

# Emerging Leaders Program Managing Your Self



## Four Frame Thinking

Welcomes

Rules of the road

### Frames and Rapid Cognition

- Nonconscious
- Fast
- Renders affective judgments

Frame determine

- The questions we ask
- The information we gather
- How we define problems
- What actions we take



- Mental map to read and negotiate a “territory”
- The better the map the easier to get around.
- Frames enable you to see some things, but not others.
- Effectiveness depends on using the right frames and multiple frames

## What's Your Frame? Take the Quiz

Example: People see me as: Engaging 3 Helpful 4 Prepared 1 Energetic 2 =10

### STRUCTURAL

The **RATIONAL** side

Someone who thinks clearly, makes the right decisions, has good analytical skills, and can design structures and systems that **get the job done.**



### HUMAN RESOURCE

The **PEOPLE** side

A facilitator and participative manager who supports and **empowers others.**



### POLITICAL

The **ADVOCACY** side

An advocate and negotiator who understands politics and is **comfortable with conflict.**



### SYMBOLIC

The **MEANING** side

A prophet and visionary, who uses symbols, tells stories and frames experience in ways that give people **hope and meaning.**



## Play to your strengths

Two ways of looking at the world **Deficit Approach**

**Strengths Based Approach**

- You cannot be good at everything
- Focus and develop strengths
- Minimize your weaknesses

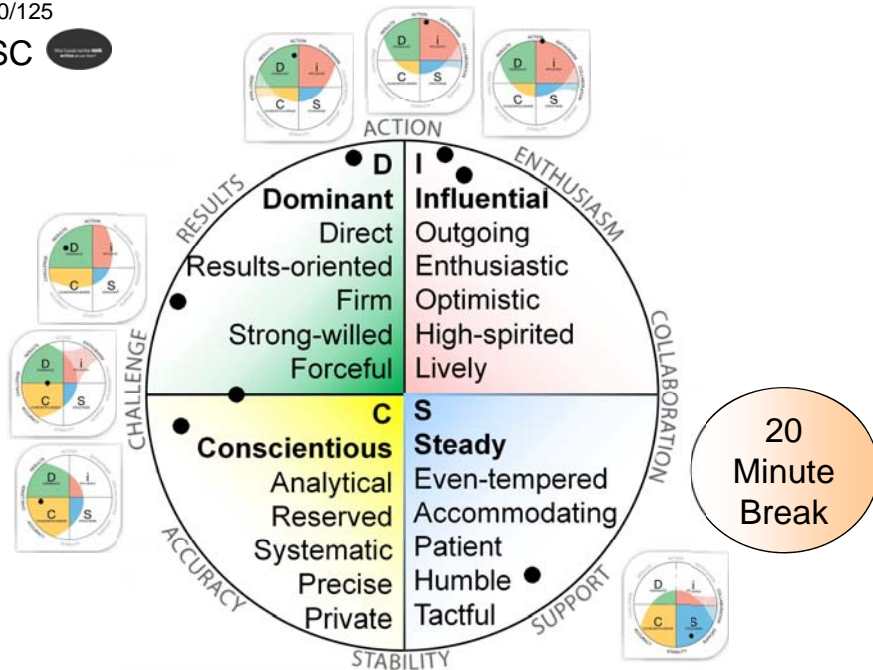
Strengths Algebra: **Talent x Investment = Strength**

Clues to talent

- Naturally inquisitive about?
- Doing when time flies?
- Gives great satisfaction?
- Pick up rapidly?
- Do to near perfection?
- Best day?
- Worst Day?
- Ask others!

Johari Window (Luft & Ingham)

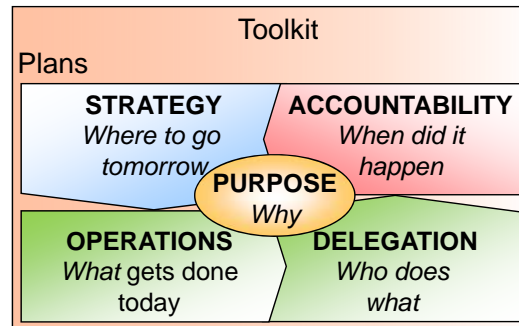
	<b>Just Ask</b>
<b>Open</b> Everybody Knows	<b>Blind Spot</b> They Know, You don't
<b>Do Tell</b> <b>Hidden</b> You know, They don't	<b>Unknown</b>



What are your strengths? \_\_\_\_\_

# Structural Frame

## Getting Organized



- Authority
    - Decision centralization
    - Specialized vs. Generalized
    - Organization Charts
  - Formality
    - Rules, regulations, SOPs
    - Incentives, rewards
    - Job descriptions
  - Coordination
    - Coordinators
    - Meetings
- Low Organic Bureaucratic High

## What's your mission?

I am a (role) \_\_\_\_\_

who (does what) \_\_\_\_\_

for (whom) \_\_\_\_\_

# Human Resource Frame

## Peoples are Peoples

- Organizations exist to serve human needs.
- All about the FIT: (People + Job) + (People + Organization)
- The three elements of fit
    - Responds to your need for useful work **Self-respect**
    - Enables you to express yourself **Intrinsic motivation**
    - Fulfills your financial, life needs **Extrinsic motivation**

**Toolkit**

- Hire the right people
- Keep them: Meet their needs
- Invest in them: Training
- Empower them
  - Meaning
  - Autonomy
  - Feedback

What do you need to learn?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# Political Frame

## Getting What You Want

- Organizational realities
- Organizations are coalitions.
  - Members have lasting differences.
  - Power is the most important asset.
  - Goals and decisions arise from bargaining, negotiation and jockeying for position.
- Does power corrupt?

**Toolkit**

What do you want?  
Whose help do you need?  
Networking/building coalitions  
Bargaining and negotiating

"The basic point is simple: you need friends and allies to get things done. To sew up their support, you need to build coalitions."  
 (Bolman & Deal, 2013, p. 214)

Whose help do you need?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# Symbolic Frame

Meaning is not given to us; we create it. (Bolman & Deal, 2013, p. 244)

Focuses on how humans make sense of the chaotic, ambiguous world.

- Meaning, belief, and faith are its central concerns.”
- And symbols are the tools



Performance and appearance matter more than data and logic.

Toolkit	
Values	Stories
Vision	Ritual
Heroes	Ceremony

“A symbol is something that stands for or suggests something else” (Zoe & Huy, 2007, p. 72)

Take 20



What's your 12-month vision?

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# All Together

1 My strengths are...

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3 I need help from...

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2 My sentence is...

I am a \_\_\_\_\_  
 who \_\_\_\_\_  
 for \_\_\_\_\_

4 I need to learn...

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5 My 12-month vision is...

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