

## Attachment E. Finding Our Frame

First published in 1984, Lee Bolman and Terrence Deal's best-selling book has become a classic in the field.<sup>1</sup> Its four-frame model examines organizations as factories, families, jungles, and theaters or temples:

- **The Structural Frame:** how to organize and structure groups and teams to get results
- **The Human Resource Frame:** how to tailor organizations to satisfy human needs, improve human resource management, and build positive interpersonal and group dynamics
- **The Political Frame:** how to cope with power and conflict, build coalitions, hone political skills, and deal with internal and external politics
- **The Symbolic Frame:** how to shape a culture that gives purpose and meaning to work, stage organizational drama for internal and external audiences, and build team spirit through ritual, ceremony, and story

	<i>Structural</i>	<i>Human Resources</i>	<i>Political</i>	<i>Symbolic</i>
<b>Metaphor for Organization</b>	“ Factory or machine	“ Family	“ Jungle	“ Carnival, temple, theater
<b>Central Concepts</b>	“ Rules, roles, goals, policies, technology, environment	“ needs, skills, relationships	“ Power, conflict, competition, organizational politics	“ Culture, meaning, metaphor, ritual, ceremony, stories, heroes
<b>Image of Leadership</b>	“ Social architecture	“ Empowerment	“ Advocacy	“ Inspiration
<b>Basic Leadership Challenge</b>	“ Attune structure to task, technology, environment	“ Align organization and human needs	“ Develop an agenda and power base	“ Create faith, beauty, meaning

<sup>1</sup> Bolman and Deal; *Reframing Organizations*; 1997; Table 1.1, page 15