyday life. Problems arise when power is concentrated in the wrong places or is so broadly dispersed that nothing gets done. Solutions arise from political skill and acumen (Pfeiffer’s Managing with power 1992). And Machiavelli in the prince 1514, 1916.**The fourth frame is symbolic frame** drawing on social and cultural anthropology, treats organization as tribes, theaters, or carnivals. It abandons the assumptions of rationality more prominent in the other frames. It sees organizations as cultures, propelled more by rituals, ceremonies, stories, heroes, and myth than by rules, policies, and managerial authority. Problems arise when actors play their parts badly when symbols lose their meaning, when ceremonies and rituals lose their potency. Solution s arises when the expressive or spiritual side of organizations is rebu9iod through the use of symbol, myth, and magic. Successful managers reframe until they understand the situation at hand. Whatever fits at the particular situations? 16. Management courses claim that multiple frames have significant positive effects over both the short and long term. There are 2 ways to deal with leadership and management; Rational-technical approach that emphasizes certainty and control. Managers are mechanicsExpressive, artistic conception that encourages flexibility, creativity, and interpretation. Managers are leaders and artists. (Art allows emotion, subtlety, ambiguity. Chapter 2. Simple Ideas, Complex OrganizationsKal tragedy can be traced to ordinary processes that occur routinely in and between organizations. Err and chaos are everyday stuff of managerial life. 22. Properties of organizations: managers need to be mindful of several basic characteristics that provide opportunities for the wise as well as traps for the unwary. 1. Organizations are complex. 2. Organizations are surprising. 23.3. Organizations are deceptive 25. 4. Organizations are ambiguous because problems in themselves are vague, information is incomplete, and we have multiple goals that are unclear or conflicting. Shortages of time, attention, or money make difficult situations more chaotic, roles are unclear, and we are not sure what criteria to use to evaluate success. **Organizational learning: 24. An env**ironment filled with complexity, surprise, deception, and ambiguity makes it easier to go crazy than to learn. Could organizations learn or is learning something only individuals can do? Both. Complex firms Toyota, Microsoft, have learned capabilities as a system that go far beyond the knowledge of any individual yet individuals within a system can and often do learn things that the system does not. **25. 2 ways organizational learn.**  Peter Senge: 1990 and Barry osprey focuses on mental models that humans use to make sense out of organizations complexity. Learning fails because humans apply simplistic mental model to complicated systems. **6. We see a problem we expect the solution to be close by, by in complex systems, course may be nowhere near effect.** Solutions may be far removed from problem and feedback may be delayed or misleading. In systems causality is circular. Senge emphasizes value of system maps, visual diagrams that clarify how system works. Many examples in organizations and in life of actions that produce short-term improvement but create much more serious long-term problems.

**Strategy might be cutting the training budget to improve short-**term profitability in martinis to relieve stress, offering big rebates to get customers to bury now, or borrowing from loan shark to pay back your gambling debts. These are short-term solutions but have long term costs.

**27.** 2nd perspective on organizational learning is by Chris Argyris and Donald Schon (1978). They focused lesson system dynamics and more on individual and group 28. Defenses. Senge learning paradox is that we don’t learn from experience because we don’t see the consequences of our actions. A and S: descript different paradox. The actions we take to promote productive organizational learning actually inhibit deeper learning. (1996 p. 281). Our actions are counterproductive because we try to solve problems without discussing the undiscussable or running afoul of organizations taboos. We look to solutions that won’t make us vulnerable, and we cove up that we are ignoring them. Buy such strategies often seem to work n the short run but eventually create a double bind. To get a better solution we have to face the issues we have ducked, but heat will reveal the cover-up.

**Coping with Ambiguity and Complexity.** 28. Most of important issues confronting managers are not so clear-cut. Solid facts are hard to find. Does a reorganization work?> is a meeting successful: why did decisions made by consensus not work: when issues are complex and evidence is incomplete, individuals make judgment or interpretations. Their judgments depend on expectations, beliefs and values, what we assume to be facts are social interpretations.

**29.** In order to act without creating more problems, managers must first establish what is happening. What is really going on here? First possbility stimulates the search for a satisfactory solutions the second requires a choice base don values and ethnics. Or enough patience to wait until things change on their own.

30 we turn to theories because they are essential because too much is happening in any situation for us to attend to every detail. To help us understand what is going on and to take actions. Our theories do two things, 1. They tell us that are important hand what can be safely ignores. And 2. They group many different bits of information’s into patterns or concepts.

Once the concepts are learned they can buyer used with ease, speed, and accuracy. Experienced managers can size up a situation very rapidly, decide what needs to be done, and move only.

Common fallacies in organizational diagnosis. People blaming approach. 2. Blame the bureaucracy, 3. Thirst for power,

The overly rations, blame-the-bureaucracy perspective starts from a reasonable assumption: organizations are created to achieve certain goals. They are most effective when the goals and policies are clean jobs are well defined, control system as are in place, and employees behave reasonable and prudent. \

33. Problem with rational perspective is it is very good explaining how organizatios should work but very poor at explaining why they often do not work . Managers who cling to the rational perspective get discouraged and frustrated when confronted .

33. Each of the commonly used perspective points to important phenomena but is incomplete and oversimplifies. All lead to false sense of clarity and optimism. Surprises, complexities, and ambiguities of an organizational life require more powerful and more surprises approaches. Determining what is really going on requires more sophisticated lenses than many managers currently posses. It also requires the flexibility to look at organizations from more than one angle.

In western cultures. The ability to shift from one conceptual lens to another helps redefine situations so that they become manageable. The ability to reframe situations as one of the most powerful capacities of great artists. It can be equally powerful for managers

Summary chapter 2: organ. Are complex, surprising, deceptive, and ambiguous they are formidably difficult to understand and manage. Our theories and images determine what we see, what we do, and what we accomplish. Perspectives to simple became fallacies. That cloud not illuminate **managerial** actions the world of most managers and administrators is a world of messes. complexity, ambiguity, value dilemmas, political pressures. And multiple constituencies. For managers whose images blind them to this messy reality it is a world of frustrations. And failure. For those with better theories and capacity to use their theories with skill and grace. It is a world of excitement and possibilities

**Part II the Structural Frame: Chapter 3: Getting organized:** specialized tasks, sequential work, close supervision, and top-down directives cluster in a widely accepted image of organizations structure. Origins of the structural perspective: two main intellectual sources: Industrial analysts who wanted to design organizations for maximum efficiency; most prominent of these theorists is Frederick Taylor. Father of time and motion. His approach was labeled scientific management: he combined with max Weber in the second branch of structural idea with the German economist and sociologist patriarchy, rather than rationality was still the customary organizing principle. Patriarchal organization had a father figure, a single individual with almost unlimited power, who could reward, punish, promote, or fierce on a personal whim. Weber sought to conceptualize monocratic bureaucracy: as an ideal form that maximized norms of rationality. Fixed division of labor, hierarchy of offices, set of rules governing performance, separation of personal from official property and rights, technical and employment as primary occupation and long-term career. 39. Structural Forms and Functions. Pressures of globalization, competition, technology, customer expectations, and workforce dynamics are causing organizations worldwide to rethink and redesign structural patterns. Swarm of items competes for managers’ attention: money, markets, people, and technological competencies, to name a few. Also attention must e devoted to social architecture. :--how a firm organizes its efforts can be a source of competitive advantage, premiums of flexibility, adaptation, and management of change. **6 Assumptions of structural frame. p**age 40. There are six 6 assumptions that undergird structural frames. 1. Org. exist to achieve established goals and objectives, 2. Organ. Work best when rationality prevails over personal preferences and external pressures. 3. Structures must be designed to fit organizations circumstances. Goals, technology and environment. 4. Organizations increase efficiency and enhance performance through specializations and division of labor. 5. Appropriate forms of coordination and control are essential to ensuring that individuals and units work together in the service of organizational goals. 6. Problems and performance gaps arise from structural deficiencies and can be remedied through restructuring. 40-41**. Basic structural tensions**: **two design issues of social architecture** 1. How to allocate the work and 2. how to coordinate different roles. And units after responsibilities have been parceled out. 1.**Division of labor is the cornerstone. And specialization**. A job prescribes what in individual is to do to accomplish a task prescriptions take the form of a job, procedures, or rules (Mintzberg 1979) formal constraints like apathy absenteeism, and resistance (Argyris 1957 and 1964) but they help ensure predictability, uniformity and reliability. 2. How to group the positions or roles, or working units; there are several b basic options according to Mintzberg 1979: 1. Functional groups based on knowledge or skill (research, engineering), 2. Units created on basis of time, swing shift, day shift, etc. 3. Groups organized by product (detergent versus bar soap wide-body versus narrow-body aircraft). 4. Groups established around customers or clients, (pediatrics, intensive care or maternity in a hospital), 5. Groupings around place or geography (regional offices for corporations or government agencies). 6. Grouping by process: a complete flow of work, this process flows from initiating by a customer order, through the functions, to delivery to the customer” (Gailbraith, 1993, p. 34). Creating different roles and unit provides the benefits of specializations but inevitably creates problems of coordination and control. Each operation focuses on its own priorities. The result in achieving unit goals not the overall mission of the corporation. As a result, integrated efforts become fragmented and performance suffers. Coordination is vertical top-down or lateral 42. Meeting committees. Or network.49> structural Imperatives: Dimensions: 1. size and age. 2. Core process, 3. Environment, 4strategy and goals, 5. Information technology and 6. Nature of the workforce. Structural imperatives: size and age: complexity and formalization increase with size and age. 2. Core process: technologies must align with structure 3. Environment: stable environments reward simpler structure, uncertain, turbulent environments. 4. Strategy and goals: variations in clarity and consistency of goals require appropriate structural adaptations. 5. Information technology: information technology permits flatter, more flexible, and more decentralized structure. 6. Nature of the workforce: more educated and professional workers need and want greater autonomy and discretion. Each of these structural imperatives must be considered in designing a workable structure. 50>size: as orgs get larger pressures for efficiency and discipline pushes toward formalization and complexity (Greiner, 1972). If carried too far, this process leads to the suffocating bureaucratic rigidity often seen in large, mature organizations.(52)Environment: stable mature businesses (railroad or post offices) ar4e stable mature bureaucracy, which deals with homogeneous stable and predictable influences. Uncertainty and turbulence press organizations to develop more sophisticated architectural forms. New specialties and roles are required to deal with emerging problems. More specialized and diversified structures require more elaborate, flexible approaches to vertical and lateral coordination. All organizations are dependent on their environment but some are more dependent than others public schools have low power with respect to external constituencies and struggle to get resources they need. Small size, powerful competitors, well organized external constituencies, limited flexibility and scarcity of resources tend to increase dependence. (53). Strategy and goals: goals are embedded in strategy in firms, goals are profitability, growth, and market share are relatively specific if and easy to measure. Goals in educations and humna services organizations are typically more diffuse—producing education men and women: or improving individual well-being. Encourages an entity to adopt a more decentralized, loosely integrated system of roles and relationships. Goals vary in number and complexity. McDonald’s goals are fewer. Less complex and less controversial than Harvard’s –uncertainty and conflict over goals are typically much higher in public agencies, universities, and schools. Wasteland and Sjostrand 1979 suggest a variety of other goals in dealing with schools: Honorific goals: fictitious goals that credit the organization with desirable qualities. Taboo goals—actual goals not talked about, stereotypical goals, goals that any reputable organization should have, existing goals—goals quietly pursued even those inconsistent with the organizations stated values and self-image. To understand the linkages among goals, structure, and strategy, one has to look beyond formal statements of purpose, schools are criticized because their structure does not (54) with goals of scholastic achievement. But schools have other less visible goals such as character development. Information technology: organ. Have two choices: reduce the need for information or increase the capacity to process information (Gailbraith, 1973) before computers information technology (IT) was centralized and controlled by specialists. (55).Now, linking desktop machines to one another opened new possibilities for structuring organ. As networks or complex adaptive system s. which are assemblies of loosely connected units, decentralized . NY operating systems: relationships are now described like crazy quilts, not a hierarchy or functions. Innovations and investments in information technology make flatter structures inevitable. People: nature of the workforce: human resource requirements have changed in recent decades. Lower level jobs now require high levels of skill. A better educated workforce expects and sometimes demands more discretion in daily work routines. Increased specialization of knowledge has professionalized many functions. Changes in the workforce put additional pressure on traditional hierarchical forms. Combined with changes in technology and increasing emphasis on symbolic approaches to organizations control, dramatically different structural forms are emerging. Deal and Kennedy 1982—predicted emergence of atomized or network organization –small autonomous, often geographically dispersed work groups tied together by information systems and organizations symbols. Drucker made a similar observations.—businesses will increasingly “move work to where the people are, rather than people to where the work is.” (1989 page 20). IN many cases it is hierarchical and centralized like McDonald’s or flat and decentralized like Harvard.

Summary: structural frame looks beyond individual to examine the social context of work. Sometimes bogged down with red tape, mindless memos and rigid bureaucrats, the structural approach is broader and more subtle. When structure is overlooked, organizations often misdirect energy and resources. Organizations divide work by creating a variety of specialized roles, functions. and units. They rely on authority, rules, and policies as the primary 58, organizations operating in rapidly changing turbulent and uncertain environment need much more complex and flexible str5uctui5res. Chapter FOUR 4 STRUCTURING AND REENGINEERING: Structural dilemmas: differentiations versus integration. Gaps versus overlaps, underuse versus overload, lack of clarity versus lack and creativity, excessive autonomy versus excessive interdependence, the loose versus too tight, diffuse authority versus over-centralization, diffuse authority versus over-centralization; goal-less versus goal-bound, irresponsible versus unresponsive.61Recognizing structural dilemmas is a recurrent management challenge. Achieving the right balance is tied closely to an organization’s total situation: correct environment, workforce, technology and past structural commitments. Structural Configurations: structural designs rarely starts from scratch. Managers search for options among existing blueprints in experience or in the popular literature. Mintzberg and Helgesen offer two examples. 62. Mintzberg’s Fives: Mintzberg’s five-sector logo—1. base (operating core), people who perform the basic work of manufacturing, service, professional or teachers, assembly-line workers, nurses in hospitals, flight crews in airlines. Directly above is 2. (Administrative component) or Middle Line managers, principals, factory foremen, at the top of the model is the 3. Strategic apex: like senior managers who focus on the outside environments determine the mission, and provide the grand design. Then 4. Techno structure: specialists and analysts who standardize, measure, and inspect outputs and processes. Then, 5. Support staff that perform tasks that support or facilitate the work of others, school custodians, food service workers, and bus drivers. Then Mintzberg 1979 derived five basic structural configurations: there are five basic structures. Simple structure, machine bureaucracy, professional bureaucracy, divisional form and adhocracy. Simple structure: has only two levels: the strategic apex and an operating level. Coordination is accomplished primarily through direct supervision. The virtues of simple structure are its flexibility and adaptability—one person directs the entire operation. One person can punish as well as reward. achine bureaucracy: A KEY CHALLENGE IS HOW TO MOTIVATE. AND SATISFY WORKERS. Professional bureaucracy: operating core is large compared to structural parts. Few managerial levels exist between strategic apex and professors. 66. It is a flat, decentralized profile. Control relies heavily on profession training and indoctrinate. Finalized form: bulk of ht work is done is in quasi-autonomomous units—campuses in a milti-campus university, specialists in large multispecialty hospitals, or divisional in fortune 500. Divisional zed structures offer economies of scale, ample resources, and responsiveness without undue economic risks. But they create other tensions. Adhocracy.—loose, flexible, self-renewing organic form tied together mostly through lateral means. Diverse freewheeling environments adhocracy functions as an organizations tent. Ad hoc structures are most often found in conditions of turbulence and rapid change. It doesn’t believe much in hierarchy, rule books, dress codes. Company cars, executive dining room. 69. Helgesen’s web of inclusion: Mintzberg is still top down pyramid. With vision led by men. Helgesen‘s idea is primarily by female leadership: organize in which the focus was on nurturing good relationships; in which the niceties communication were multiplicities, open and diffuse. Women tended to put themselves at the center of their organizations rather than at the top. Helgesen coined the expression “web of inclusion: to describe an architectural form more circular than hierarchical. The web builds from the center out. 71> simple structure: boss has the edge. Machine: techno structure and strategic apex possess the most clout. IN professional bureaucracies, chronic conflict between admin. And professionalism is dominant tension. In adhocracy. 72. Different actors play pivotal roles in shaping the emerging structural patters. 72: pressures for restructuring: firms in trouble fall into one of these three categories. Impulsive firms: stagnant bureaucracies: headless giants. 73. Structural change is episodic: pressures for restructuring include: environmental shifts, technology changes, organizations grow, leadership changes. 80. Summary: structure represents a resolution of contending claims of different groups within the organizations. Mintzberg differentiates 5 major components I organizations a structure: strategic apex, middle management, operating core, techno-structure, and support staff. Different configurations of theirs components lead to different organizations forms: mple structure, machine bureaucracy, professional bureaucracy, divisional zed form, and adhocracy. Helgesen adds the web of inclusion. Effective rrestr4ucturing requires both a microscopic view of typical structural problems as well as an overall, topographical sense of structural options. Chapter 5: Organizing Groups and Teams: 83: more complicated projects generally require more complex structures—flexible roles, reciprocal interdependence, and coordination by lateral relationship and mutual feedback. There are many five member teams: 1. One-boss arrangement-one person has authority of And decisions flow form top down. 23. Dual authority; two members are given authority over specific areas. Reduces the span of control of the person in charge, allowing greater concentration. It also reduces the span of control of person in charge, allowing greater concentration of mission, strategy, or group’s relationships.3rd choice is create a simple hierarchy that at the same time, The fourth choice is the circleFifth possibility is the star or all channel network: similar to helgesen’sweb of inclusion> creating multiple connections so that each team member can talk to anyone else.TEAMWORK AND INTERDEPENDENCE: Determinants and successful teamwork: 91Degree of task-related interaction among unit members 2. Geographic distribution of members 3. Autonomy issues 4. Coordination. 5. The required structure-conglomerate, mechanistic, or organic. 6. Metaphors to describe the task of management.The process of teamwork moves through three 3 distinct phases from baseball to football to basketball (keidel 1984,p. 11)/.92. High performing teams> Katzenbach and smith’s research highlights the importance of structure to exemplary team performance. Six 6 characteristics. Shape purpose in response to a demand , translate common purpose into specific, measurable performance goals, 93 are of manageable size of no more than 25 people, develop the right mix of expertise, develop a common commitment to working relationships, they hold themselves accountable to high standards of performance. Summary: 96. Many classic team problems arise from ill fitting structures. Conscious attention to structure and roles can make an enormous difference in performance. Loose, nonhierarchical forms work well in early phases of goal setting, 97. Later report writing and editing may require a more centralized a dedifferentiated structure. Sometimes when a group encounters Inevitable overload, conflict, confusion, communication gaps or bungled handoff—members often pin the blame on each other, it is much easier and more profitable to restructure the team than to reconstruct each member’s personality. Chapter 6: Part III: The Human Resource Frame: chapter 6: people and organizations. \101 McGregor’s early efforts helped lay the foundations of the human resource frame. 102L characteristics of human resource frame: organizations exist to serve human needs rather than the reverse, people and organizations need each other, organ. Need ideas, energy, and talent—people need careers, salaries, and opportunities. When the fit between Ind. And system is poor, individuals will be exploited or will exploit the organization and both will be victims. A good fit benefits both individuals and organizations. Individuals get meaningful and satisfying work and organizations get talent and energy they need to succeed.

103: people want to know: “how well will this place fulfill my needs? Organizations ask, “Or do we find the right people with the skills and attitudes to do the work? Everyone needs physical human needs water oxygen food psychological needs are more controversial.

104. What needs do people have? Maslow physiological needs, safety needs, belongingness and love, esteem, and self actualization.

105; theory x and theory y: Douglas McGregor (1960) built on Maslow’s theory by adding another central idea; that managers assumptions about people tend to become self-fulfilling prophesies. Most managers harbor theory x assumptions—subordinates are passive and lazy and have little ambition. Prefer to be led, and resist change, most congenital management’s practices, were build on hard or soft versions of theory x. hard verso ion emphasizes coercion, tight controls, threats, and punishments. This management style leads to low productivity, antagonism, militant unions 106. Subtle sabotage. Soft versions try to avoid conflict and satisfy everyone’s needs. The result is superficial harmony with undercurrents of apathy and indifference. (The self-fulfilling prophecy is if you treat people as lazy they will conform to your expectations.

106: McGregor argued another theory Y: which led to a different view. The key propositions is that, “the essential task of management is to arrange organizational conditions so that people can achieve their own goals best by directing their efforts toward organizational rewards.” (McGregor, 1960, p. 61). If individual Find no satisfaction then managers have little choice but to rely on theory x.

106 Personality and organizations. Like McGregor, Chris Argyris (1957, 1964) also saw a basic conflict between human personality and the way in which organizations are typically structured and managed. Argyris argued that people have basic self-actualization trends” akin to plants’ efforts to reach their biological potential. From infancy into adulthood, people advance from dependence to independence. 107. from a narrow to a broader range of skills and interests. They move from a short time perspective (cannot predict the future) to longer horizons. Argyris also said organizations treated people like children rather than adults. Argyris saw person-structure conflict built into traditional principles of organizational design and management. The structural concept of task specialization defines jobs as narrowly as possible to improve efficiency.

108 People look for ways to respond to these frustrations. They withdraw—absenteeism or quitting, 109 -they stay on the job, but withdraw psychologically becoming indifferent, they resist by restricting output, deception or sabotage, 110-they try to climb the hierarchy for better jobs, they form groups to redress the power imbalance, they socialize their children to believe that work is unrewarding and hopes for advancement are slim.

111. Argyris and Macgregor formed their views on observations of American organizations in the 1950’s and 1960’s. Since then, investigators have documented similar conflicts between people and organizations. Orgogozo 1991 contended that French management practices regularly caused workers to feel humiliation, boredom, anger, and exhaustion “because they have no hope of being recognized and valued for what they do. (Page 101-orgogozo).

Human Capacity and Changing Employment Contract: on the one hand. Global competition, rapid technical change, and shorter product life cycles have produced a turbulent, intensely competitive environment that places an enormous premium on being free fast and facile. Handy sees organ adopting a “shamrock” form with three clusters of people: 1—core group of managers and professional with skills critical to the enterprise. 2. Basic workforce working part-time or in shifts to provide the necessary flexibility. 3. Contractual fringe of people who do work that can be done more cheaply by outsiders. In the 1990’s organizations have turned to downsizing, outsourcing and reliance on part-time employees to dope with business fluctuations. 113. Job security is dead, no guarantee of employment, everyone is self-employed, focus on learning and credibility rather than promotions, more decentralized structures are proliferating in response to complexity and turbaulence. These new configurations depend don higher levels of skill, intellignence, and commitment across a broader spectrum of employees.

116. Downsizing has led to a corrosive effect on employees’ motivation, and commitment. All the foment of downsizing has led individuals to insecurity which has caused personal and social costs: low wages, minimal benefits, job insecurity, stress and burnout. Pfeiffer 1994 and Lawler 1996 argue that a skilled and motivated workforce is a powerful source of strategic advantage precisely because few employers invest the time and resources to develop a cadre of committed, talented employees.

117 investing in people: waterman 1994 argues that a pervasive characteristic of high performing companies is doing a better job of understanding and responding to the needs of both employees and customers. As a result, they attract better people who are motivated to do a superior job. The downward spiral now takes a more positive upward spin.

119: summary: human resource frame stresses the relationship between people and organizations. Organ. Need people (energy, effort, and talent) people need organizations (intrinsic and extrinsic rewards they offer), but their needs are not always well aligned. When fit is poor—individual May feel neglected, and organ sputter because individual Withdraw their efforts, conversely a good fit benefits both: individual Find org purposes meaningful and organ get energy they need to succeed. Global competition turbulence and rapid change have heightened. An old organizational dilemma: is it better to be lean or invest in people? Strategies to reduce the workforce: downsizing, outsourcing, or part-time workers have been applied to reduce costs. The risk is loss of talent and loyalty that leads to mediocre organizations. Emerging evidence suggests that downsizing has disappointing results. Many successful org. have been investing in people that are highly motivated and skilled in their tasks. Which is a powerful competitive advantage?

Chapter 7: Improving Human Resource Management: 122: building a human resource philosophy: 123: strategy: dev a long term resource philosophy: practices: build the philosophy into the corporate structure and incentives strategy: resource philosophy: develop measure of human resource management; invest in people: practices: high the right people and reward them well, provide job security, promote from within, train and educate, share the wealth. Strategy: empower employees and redesign their work: practices: provide autonomy and participation, focus on job enrichment, emphasize teamwork, and ensure egalitarianism and upward influence.

Putting it all together: Total quality management and NUMMI: one example that combines structural and human resource elements is Total quality management: TQM. W. Edwards Deming 1986 Joseph Juran 1989 and Philip Crosby 1989 and Kaoru Ishikawa 1985 differed on specifics, but al emphasized workforce involvement, participation, and teaming as essential components of a serious quality effort. Hackman and Wageman 1995 summarized 4 core assumptions in TQM. High quality is actually cheaper than low quality 2. People want to do good work 3, quality problems are cross-functional and 4, top management is ultimately responsible for quality. 135. The powered of an integrated approach to TQM is illustrated in the case of new united motors manufacturing, inc. (NUMMI), and the General Motors-Toyota joint venture. In 1985 NUMMI reopened an old BM plan in California and behave to build cars. NuMMI’s success was built on a comprehensive human resource philosophy, symbolic egalitarianism, workers and executive wore the same uniforms, parked in the same lots, and ate in the same cafeteria. Grouped in small, self-managing teams, employees participated in designing their own jobs and rotated thought different jobs. NUMMI’s motto; there are no manager, no supervisors, only team members. The NUMMI experiment combined creative human resource management with demanding work standards to produce an automobile highly completive in terms bof ob both cost and quality. Learning by doing.

140 summary: human resource assumptions emphasized fit bet individual and organization When fit is good both benefits. Poor fit underutilizes energy and talent, frustrates individual and encourages people to withdraw, resist, or rebel. 141Everyone pays. One set of approaches strengthens the bond bet individual and organization by paying well, provide job security promoting work from within, training workforce, and sharing fruits of organizational success. Another set empowers workers and givers work more significance through participation job enrichment, teaming democracy and egalitarianism.

Chapter 8: Interpersonal and Group dynamics: Argyris and Schon (1974, 1996), argue that individuals’ behavior is controlled by personal theories for action: assumptions that inform and guide their behavior. Espoused theories: accounts that individual. Provide whenever they try to describe, explain, or predict their behavior, and theories in use, what people actually do. Argyris and Schon found significant discrepancies between exposed theories and theories in use. In. see themselves as rationale open concede for others and democratic not realizing that their actions are competitive, controlling andefencsive. Go to page 146-Model I theory in Use: \_ (Argyris and Schon 1996 p. 93). Core values—action strategy—consequences for the behavioral world, consequences for learning. Core value: define and achieve your goals, action strategies: design manage the environment unilaterally consequences for world< you will be seen as defensive inconsistent fearful selfish. Consequences for learning you seal yourself off Maximize winning minimize loosing: act. Str: own and control whatever is relevant to your interest. Cons of beh world: you create defensiveness in interpersonal relationships consequences for learning: you get caught up in single-loop learning Minimize generalizing of expressing negative feelings; act str; unilaterally protect yourself from criticism discomfort vulnerability consequences. For behavioral world: reinforce defensive norms mistrust risk avoidance consequence for learning: test you assumptions and beliefs privately not publicly]Be rational act. Str. Unilaterally protect other from being upset or hurt cons for beh world: Model II emphasizes the integration of advocacy and inquiry. Asks manager sto express openly what they think and feel and actively seeks understanding of others’ thoughts and feelings. Openness carries risks and it is hard to be effective when you are ambivalent, uncomfortable, or frightens. It gets easier as becoming more confident that you can cope with other people’s responses. Model I focuses on characteristics hell in common by many managers and organizations. Groups in organizations: managers face more difficult challenges because they spend much of their time in groups. Groups take many forms: standing committees, task forces, project teams, boards of trustees, faculty committees, advisory groups, and cliques. To name a few. Groups have assets and liabilities: assets. More knowledge, diversity of perspective, time and energy than individuals working alone. Improve communication increase acceptance of decision. Liabilities. Inefficient, let personal agendas smother collective purposes. Groups’ operative on two different levels: an overt conscious level focused on task and a more implicit level of process emphasizing group maintenance and interpersonal dynamics. Groups like modern art, are, complex and sublet informal roles, informal norms, interpersonal conlict and leadership and decision making. 152-158Summary: 158: employees are hired to do a job but always bring social and personal needs with them to the workplace. Th4ey spend much of their time in organizations interacting with others, one on one and in groups. Both individual satisfaction and organizational effectiveness depend on quality of interpersonal interactions. Argyris and Schon argue that interpersonal dynamics in organizations are often counterproductive. People employ theories in use (behavior programs) that emphasize self-protection and the control of others Argyris and Schon developed an alternative model of effectiveness built on values of mutuality and learning. Managers must understand that groups always operate at two levels: task and process. Both levels need to be managed if groups are to be effective. Significant process issues are informal roles, group norms, interpersonal conflict nd leadership. PART IV: The Political Frame: Chapter 9: 161 Power, Conflict, and CoalitionsChapter 10: 176: the Manager as Politician: Chapter 11: 194 Organizations as Political Arenas and Political AgentsPART V: THE SYMBOLIC FRAME CHAPTER 12,**215** ORGANIZATIONAL CULTURE AND SYMBOLS, CHAPTER 13: **235** ORANIZATION AS THEATER CHAPTER 14: **251**ORGANIZATIONAL CULTURE IN ACTION: Chapter 12: ORGANIZATIONAL CULTURE AND SYMBOLS; 215: FROM THE BEGINNING OF TIME, HUMANS HAVE WRESTLED WITH THE MEANING OF LIFE. Without faith, people falter and perish. In our highly complex world, persistent questions trouble us at every turn. 216 the symbolic frame seeks to interpret and illuminate basic issues of meaning and belief that make symbols so powerful. 216: Meaning, Belief and Faith are central to a symbolic perspective. Humans have found life bewildering. Events often cannot be explained; over ones die before their time, evil is sometimes better rewarded that virtue. Circumstances cannot always be controlled: tornadoes wipe out communities fires destroy churches, and factories. Recessions put venerable firms out of business. Contradictions seek reconciliation: good people do bad and bad people do good dilemmas and paradoxes abound> How can we keep peace, protect lives, and property, symbolic frame forms a conceptual umbrella for ideas from a variety of disciplines, Selznick, march, Weick, the symbolic frame has diverse ideas into several core assumptions: What is most important about any event is not what happened, but what it means.Activity and meaning are loosely coupled: events have multiple meanings because people interpret experince differently.Most of life is ambiguous or uncertain—what happened, why it happened, or what will happen net are all puzzles. High levels of ambiguity and uncertainty undercut rational analysis, problem solving and decision makingPeople create symbols to resolve confusion, increase predictability, provide directing, and anchor hope and faith, in face of uncertainty and ambiguity. Many events and processes are more important for what is expressed than what is produced. They form a cultural tapestry of secular myths, rituals, ceremonies, and stories that help people find meaning, purpose, and passion. 17. symbolic frame sees life more fluid than linear. Organ function like complex, constantly changing, organic pinball machines, decisions, actors, plans, and issues continuously carom through an elastic, ever-changing labyrinth of cushions, barriers, and traps. 217Collins and Porras built to last 1994 offer impressive longitudinal evidence linking symbols to the financial bottom line. Symbols embody and express an organ. Culture—interwoven pattern of beliefs, values, practices, and artifacts at ha define for members who they are and how theory are to do things,

Culture is both a product and a process. Product-it embodies accumulated wisdom from those who came before us. Process—continually renewed and re-created as newcomers learn the old ways and eventually become teachers themselves. 219: Carlstadt’s strategy at Volvo is only one example of using symbols to find meaning in chaos, clarity in confusion, and predictability in mystery. Myths and other narrative forms such as fairy tales and stories provide explanations, reconcile contradictions, and resolve dilemmas (Cohen 1969) symbolic act. Rituals and ceremonies provide direction in uncharted terrain (Ornery, 1973). Metaphor, humor, and ply loosen things up and take participants to a deeper level. Modern reincarnations of symbolic figures as heroes, heroines, priests, and storytellers, offer interpretations of what life in organizations really means. 220-Myths: myths, operating at deep reaches of consciousness, provide the story behind the story (Campbell, 1988) they explain they express they maintain solidarity and cohesion. They legitimize. Mediate contradictions myths have 2 facets. Negative side they can blind us to new information the myth that authority must always equal responsibility. Managers belie that organizations are rational change is planned, managers are in control, experts are objective, there is always one best way. We may still cling to these despite evidence to the contrary. If we give up our cherished myths, we risk being overwhelmed. Myths keep us sane, but also dampen curiosity refract images. And misdirect attentions. 221: myths support claims of distinctiveness, transforming a place of work in to a revered institutions and an all encompassing way of live. A shared myth fosters internal cohesion and a sense of direction. While helping maintain confidence and support of external constituencies. At same time myths are stubbornly persistent potentially blocking adaptations to changing conditions. 221 stories and fairy tales: externalize inner conflict and tensions. Stories also convey information morals, values and myths, vividly and convincingly. Perpetuate values and keep historically explain of heroes and heroines alive. 222: stories: are a key medium for communicating corporate myths, establish perpetuate tradition. Convey value and identity of reorganizations to insiders and outsiders stories spread through the community, test scores became almost irrelevant because stories built so much confidence sand support. Rituals: rituals fives structure and meaning to daily life. “we find these magical moments every day’ drinking our morning coffee reading daily paper (Fulghum, 1995, p. 3).rituals anchor us to a center while freeing us to move on and confront the everlasting unpredictability of life. Paradox of ritual patters and sacred habits is that they simultaneously serve as a solid footing and springboard, providing a stable dynamic in our lives. Fulghum, 1995, p-. 261). Historically, cultures have relied on ritual and ceremony to crate order, clarity and predictability, particularly around issues or dilemmas too complex, mysterious, or random to be controlled otherwise. Rain dances, harvest celebrations, and annual meeting Fulghum, 1995, p. 96)Ceremonies: 227: ceremonies punctuate our lives at special moments. Baptisms, bar mitzvahs, graduations, weddings, anniversaries, offer 4 major roles: socialize, stabilize, reassure, and convey messages to external constituencies. Ceremonies bring mew members into the fold and maintain uniformity among members of old groups.229. Metaphor, humor, and play: illustrate important “as if” quality of symbols indirect ways to grapple with issues that are too complex, mysterious, or threatening, to approach heads-on. Metaphors make the strange familiar and the familiar strange. They help us capture subtle themes that normal language can overlook A maze is a well oiled wheel, wet noodle is an oak tree three ring circus is a symphony rchestra230Metaphors compress complicated issues into understandable images, affecting our attitudes, evaluations, and actions. Fine (1996) suggest that metaphors are also central to process of defining and justifying one’s work identity. Four different metaphors to describe who cooks are: Professionals, artists, business-people, and workers. Each image give rise to a different occupational rhetoric. And cooks draw on all of them for different times and circumstances. Humor serves important s if functions. Hansot 1979 argues that it is less important to ask why people use humor in organizations than why they are so serious. Humor integrates, expresses skepticism, contributes to flexibility and addictiveness, and signals status, it can establish solidarity and facilitate face saving. Above all, it is a way to illuminate and breast frames **231Organizations as cultures**: culture: what is it, and what is its role in organizations: Schein (1992, page 12), offers a more formal definition: “a pattern of shared basic assumptions that a group learned as it solved its problems of external adaptation and integration, that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think and feel in relations to those problems. (deal and Kennedy 1982. Page 4) define culture more succinctly as “the way we do things around here.” Leadership: symbolic perspective, meaning is basic human need. Managers who understand symbolic forms and activities and encourage their use help shape an effective organizations -232 so long as organization is aligned with the challenges of the marketplace. 234: summary: in contrast to traditional views emphasizing rationality and objectivity, the symbolic frame highlights tribal aspect of contemporary organizations. Centers on complexity and ambiguity in org. myths and stories provide drama; cohesiveness, clarity, and direction in presence of confusion and mystery, rituals and ceremonies provide ways to take action in face on confusion, unpredictability, and threat. Metaphors, humor and play provide ways for individuals and organizations to escape from tyranny of facts and logic. To view organizations and their own participation in them as if they were new ad different from what they seem and to find creative alternatives to old choices. Chapter 13 organization as theater: 236. Decision making is more ritual than rations (March and Olsen) 1976). Evaluations serve purposes other than assessing performance. T238: symbolic frame reduces uncertainty and soothes bewilderment. Provides a shared basis for understanding the present and a vision of a more promising future. Structure as theater: Meyer and rowan 1978 depict the structure of public schools as largely symbolic. Admistative processes coordinate work through such devices as formal meetings, evaluation systems, accounting systems, management information systems, and labor negotiations. Technical processes goods and services; factory workers assemble parts, into products. Professors give lectures to impart knowledge and wisdom people at work spend much of their time engaged in such processes to justify their labor they need to believe that their activities produces intended outcomes, even without results, though, activities play a vital role in theatrical performance. They serve as scripts and stage markings that provide opportunities for self-expression, forums for airing grievances, and arenas for negotiations new understanding and meanings. Meetings: 241: meetings are like garbage cans. Meetings attract all three: people, problems and solutions. Outcomes depend on a complicates and often serendipitiuous interplay among inputs that happen to arrive, who came to the meetings. Hate problems concerns on needs that did they brig what solutions or suggestions were available. Garbage cans are particularly likely for emotionally powerful, symbolically visible, technically fuzzy issues. Meetings may not only produce rations discourse, sound plan, or radical improvements, but hey serve as symbolic arenas that help recent individuals and organizational disintegrations Planning: 242: planning is a ceremony any reputable organization must conduct periodically to maintaining legitimacy. Plan is a badge of honor that organizations wear conspicuously and with pride. Mintzberg’s unsightly book, The Rise and Fall of Strategic Planning (1994), present an impressive array of survey and anecdotal evidence questions and how well strategic planning rally works. 243. Four roles for plans Cohen and March: 1. plans are symbols, planning is a signal that all is well or improvement is just around the corner. 2. Plans become games, benefits come more from the process that than the result 3. Plans becomes excuses for interactions plans forces discussion and may increase interest in and commitment to new priorities in department and schools. 4. Plans become advertisements. What is called a plan is more like an investment brochure. 244-245Evaluation: consume substantial time, effort, ad money, leading to lengthy reports presented with considerable ceremony. Evil. Is necessary to ensure a responsible, serious, and well managed image. Evil serves as weapons in political battle oral justifications for decisions already made (Weiss, 1980). Eva is a ritual whose function is to calm the anxieties of citizenry and too perpetuate an image of government rationality efficiency, and accountability. Collective bargaining. 24521 conflicting interests against each other. Unions want better working conditions and benefits for members, mamnageres keep costs down. Power: 247: viewed a s a tangible attribute that individuals or syademposses as something that can be seized, exercised, or redistributed, pouter is attributed to certain behaviors, Summary: 248: organizations are judged primarily by appearances from a symbolic perspective. Provide internal glue, helping participants, cope, find meaning, and play their role without reading the wrong lives, upstaging the lead anecdotes or confusing tragedy with comedy. Externally they provide a basis for confidence and hope.hapter 14: 250 organizational culture in action: it cannot be achieved without immense effort, training and cooperation. Leading principles or groups: how someone becomes a group member is important, 2, diversity provides a team’s competitive advantage, 3, example, not command, holds a team together, 4. Specialized language fosters cohesion and commitment, 5, stories carry history and values and reinforce group identity, 6. Humor and play reduce tension and encourage creativity, 7. Ritual and ceremony lift spirits and reinforce values. 8. Informal cultural players make contributions disproportionate to their formal roles. 9. Soul is the secret of success. Summary: 262: symbolic perspectives question traditional views that building a team mainly means finding the right people and designing an appropriate structure. The essence of high performance is spirit. . managers wonder how to build team spirited when turnover is high, resources are tight, and people worry about their jobs. Managers have to respond to individual needs, legal requirements, and economic pressures, but their can serve a deeper and more doable function hewn they recognize the at team building at it’s hear is a spiritual undertaking. It is a search for spirit within and the creation of a community of believers united by shared faith and shared culture peak performance emerges as a team deservers its soul PART VI: improving its leadership practice.