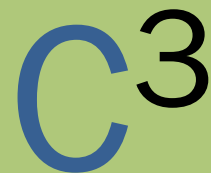


STRATEGIC PLANNING: THE FOUR FRAME APPROACH

APPLYING PERSPECTIVE TO EVALUATION



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THE P'S OF TODAY

Purpose: to offer a problem strategy for libraries.

Participation: actively engage in activities as requested and participate in conversation in a respectful and though-provoking fashion.

Pay-off: to identify barriers that need to be eliminated, bright spots to emulate, and new ideas to execute.

*Ultimate pay-off? A library that accomplishes its mission!



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AGENDA

- **Review Boleman & Deal's Four Frame Structure**
- **Develop their applicability to library land**
- **Present library specific uses**



Resources:

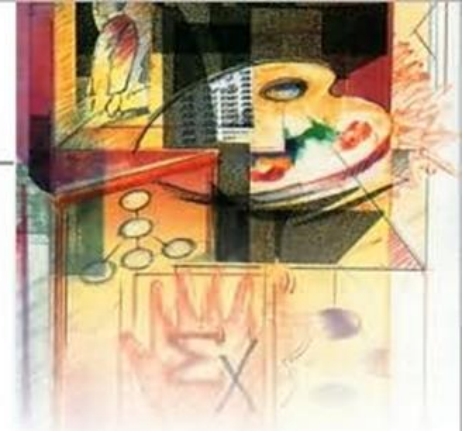
Lee Boleman-Youtube:

<https://youtu.be/tQDJfYPG5Ho>

Terry Deal & Lee Boleman:

<https://youtu.be/2FV5DeHLDdo>

Fourth Edition



Reframing Organizations

Artistry, Choice, and Leadership

LEE G. BOLMAN

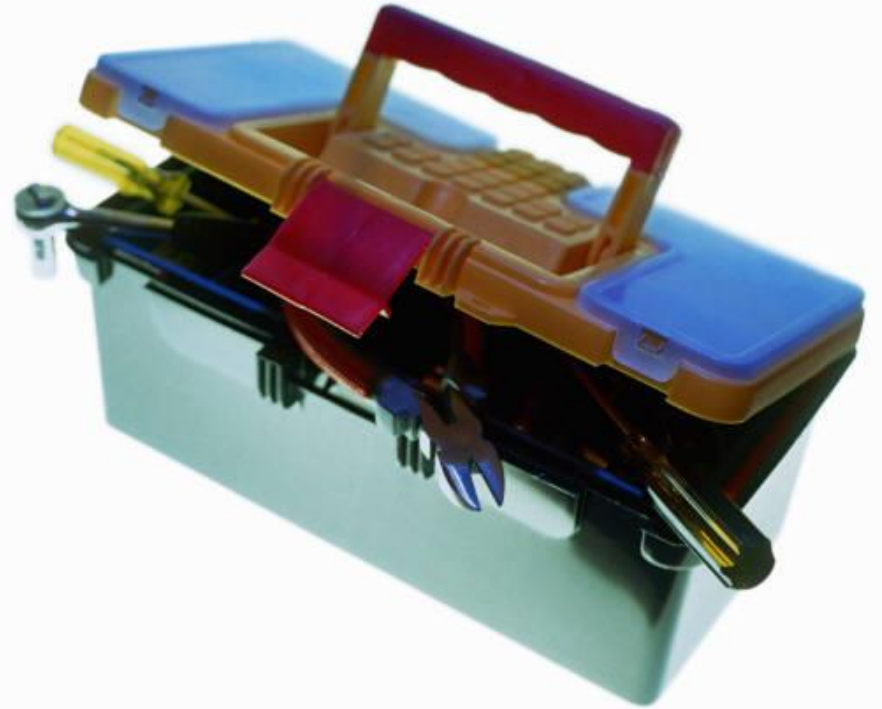
TERRENCE E. DEAL

Best-selling authors of *LEADING WITH SOUL*

FRAMES

Tools – strengths and limitations. Wrong tool gets in the way, right tool makes the job easier.

Possess a tool – but know how to use it well.



BOLEMAN AND DEAL'S FOUR FRAMES

- Structural
- Symbolic
- Human Resources
- Political



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STRUCTURAL FRAME



- Origins - sociology & management science.
- Goals, specialised roles, and formal relationships.
- Structures fit organizations environment and technology.
- Responsibilities, rules, policies, procedures

APPLYING THE STRUCTURAL FRAME IN THE LIBRARY

Do our structures support our mission?

Do our structures impede our mission?

Types of structures:

- Physical structure (building and its fittings)
- Infrastructure (technology, phone system, etc)
- Policies & procedures

On your sticky notes, jot down your ideas and then place them on the chart paper. We will then discuss together as a group



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HUMAN RESOURCES FRAME

- **Origins - psychology.**
- **Capacity to learn – and capacity to defend old attitudes and beliefs.**
- **Organizations as extended family.**
- **Individuals with needs, feelings, prejudices, skills and limitations.**



APPLYING THE HUMAN RESOURCE FRAME IN THE LIBRARY

Not just staff but all HUMANS/community members?

- How do humans interact with the library?
- What humans are MISSING from the library?
- Do we have enough staff to accomplish the mission?
- Do staff believe in the mission and agree upon its pursuit?
- Does staff have what it needs to accomplish the mission?



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SYMBOLIC FRAME

Origins - social and cultural anthropology.

Organizations as tribes, theatres, or carnivals.

Culture – rituals, ceremonies, stories, heroes, and myths.

Organization is theatre – actors play role while audiences form impressions.



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APPLYING THE SYMBOLIC FRAME TO THE LIBRARY

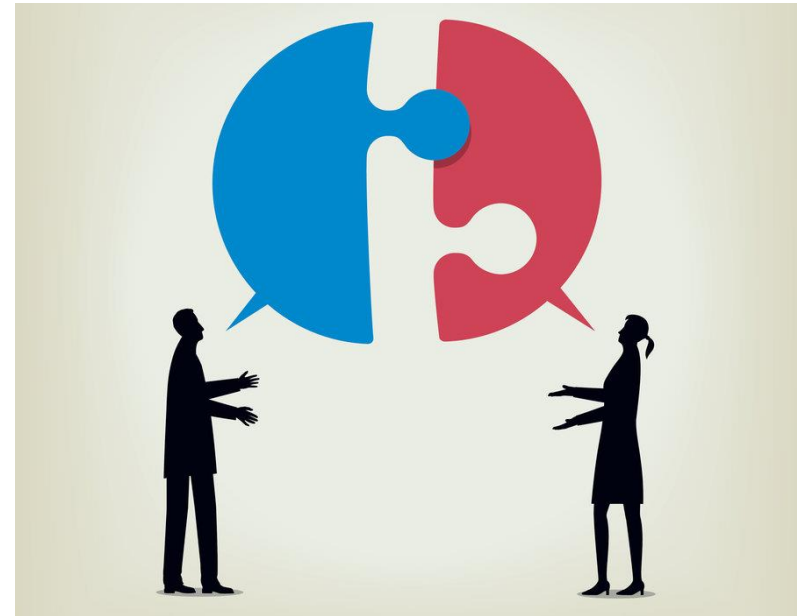
- What does the library “stand for” in the community?
- How people view the library?
- How people “reminisce” about the library?
- How are staff viewed?
- What’s a library for?



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POLITICAL FRAME

- Origins - political science.
- Organizations as arenas, contests, or jungles.
- Different interests competing for power and resources.
- Rampant conflict – difference in needs, perspectives, and lifestyles.
- Bargaining, negotiation, coercion, compromise, and coalitions occur.



OVERVIEW OF THE FOUR-FRAME MODEL

	Structural	Human Resource	Political	Symbolic
Central Concepts	Rules, roles, goals, policies, technology, environment	Needs, skills, relationships	Power, conflict, competition, organisational policies	Culture, meaning, metaphor, ritual, ceremony, stories, heroes
Image of Leadership	Social architecture	Empowerment	Advocacy	Inspiration
Basic Leadership Challenge	Match structure to task/ technology/ environment	Align organizational and human needs	Develop agenda and power base	Create faith, beauty, meaning
Organizational Ethic	Excellence	Caring	Justice	Faith
Leadership Contribution	Authorship	Love	Power	Significance

WHAT KIND OF PROBLEM DO I HAVE?

Question	Frame if answer is Yes	Frame if answer is No
Are individual commitment and motivation essential to success?	Human Resource, Symbolic	Structural, Political
Is the technical quality of the decision important?	Structural	Human Resource, Political, Symbolic
Are there high levels of ambiguity and uncertainty?	Political, Symbolic	Structural, Human Resource
Are conflict and scarce resources significant?	Political, Symbolic	Structural, Human Resource
Are you working from the bottom up?	Political	Structural, Human Resource, Symbolic

- **How do you see the four frames in your organization/institution?**
- **What is the problem, and what is the situation in which it is embedded?**
- **Which frames are in play?**
- **Which frame(s) is most likely to lead to the desired change?**
- **How can the concepts, metaphors, and values of that frame be used to reframe the situation to resolve the problem?**

DIAGNOSTIC QUESTIONS

WHAT NEXT?

- **Suss out your trouble spots in each frame**
 - Community input sessions
 - Survey staff, patrons, non-using public, electeds, etc
 - Direct observation
- **Fix low hanging fruit for quick wins/morale boosts.**
 - Changing table in men's rooms
 - Verbiage in catalog about “not available” as applied to downloadables
- **Develop strategy teams to address more complicated problems.**
 - Communications plan to attract young adults
 - New logo development team
- **Make an action plan.**
 - Strategic plan



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THANK YOU!
Nan Carmack, MLS, EdD



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