

Final Leadership Reflection Paper

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The Four Frames of Leadership

There are four frames of leadership that are crucial to consider in any business environment. They include the structural frame, human resource frame, the political frame, and the symbolic frame. Each frame reminds leaders to analyze all situations and act accordingly for the most optimal result. Reframing requires an ability to think about situations from more than one angle, which lets you develop alternative diagnoses and strategies (Bolman and Deal, 2017). In other words, our strategies for solving problems should be logical and benefit the greater good of the organization.

Structural Frame

The structural frame is important for organizations because it focuses on maintaining the structural integrity that drives the company to success and sustain order. It focuses on goals, the right technology, a sound environment, and carefully analyzed strategy. High-performance teams have well-defined roles and focus on the overall mission of the organization at all times. Leaders are responsible for delegating, allocating responsibilities, and reinforcing the policies and procedures that are in place to help any team be as efficient as possible. It's important for us to look for areas of improvement and solve problems quickly and effectively. The structural frame reminds us to use strategy and authority to get the job done.

Human Resource Frame

The human resource frame is important for businesses because it recognizes that the most important asset of any organization is its people (Bolman and Deal, 2017). It focuses on people's needs, desires, and what motivates them in the workplace. It's important because it encourages a safe and expressive environment for employees to feel heard and understood. It focuses on

interpersonal relationships, working conditions, and adequate pay and incentives. This leadership frame is important because it reminds us to analyze our approach on recognition, achievements, and advancement opportunities that make room for professional development.

Political Frame

The political frame is another important aspect of any organization. It shows how conflict and competition can be beneficial if used correctly. The political side of any business involves a balance of resources and power that influence the economic and social aspects of the organization. All leaders should be able to network, set agendas, think politically, negotiate, and build and manage coalitions. The political frame is important because it reminds us to make informed decisions and use our power strategically to get the results we want and need to be successful. It focuses on shared values and beliefs that affect fellow managers and employees. It reminds us to keep the overall mission of our work in mind at all times because our decisions as leaders affect our people in more ways than we realize.

Symbolic Frame

The symbolic frame is the final, and most forgotten framework of many businesses. It focuses on a positive organizational culture, diversity, and inspires leaders to build and maintain a cohesive team that has fun while being productive. Symbols stimulate energy in moments of triumph and offer solace in times of tribulation (Bolman and Deal, 2017). The symbolic frame is important because it gives meaning to our work through stories, and it fosters collaboration through humor and play. Rituals and ceremonies are used to recognize each other's strengths and celebrate the fun side of the business. It's important to use the symbolic frame to create a positive work atmosphere that will promote productivity through appreciation and symbolic traditions.

Why The Four Frames Are Important

The four frames of leadership are particularly important to consider in any type of organization. They promote unbiased thinking with an open mindset so that we can make the most informed decisions that benefit the greater good of the organization. It's crucial that we find a balance between these four frames and use each one according to the situations and conflicts that arise. As leaders, it is our responsibility to motivate our people, allow them to express themselves, and provide them with the necessary tools and resources to be successful. We lead by example and show them how and why we do things, so they understand how important their role is to our organization. Using the four frames of leadership is the only way to help our organization to be successful.

Three Most Important Concepts

Based on my understanding of the organizational leadership concepts in the text and through the discussions, three important concepts stood out to me. I can successfully identify practical applications of these concepts for success when I have my own business or in my current role as a leader. The three most important concepts relate to each frame and how the application of each will help me be a great leader. I would use concepts from the structural frame, human resource frame, political frame, and the symbolic frame. These include motivating employees, maintaining structure and authority, and having a political balance that fosters growth for the overall organization and its' people.

Motivating Employees

The first concept that I would apply in my role as a leader is to motivate employees. This can be done in several ways. Motivation is what drives efficiency and productivity. Structure is

also important, but structure cannot be maintained if there is no motivation. First, I would motivate my employees by showing them appreciation. It's important to recognize big and small wins regularly and consistently. Positive reinforcement is a great tool for making people feel recognized and appreciated. It can often be done on the spot, and I can see their confidence boosted and productivity increases. The instant gratification they get from that recognition is a great tool for motivating employees.

Another way to motivate employees is to provide a safe environment for them to express themselves. It's important that leaders recognize that employees may have underlying issues from home or other personal factors that may be affecting their productivity. It's important to focus on their physical and mental health to ensure that all their needs are met so that they feel ready to work (Marquette, 2022). Using the human resource frame to demonstrate our compassion and empathy helps us show that we do care about their well-being. This mindset and culture promotes the idea that our employees are the most important part of our business. It's important that we take care of them and demonstrate humanistic qualities that many businesses forget about.

Maintain Structure and Authority

The second concept that I will apply in my role as a leader is to maintain the structural integrity of my leadership. As leaders, it can be hard to find a balance between being firm yet accommodating. It's important that we use the structural frame to hold employees equally accountable and promote productivity at all times. It is important to recognize that the symbolic frame can be used alongside the structural frame. However, the main way to maintain balance is fostering an environment where employees understand that there is a job to be done. At the end

of the day, our success is defined by results. It's crucial that we reiterate that structure and function are necessary to get the job done.

We can maintain structure as leaders by organizing and directing clear roles and responsibilities. This can be done by communicating effectively and delegating according to real-time issues and conflicts. Organizational leadership defines how authority is distributed and how tasks are allocated. A well-designed structure ensures that everyone is clear about their responsibilities, which leads to smoother operations for the organization (Orgvue, 2023). It's important that we uphold the values, mission, and standards of the company. Policies and protocols are set in place for rational and logical reasons. With that being said, it's also important that we welcome feedback and be open-minded when it comes to structural improvement. Lastly, the best way to being structural as a leader is by leading by example as well.

Political Balance

The final concept that I will apply in my role as a leader is to use the political frame to show how conflict and competition can lead to resolutions and justice. Politics often get a bad name when it comes to any organization. However, I think it's crucial that leaders recognize the importance of balancing power and resources effectively to be as successful as possible. We can have the most optimal results if we use politics to look at the bigger picture when it comes to solving problems, allocating resources, and balancing power. Any organization requires strong leaderships skills in handling conflicting agendas and shifting power for the greater good of the organization and its' people. Effective politics isn't about winning necessarily. It focuses more on maintaining work relationships while achieving optimal results.

Politics arise when individuals have disagreements over who should obtain what resources and when. This causes managers and employees to use bargaining, negotiating, and alliance building (Towler, 2019). If a business leader wants to be effective in allocating resources, it's important that they remain unbiased and open-minded. It's also important that they use their power effectively to make the most informed decisions. I think that having a political balance would be beneficial in my application as a leader because it will allow me to focus on justice and keep our company values in mind when dealing with conflicting interests.

Potential Dilemmas

There are dilemmas I may face in my application of the three concepts I listed above: motivating employees, maintaining structure and authority, and finding a political balance. Applying these concepts may not come easy, because everyone is motivated by different things. Each and every employee and manager may have a different preference and interest than the next. It's important that leaders evaluate what works and what doesn't work with different employees. We also have to keep in mind that managers have different personalities, learning styles, and motivators as well.

Former Leaderships

The first dilemma I would face in motivating employees is that many people are not acclimated to leaders that show appreciation, actively listen, and show compassion. This means that employees may have come from a former environment where they did not feel safe expressing themselves or giving feedback. That makes it a bit harder to get through to them, because they may not receive my praise or appreciation very well. I would reinforce the belief that I am always open to feedback. I would tell them that if they needed anything, my door is

always open. I would explain that I am here for every concern, work-related or not. I would also focus more on positive reinforcement and ask them to tell me what they noticed gives them the best results. I'd let them know that their feedback is valued.

Micromanaging

Another dilemma I would face when it comes to motivating employees could potentially be too much motivation. Some employees, if not used to it, may find me overbearing or feel like I'm micromanaging them. This could lead to a decrease in productivity. I would find my balance in maintaining that positive environment, while also allowing them to be autonomous. Autonomy allows employees to feel empowered and boosts productivity. It's true that some people need more support from managers than others but taking a hands-off approach can help you truly assess an individual's needs and abilities so you can give them an accurate performance review and a fair chance to succeed or make their own mistakes before you intervene (Price, 2024). I would use this approach to help employees feel less micromanaged and more like they have freedom in the workplace.

Too Much Structure

A dilemma I may face when it comes to maintaining structure is having too much structure. It's important to allow our employees to feel like work is not a dreadful place where there is no fun or satisfaction. They're allowed to socialize and have fun, while also being productive. I would use the symbolic frame in this instance to promote a satisfactory workplace that people enjoy going to. I would remind them that yes, I need you to do your job, but you are also allowed to have fun. I would create fun rituals and contests that promote friendly

competition. I would also provide incentives that improve job satisfaction. It's crucial that leaders create structure, but that they use it effectively to make employees feel like humans and not robots. The symbolic frame used alongside the structural frame would create a positive atmosphere that leaders and associates would be happy to be a part of.

How to Find a Political Balance

The last dilemma I think I would face is actually maintaining a political balance. This would be my most challenging dilemma. I would solve this by effectively analyzing each situation accordingly. For example, if uncertainty and ambiguity is high, I can apply the political frame by removing any self-interest and focusing on the task at hand. I would decide what the best result would be to reduce any confusion and remind my people that there is a solution. Sometimes we just need to take a step back and analyze a situation logically and strategically. If conflict and scarce resources are significant, I could use the dynamics of power and negotiating to find the best solution. I could also use the symbolic frame with other leaders to find an overarching symbol that helps adversaries transcend their differences and work together (Bolman and Deal, 2017). Most importantly, I would analyze each situation to promote justice.

Leadership Self-Assessment

In completing the leadership self-assessment, I learned that the two strongest frames in my leadership style are the human resource frame and the structural frame. I'm great at interpersonal skills, inspiring people and coaching them, and overcoming obstacles. I'm also a logical thinker, a humanist, an analyst, and I'm compassionate. I learned that I need to use the political frame and symbolic frames more effectively to be a great leader. Utilizing each frame

according to the situation should be an important skill that I can develop. Each frame highlights significant possibilities for leadership, but each by itself is incomplete (Bolman and Deal, 2017).

I will use each of the four frames to make informed decisions for the best result that will positively impact me, my fellow managers, and most importantly, my employees. I can guide my team by using the structural frame to develop an effective strategy, use the human resource frame to encourage team building, use the political frame by promoting influential members, and use the symbolic frame by using the heroes on my team that inspire with stories. I can also communicate vision and strategy by using the structural frame to create a supportive change process, use the human resource frame to hold communication meetings and get feedback, use the political frame to defuse opposition and build strong alliances, and use the symbolic frame to hold a kickoff ceremony that encourages a cohesive team environment. It's crucial that we use the appropriate frames to create an atmosphere of positive change.

How I Will Apply Each Frame

First, I'll use the structural frame to use facts and data to make rational and logical decisions. I will use my judgment to meet conflict with a clear mind, make the right decisions, and use my analytical skills to find the best solution possible. I'll use the human resource frame to emphasize the importance of my most important asset: my people. In return, they'll take care of my customers. I will get better results by coaching, motivating, and promoting my compassion in the best interest of my people. I will be a political leader by recognizing that we live in a world of scarce resources and power. I will solve issues by advocating for the organization's values and building alliances. I'll handle conflict with grace and an open mind. Lastly, I will be a symbolic leader by providing inspiration and vision to my team. I'll manage conflict by using symbols and stories that give people hope and our work its true meaning.

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