

On Track 360 Assessment Group Feedback

Using Feedback to “Break through” – To Grow & Develop



Culture, Leadership and Change

Leadership Style Organizational Structural Match

Larry D. Coble & Ann W. Davis

Leaders must ...

... Read the culture.

... Assess the culture.

... Reinforce or transform the culture



Culture:

“What’s happening?” versus “What’s really going on?”

People vary in their ability to understand

“What’s really going on.”

First and foremost, every good leader must know

“What’s really going on.”





The Concept of Viewing Things Through “Frames”

Frames, by definition, are “windows” on the world as it was, is, or how we wish it to be.

Frames filter out some things while allowing others to pass through easily.

Frames help us to order things and decide what actions to take.

Everyone uses frames to collect information, make judgments, and get things done (i.e., personal, professional, emotional, technical).

Exercise I:

- Leadership Style Organizational Structural Match





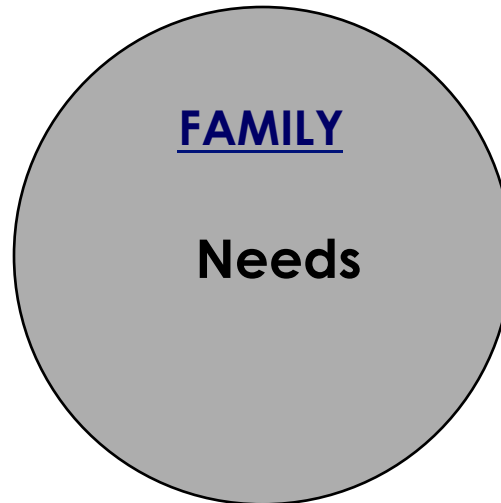
Lenses (Deal & Bolman)

How Do People See The World?

(How do you know the game you're in?)

PSYCHOLOGY

HUMAN
RESOURCE





Lenses (Deal & Bolman)

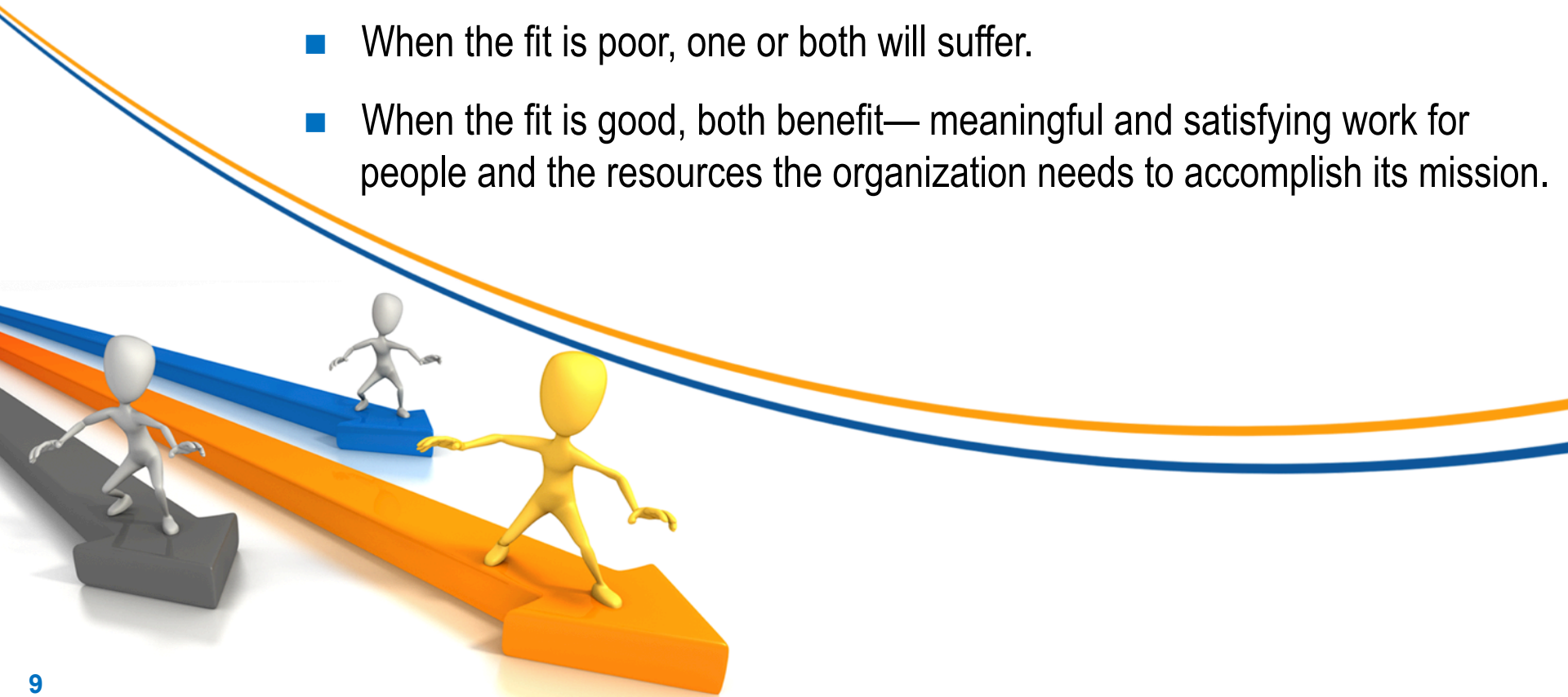
How Do People See The World?

FAMILY
Needs



Assumptions of the Human Resource Frame

- Organizations exist to serve human needs.
- Organizations (careers, salaries, and work opportunities) and people (ideas, energy, and talent) need each other.
- When the fit is poor, one or both will suffer.
- When the fit is good, both benefit— meaningful and satisfying work for people and the resources the organization needs to accomplish its mission.





Human Resource leaders...

- Emphasize the importance of people.
- Are good listeners.
- Create a good fit.
- Promote coaching, participation, motivation, teamwork, and interpersonal relationships.
- Are facilitative leaders and participatory managers who support and empower others.

Adapted from "The Video Journal of Education," Volume 5, Issue 7, 1996. Terrence E. Deal and Kent D. Peterson





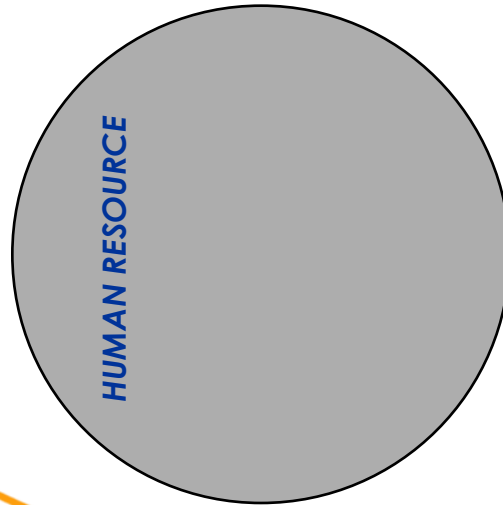
Viewing Myself Through the Human Resource Frame

- My strongest skills are interpersonal.
- The best way to describe me is a good listener.
- What has helped me the most to be successful is my ability to coach and develop people.
- What people are most likely to notice about me is my concern for people.
- My most important leadership trait is caring and support for others.
- I am best characterized as a humanist.

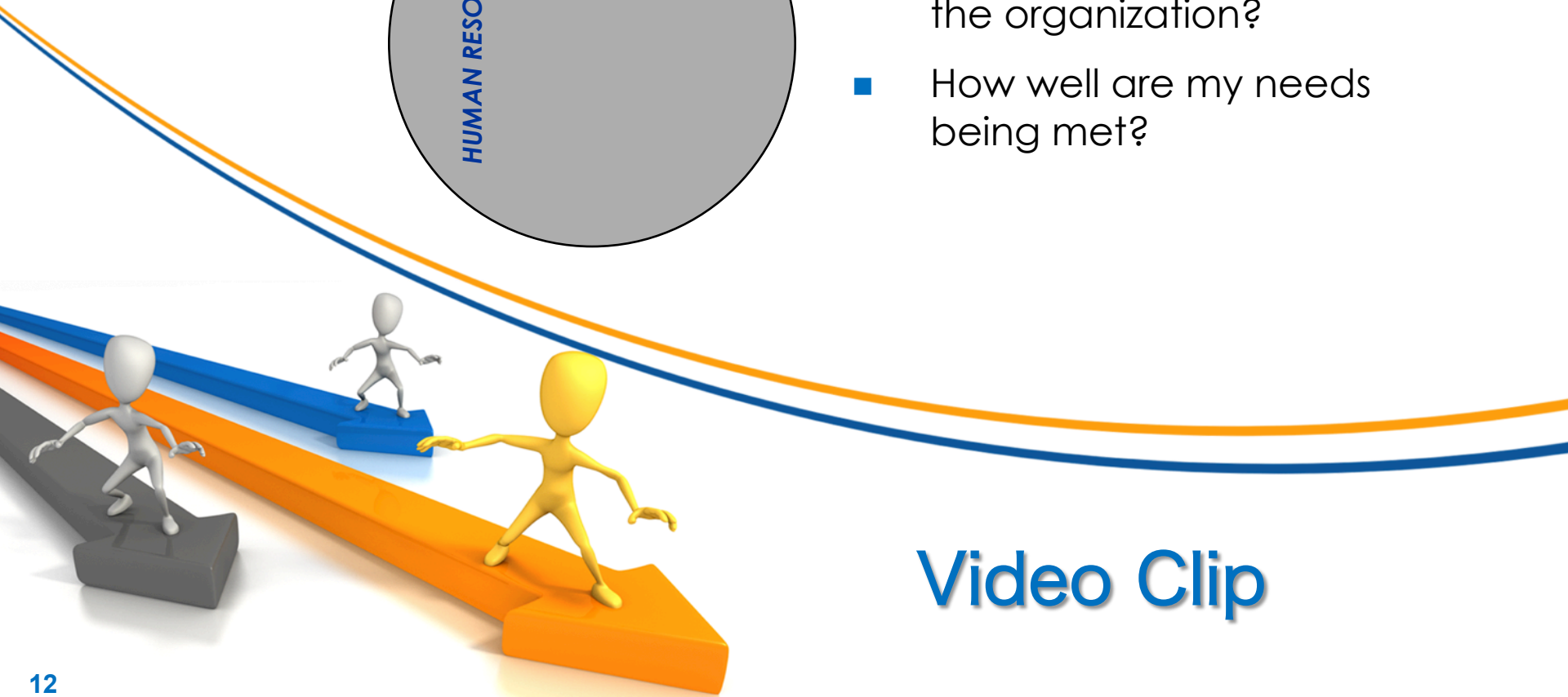


How Do People See The World?

FAMILY
Needs



- How well am I meeting the needs of all the people in the organization?
- How well are my needs being met?



Video Clip



Lenses (Deal & Bolman)

How Do People See The World?

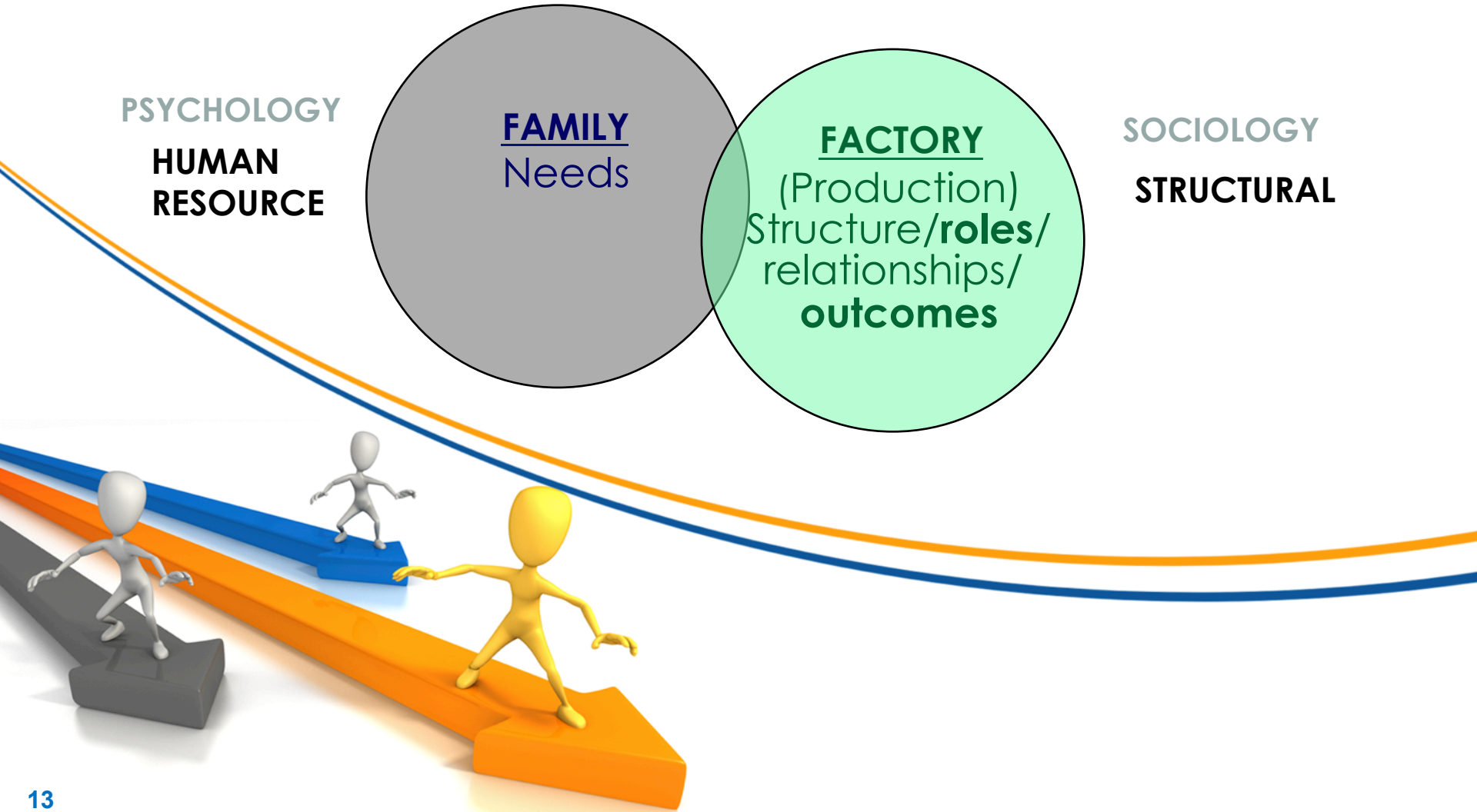
(How do you know the game you're in?)

PSYCHOLOGY
HUMAN
RESOURCE

FAMILY
Needs

FACTORY
(Production)
Structure/**roles**/
relationships/
outcomes

SOCIOLOGY
STRUCTURAL



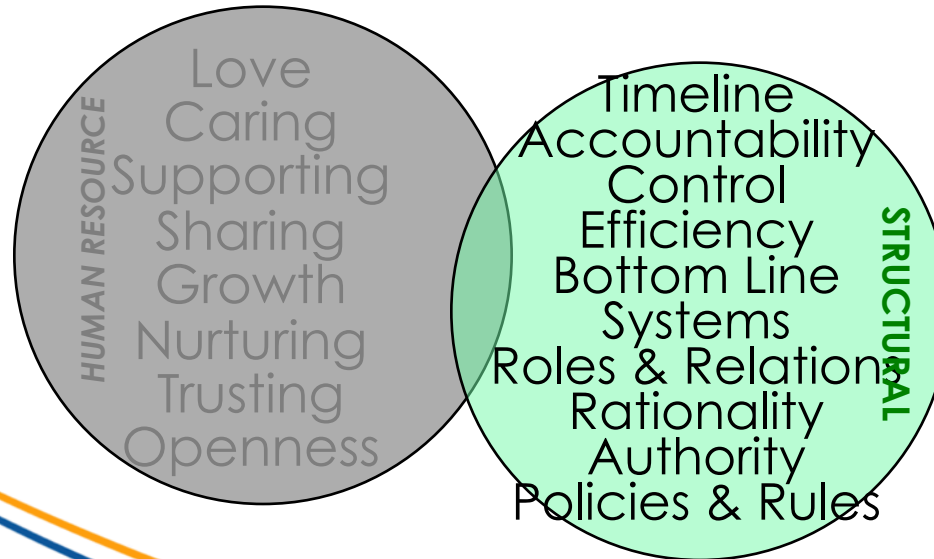


Lenses (Deal & Bolman)

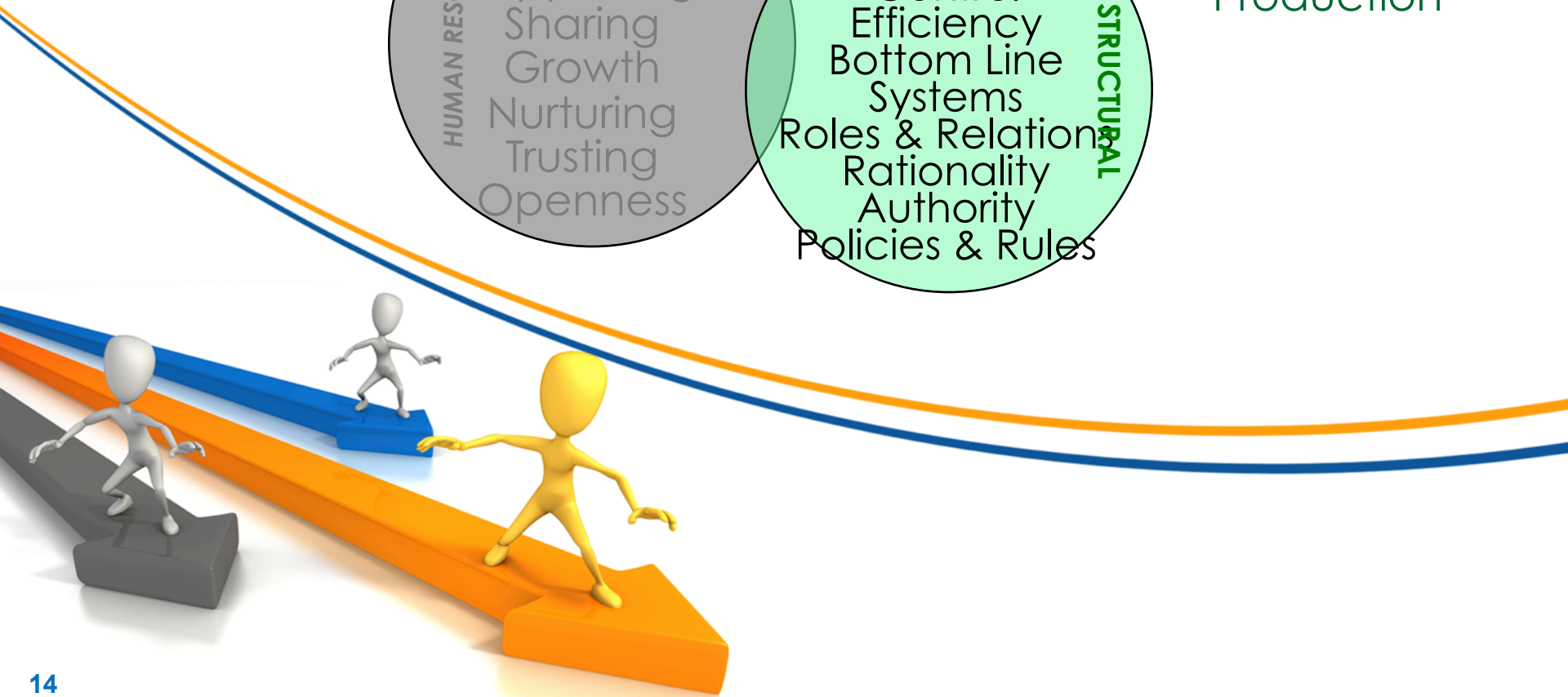
How Do People See The World?

(How do you know the game you're in?)

FAMILY
Needs



FACTORY
Production





Assumptions of the Structural Frame

- Organizations exist primarily to accomplish established goals.
- There is a structure appropriate to the goals, the environment, the technology, and the participants.
- Norms, authority and impersonal rules provide coordination and control.
- Problems usually reflect an inappropriate structure and can be resolved through redesign and reorganization.



Structural Leaders

- Focus on rationality, logic, analysis, and deal with facts and data (technical experts).
- Establish clear structures and well-developed management systems.
- think clearly, can organize systems, are practical and can get things done.
- Are good decision-makers
- Attend to details.

Adapted from "The Video Journal of Education," Volume 5, Issue 7, 1996. Terrence E. Deal and Kent D. Peterson



Viewing Myself Through the Structural Frame

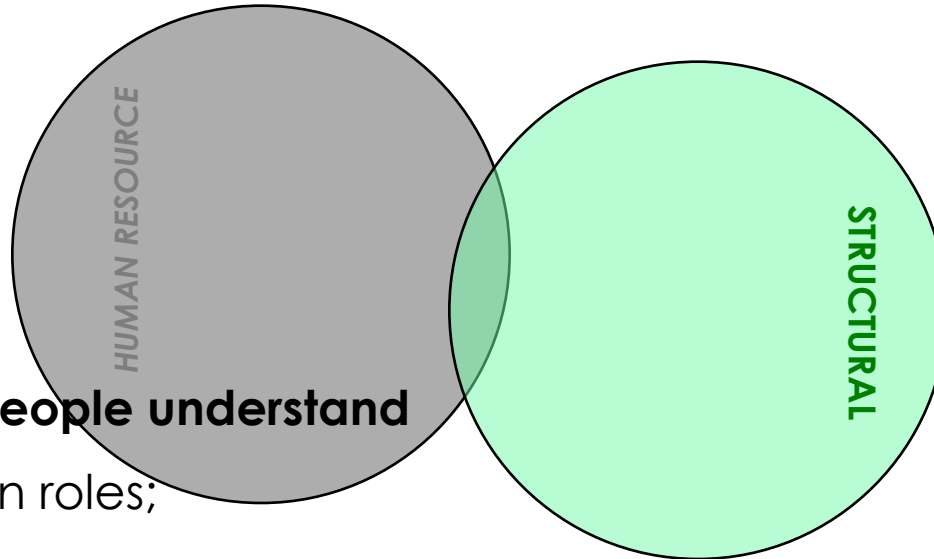
- My strongest skills are analytical.
- The best way to describe me is a technical expert.
- What has helped me the most to be successful is my ability to make good decisions.
- What people are most likely to notice about me is my attention to detail.
- My most important leadership trait is clear, logical thinking.
- I am best characterized as an analyst.



Lenses (Deal & Bolman)

How Do People See The World?

FAMILY
Needs



FACTORY
Production

Try to help people understand

- their own roles;
- how everything is coordinated;
- what kinds of outcomes they're supposed to produce.

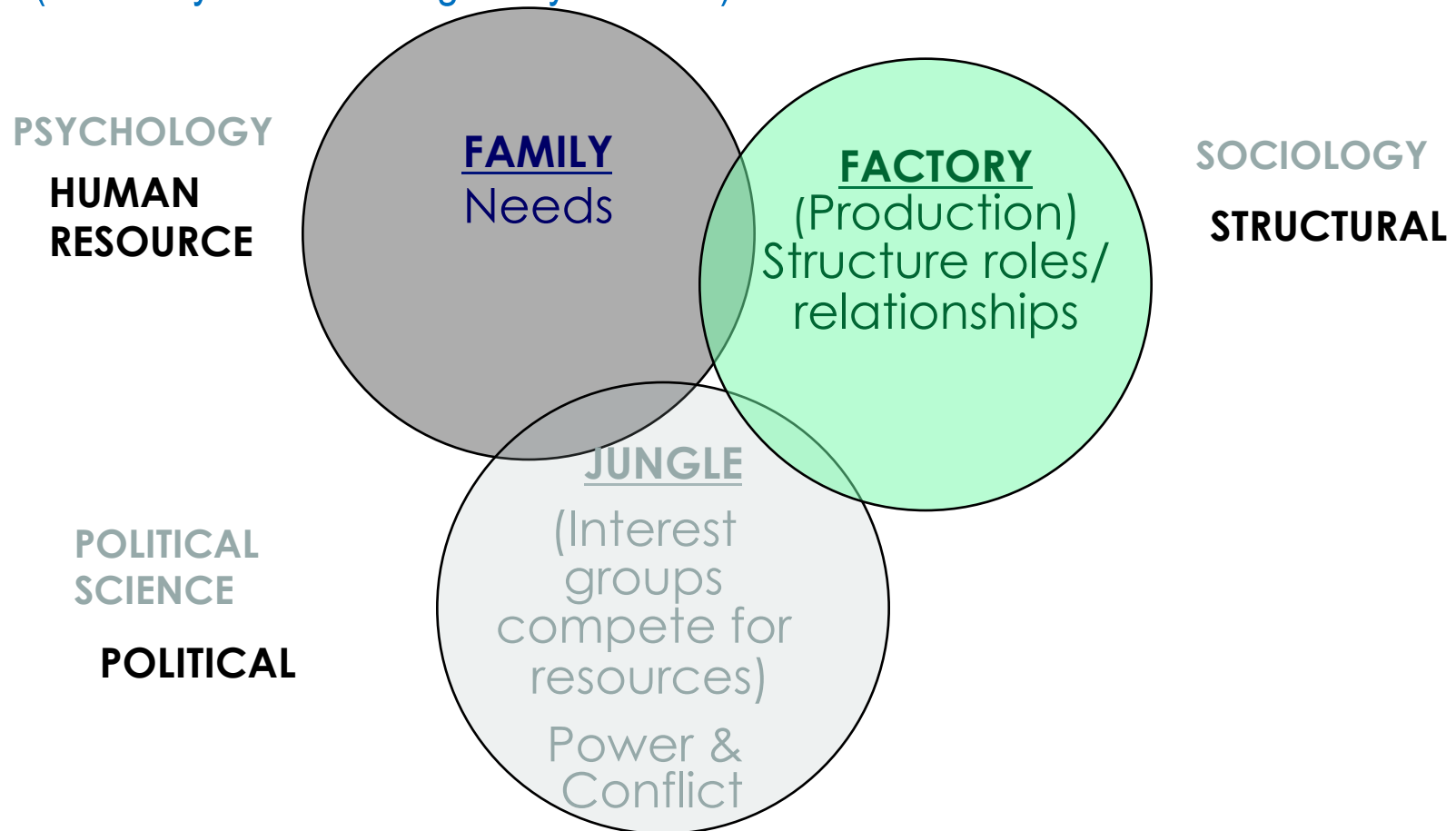
Video Clip



Lenses (Deal & Bolman)

How Do People See The World?

(How do you know the game you're in?)

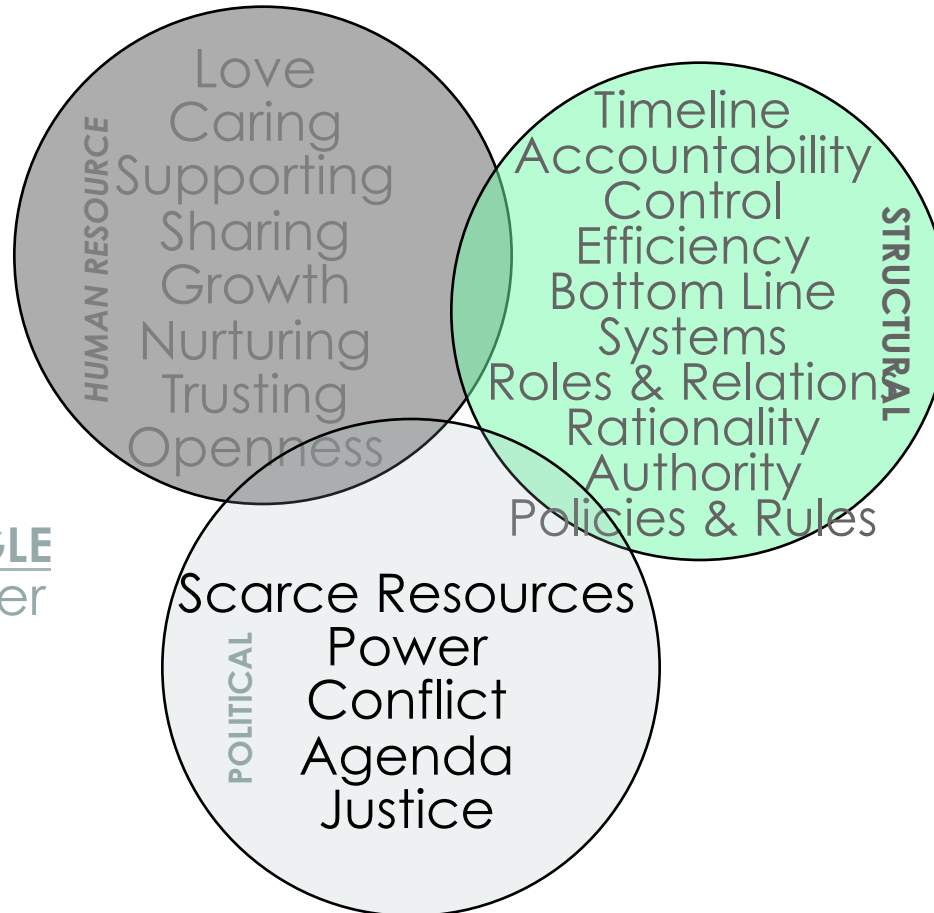




Lenses (Deal & Bolman)

How Do People See The World?

FAMILY
Needs

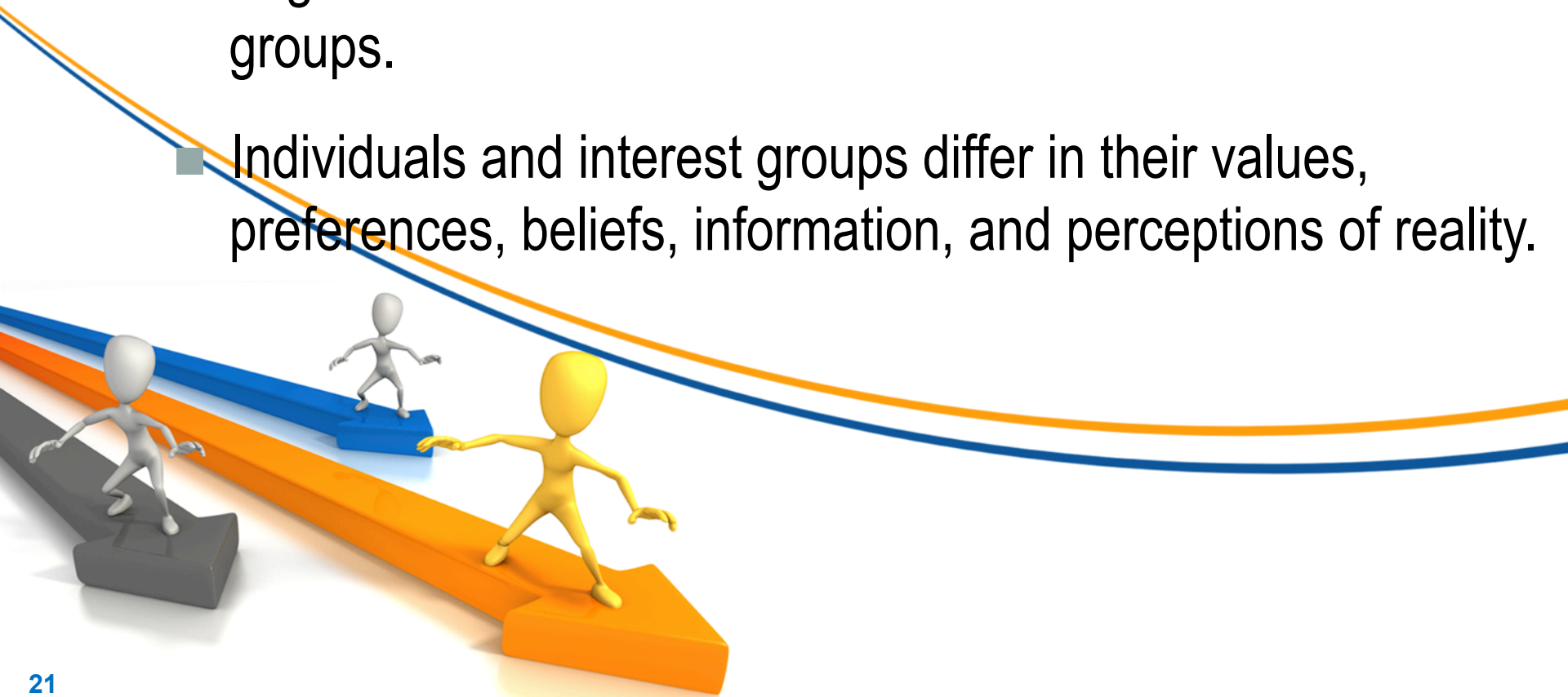


FACTORY
Production

JUNGLE
Power

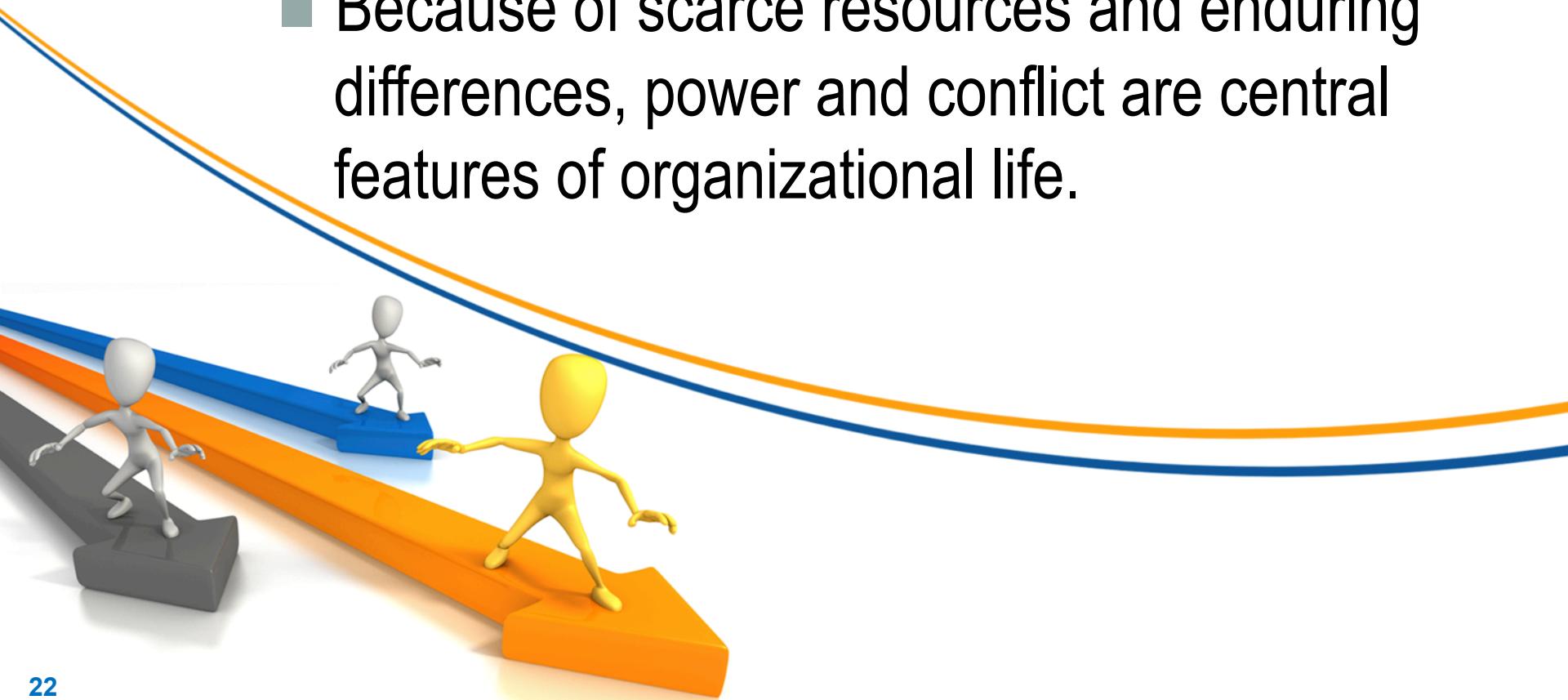
Assumptions of the Political Frame

- Important decisions involve the allocation of scarce resources.
- Organizations are coalitions of individuals and interest groups.
- Individuals and interest groups differ in their values, preferences, beliefs, information, and perceptions of reality.



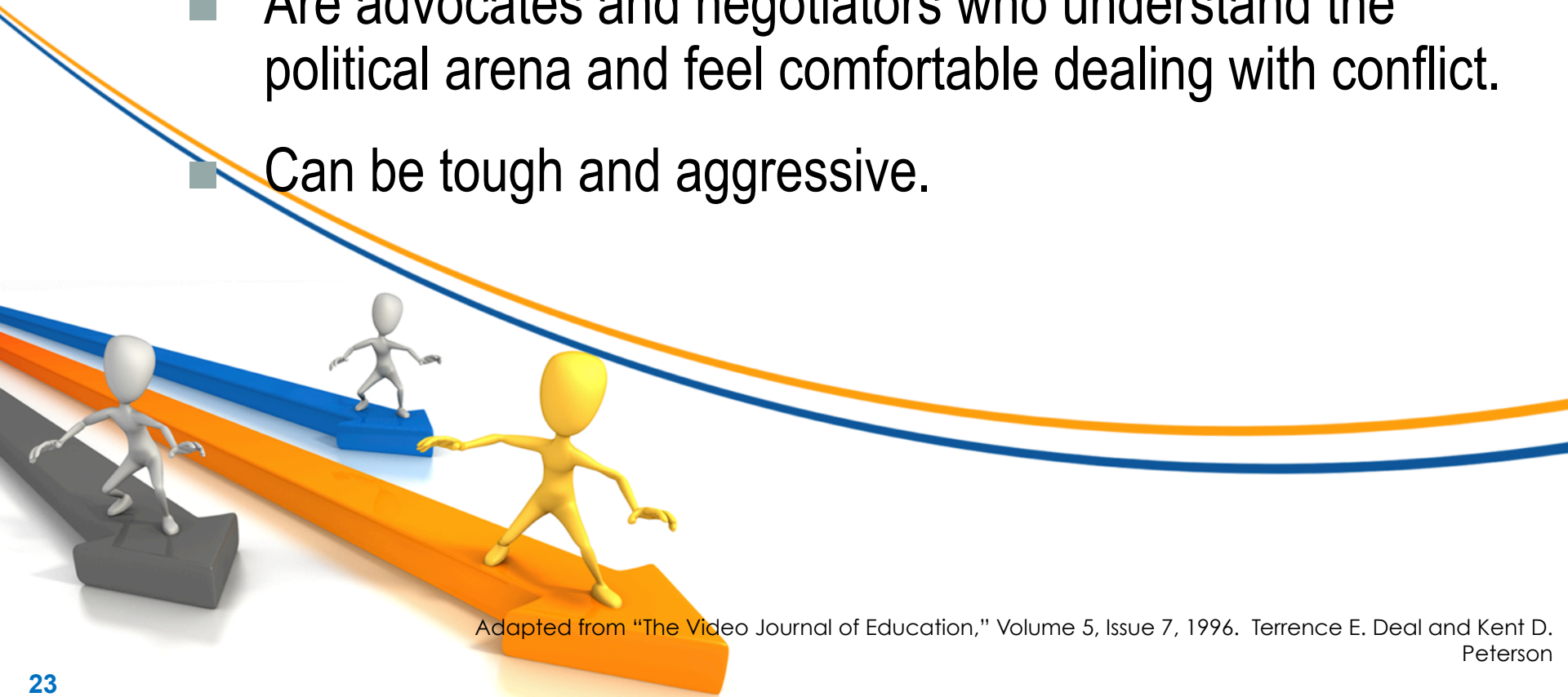
Assumptions of the Political Frame

- Goals and decisions emerge from bargaining, negotiating, and jockeying for position.
- Because of scarce resources and enduring differences, power and conflict are central features of organizational life.



Political Leaders

- Gather and mobilize needed resources and fight for their agendas.
- Build power bases of allies, networks, and coalitions.
- Are advocates and negotiators who understand the political arena and feel comfortable dealing with conflict.
- Can be tough and aggressive.



Adapted from "The Video Journal of Education," Volume 5, Issue 7, 1996. Terrence E. Deal and Kent D. Peterson



Viewing Myself Through the Political Frame

- My strongest skills are political skills.
- The best way to describe me is a skilled negotiator.
- What has helped me the most to be successful is my ability to build strong alliances and a power base.
- What people are most likely to notice about me is my ability to succeed in the face of conflict and opposition.
- My most important leadership traits are toughness and aggressiveness.
- I am best characterized as a politician.



Lenses (Deal & Bolman)

How Do People See The World?

- Most school principals don't like conflict. (Deal)
- Power and conflict are natural to organizations.
- Every leader must be prepared to deal productively with conflict.

JUNGLE
Power

POLITICAL

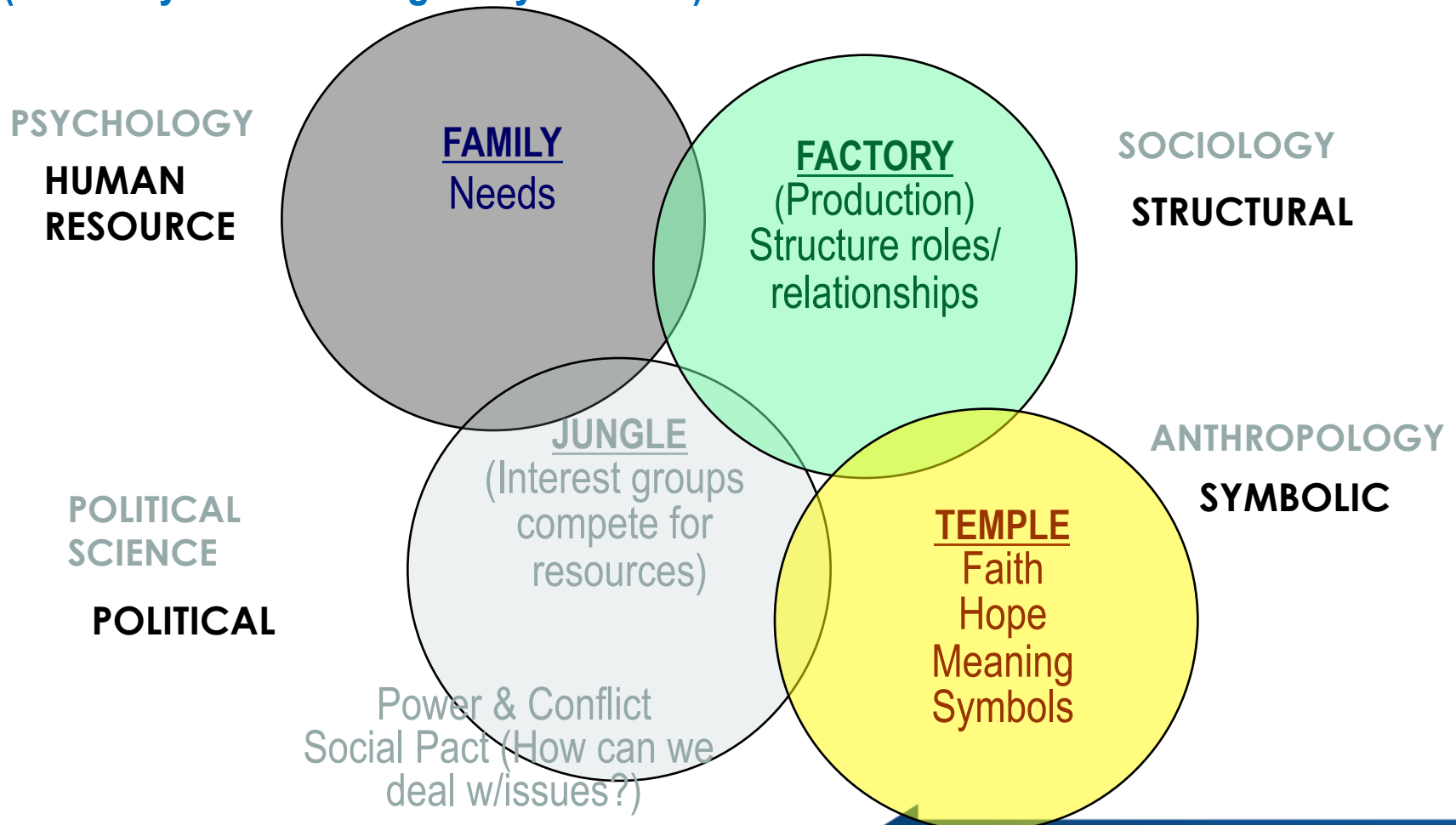
Video Clip



Lenses (Deal & Bolman)

How Do People See The World?

(How do you know the game you're in?)

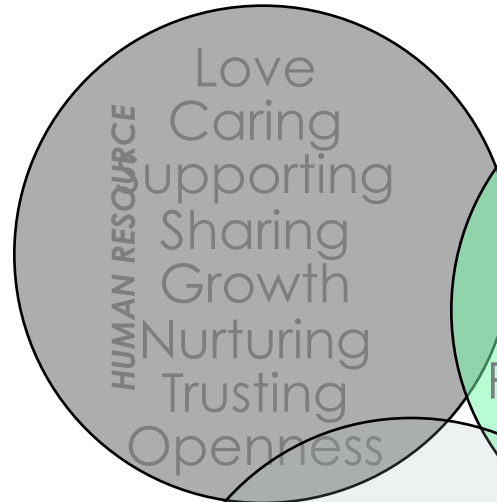




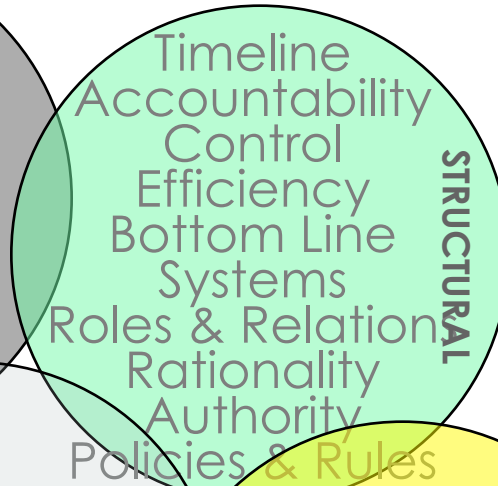
Lenses (Deal & Bolman)

How Do People See The World?

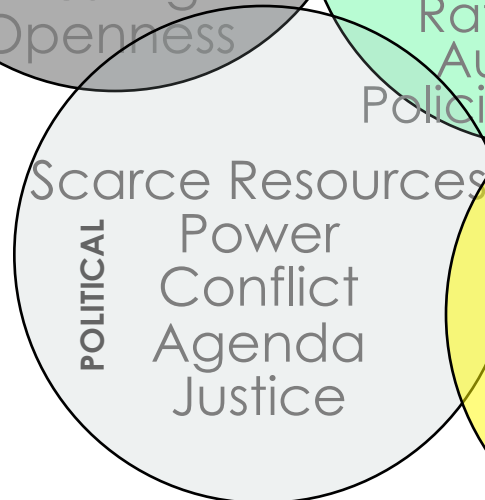
FAMILY
Needs



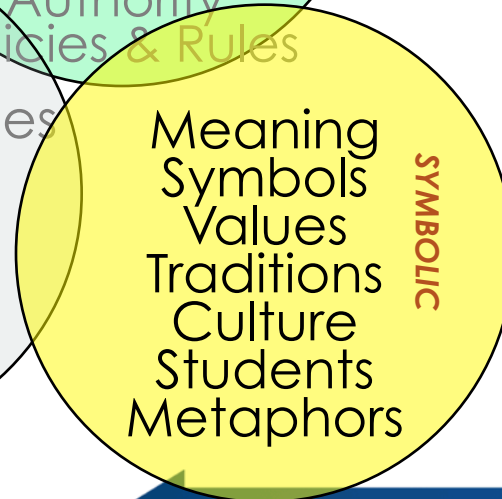
FACTORY
Production



JUNGLE
Power



TEMPLE
Past
Significance





Assumptions of the Symbolic Frame

- Ambiguity and uncertainty undermine problem solving and decision making.
- Humans create symbols to reduce the ambiguity, resolve confusion, increase predictability, and provide direction.
- Symbols are the tangible expressions of abstract ideas.
- What is most important is not what happened but the meaning of what happened.
- Meaning is determined by the ways humans interpret what happened.



Symbolic Leaders

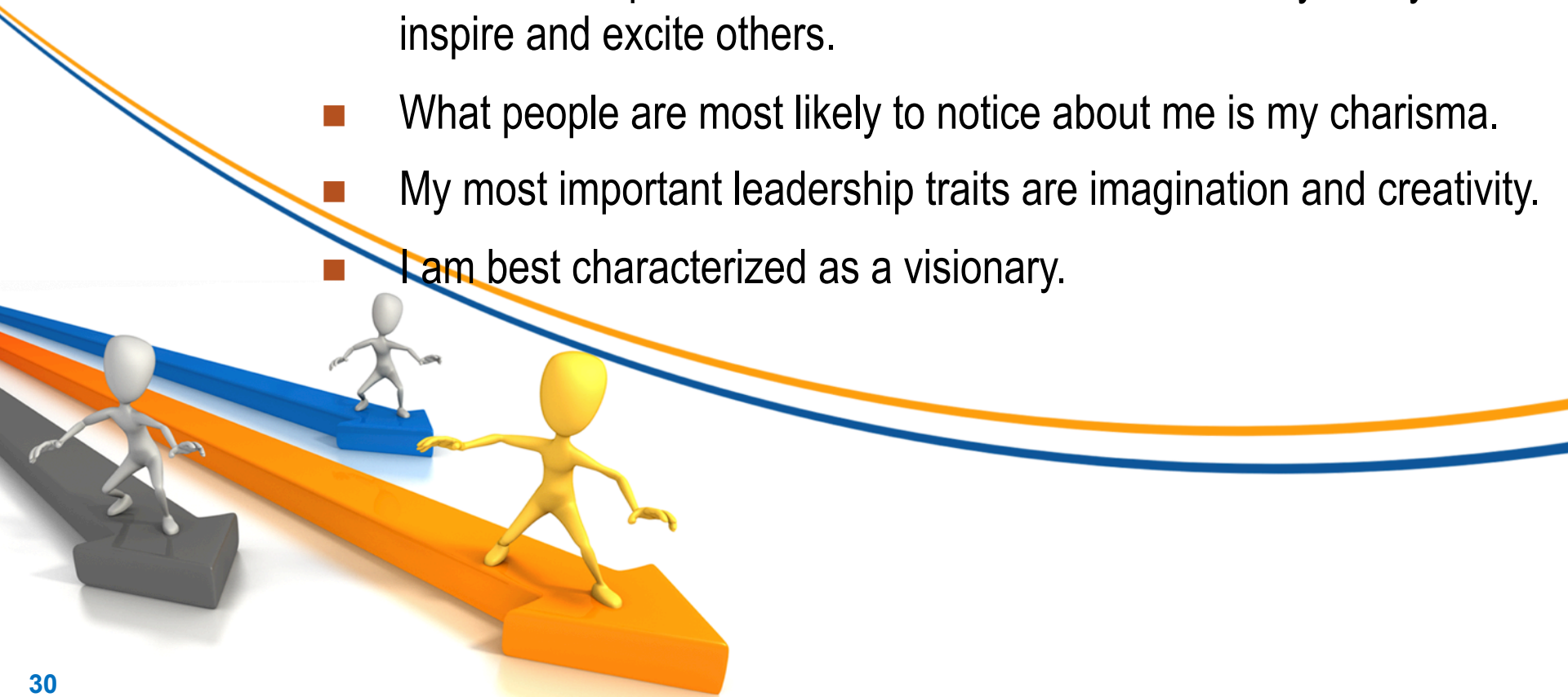
- Believe that their paramount task is to provide vision and inspiration.
- Are imaginative and creative.
- Employ personal charisma and a dramatic flair to get their subordinates excited and committed to the organization's mission.
- Are visionaries who use symbols, tell inspirational stories, and frame experiences in ways that generate hope and provide meaning.

Adapted from "The Video Journal of Education," Volume 5, Issue 7, 1996. Terrence E. Deal and Kent D. Peterson



Viewing Myself Through the Symbolic Frame

- My strongest skill is a flair for drama.
- The best way to describe me is as an inspirational leader.
- What has helped me the most to be successful is my ability to inspire and excite others.
- What people are most likely to notice about me is my charisma.
- My most important leadership traits are imagination and creativity.
- I am best characterized as a visionary.





Lenses (Deal & Bolman)

How Do People See The World?

FAMILY
Needs

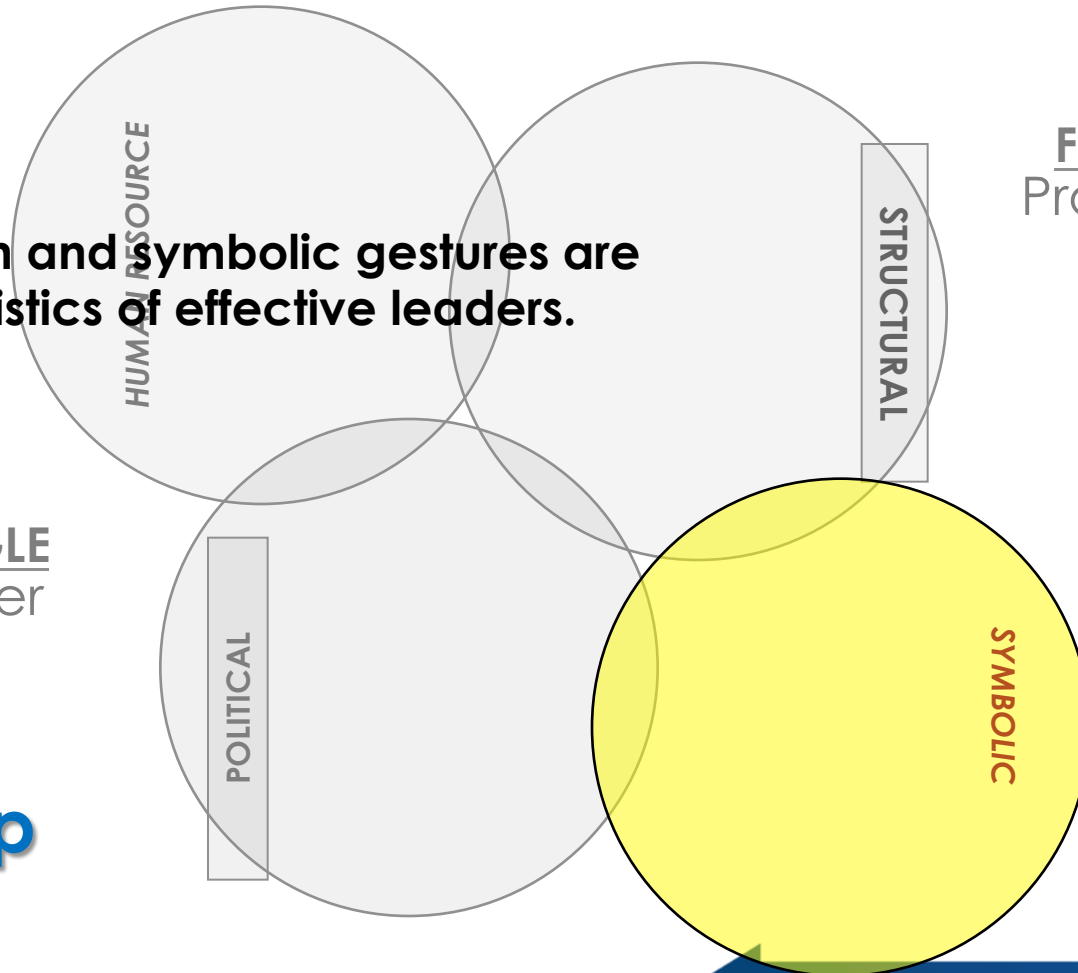
Symbolism and symbolic gestures are characteristics of effective leaders.

FACTORY
Production

JUNGLE
Power

TEMPLE
Past
Significance

Video Clip

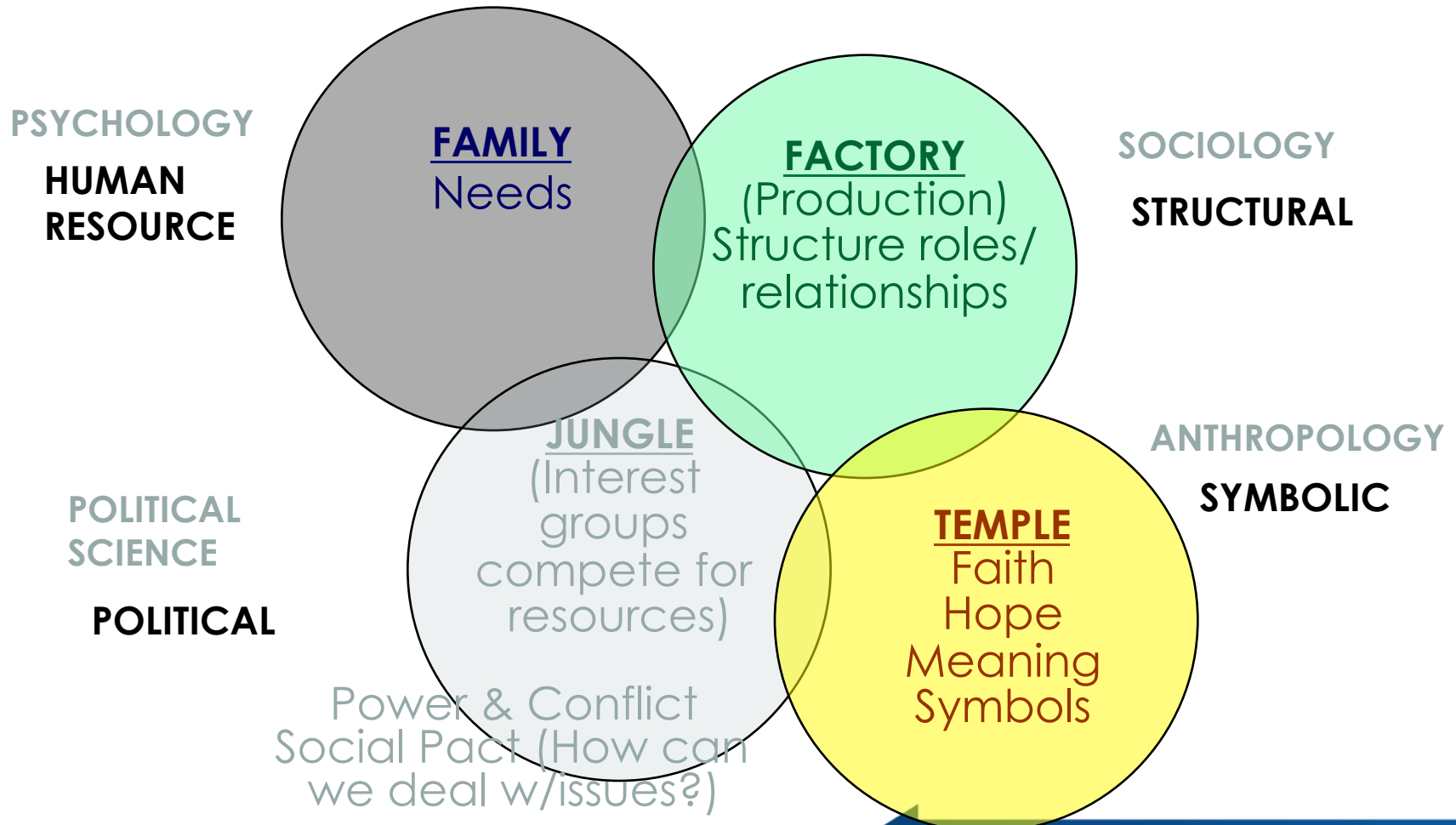




Lenses (Deal & Bolman)

How Do People See The World?

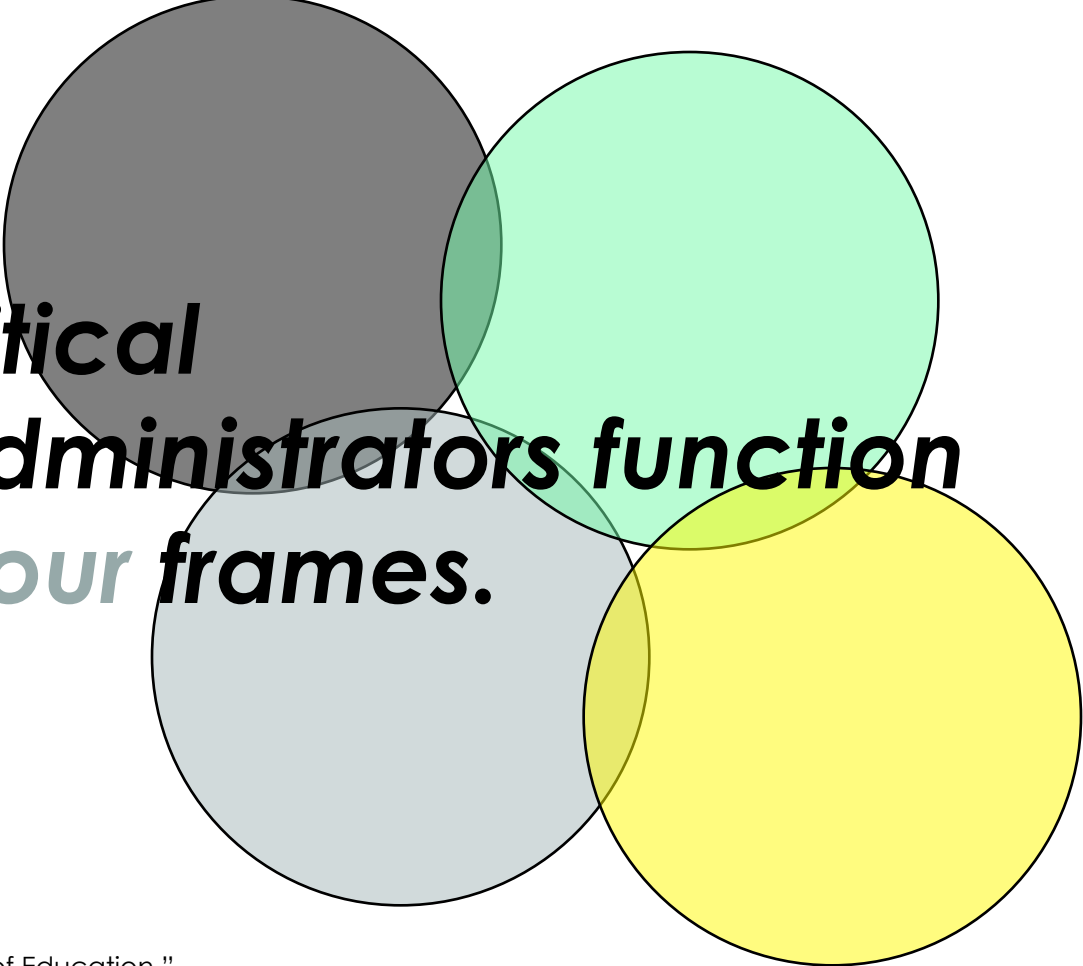
(How do you know the game you're in?)



Video Clips



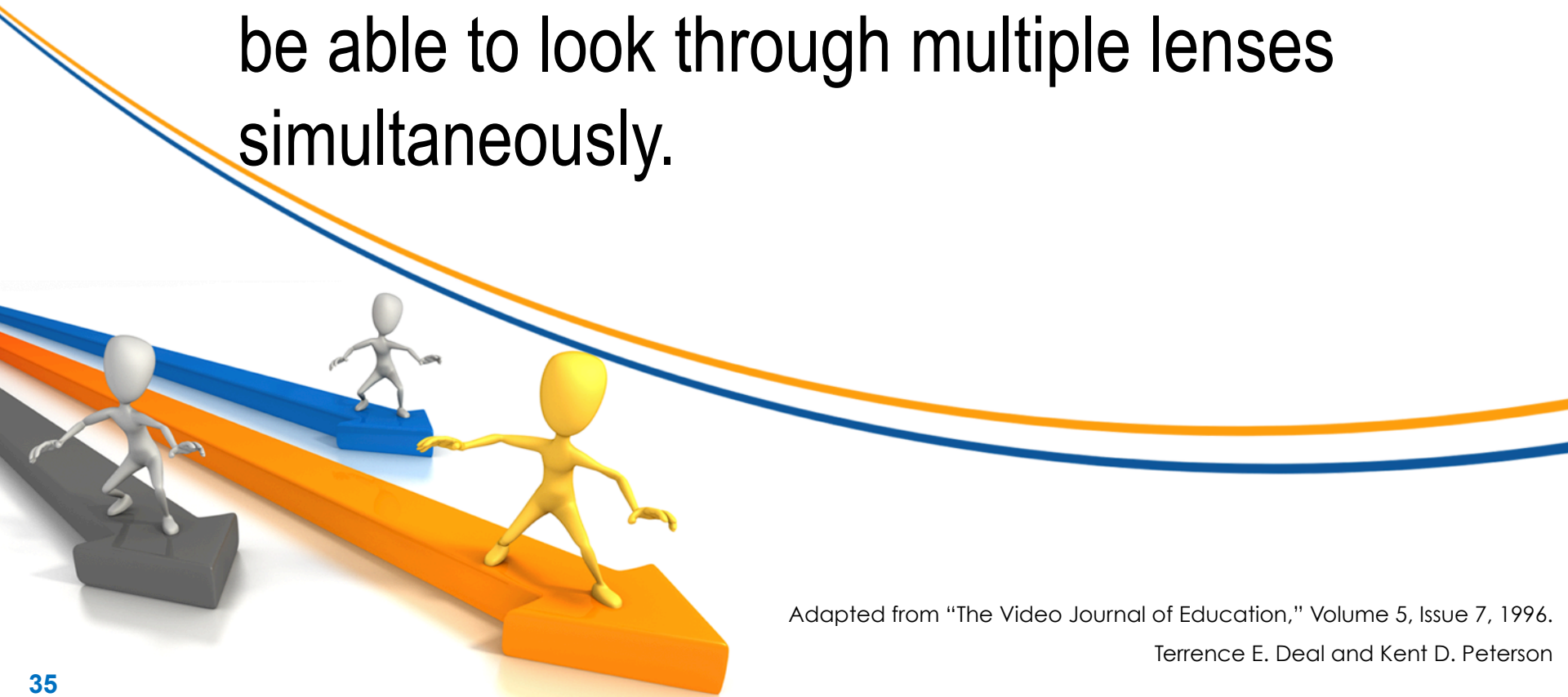
The Leadership Paradox: Which Frame is Best?



***It is critical
that administrators function
in all four frames.***

Bifocal Leader:

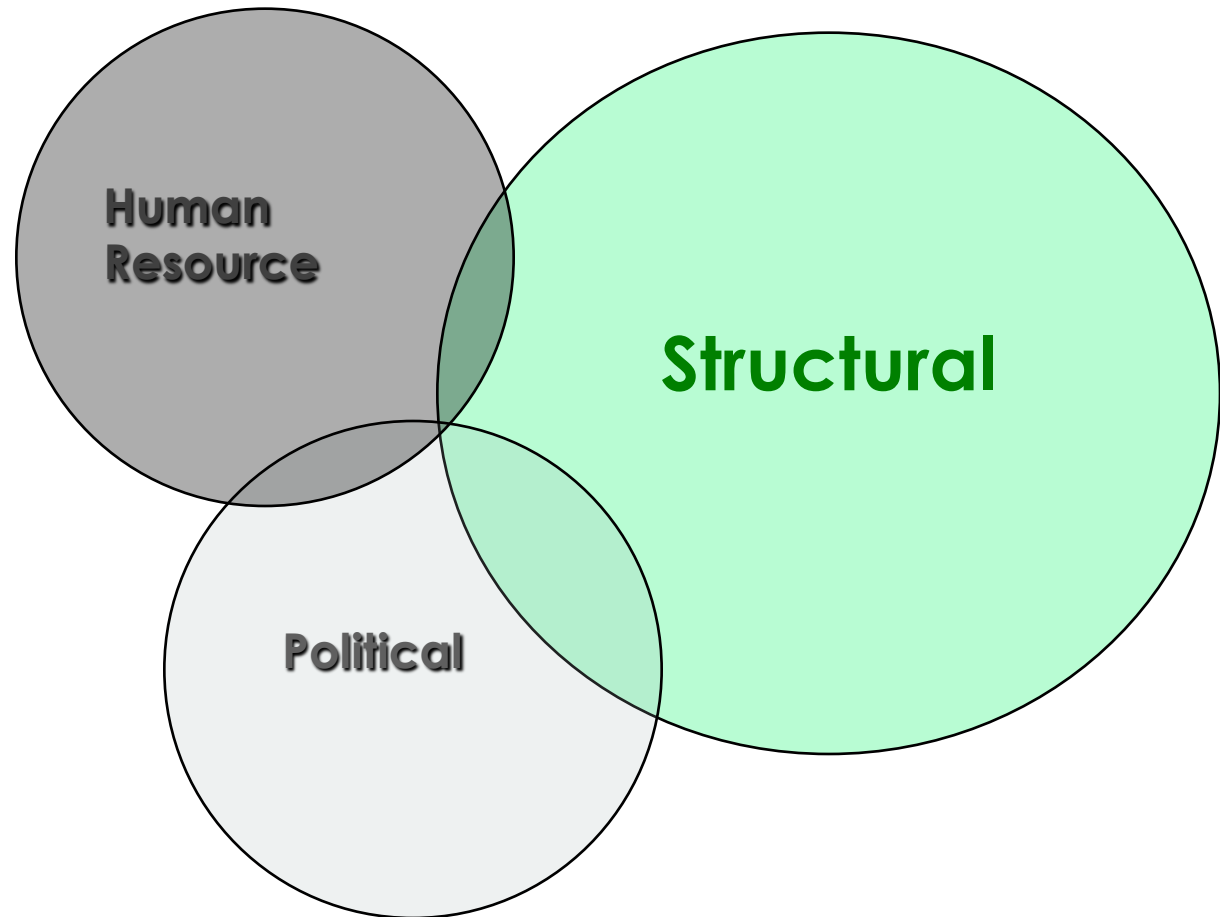
Effective leaders **LEAD** and **MANAGE** at the same time — they solve technical problems while building culture. A good leader must be able to look through multiple lenses simultaneously.



Adapted from "The Video Journal of Education," Volume 5, Issue 7, 1996.


Terrence E. Deal and Kent D. Peterson

The use of the **Structural** lens predicts your effectiveness as a **MANAGER**.



Adapted from "The Video Journal of Education," Volume 5, Issue 7, 1996.

Terrence E. Deal and Kent D. Peterson

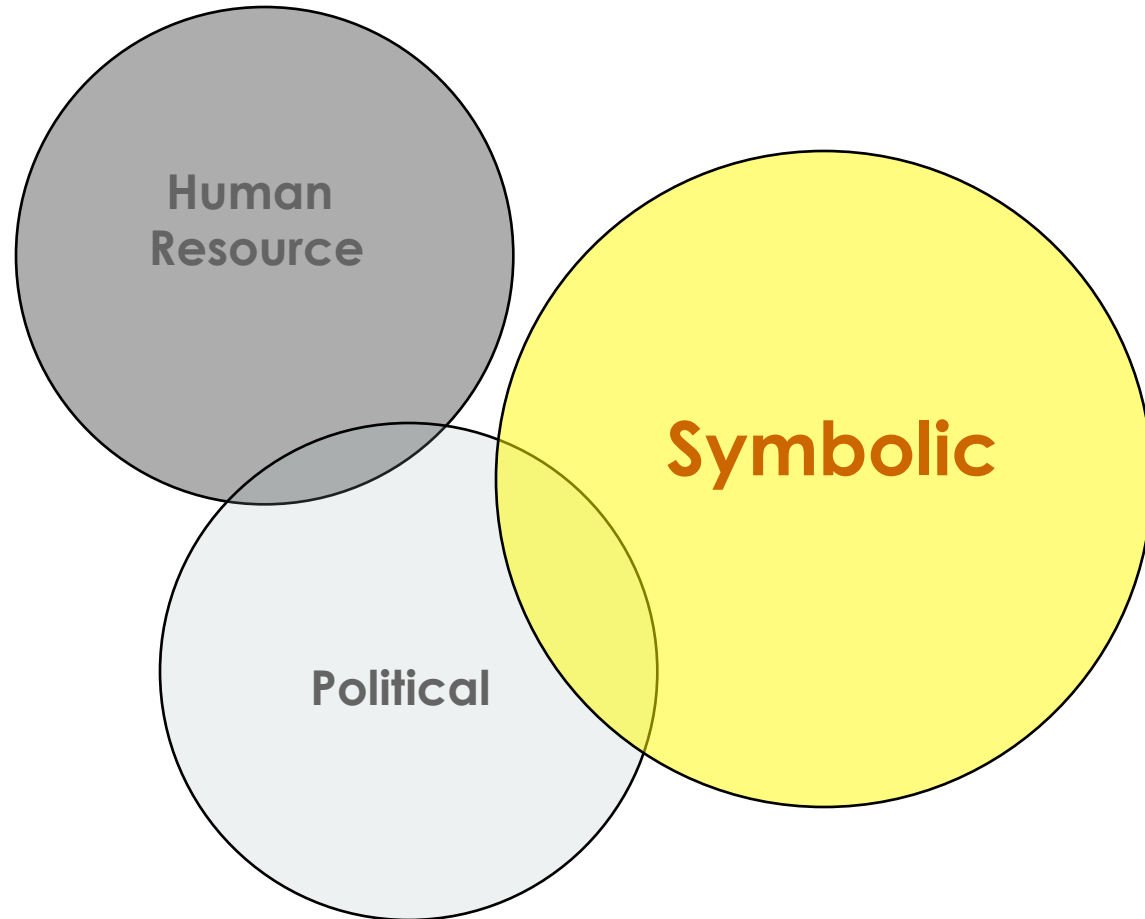


As MANAGERS, education leaders take on eight major roles:

1. Organizational planner
2. Resource allocator
3. Program coordinator
4. Supervisor of staff and outcomes
5. Disseminator of ideas and information
6. Jurist who adjudicates conflicts
7. Gatekeeper at boundaries of school
8. Analyst of complex problems

"In every sample we have, the most powerful predictor of one's effectiveness as a leader is the ability to think and act and deal with all those good issues you raise around the symbolic cultural set of issues."

T. Deal





As **LEADERS**, education leaders take on eight major roles:

1. Historian
2. Anthropologist uncovering norms/values
3. Visionary
4. Symbol of core values through actions
5. Potter shaping culture through ritual
6. Poet articulating core values, purpose
7. Actor playing key role in social drama
8. Healer of wounds from loss, conflict

Deal and Peterson, 1994

Both roles, *MANAGER* and *LEADER*, are key to building successful schools, and both sets of roles can shape the culture.





Managerial Tasks

Human Resource

- Builds community
- Attends to needs and feelings of staff
- Tailors organization structures to needs of people
- Helps people feel good about what they are doing

Structural

- Provides organizational charts, hierarchies
 - Allocates resources and responsibilities
 - Manages policies, continuous improvement
- 

Leadership Tasks

Political

- Engages in bargaining and negotiating
- Forms coalitions around specific interests
- Monitors and adjusts power allocations

Symbolic

- Constructs organization's culture
- Orchestrates ceremonies and rituals
- Creates heroes, heroines, stories, and myths



Reframing Leadership

	Effective Leader	Ineffective Leader
Human Resource <i>Process:</i>	Catalyst, Servant <i>Support, Empowerment</i>	Weakling, Pushover <i>Abdication</i>
Structural <i>Process:</i>	Social Architect <i>Analysis, Design</i>	Petty Tyrant <i>Management by Detail, Decree</i>

Adapted from L. Bolman & T. Deal, *Modern Approaches to Understanding and Managing Organizations*.






Reframing Leadership

	Effective Leader	Ineffective Leader
Political <i>Process:</i>	Advocate <i>Advocacy, Coalition Building</i>	Con Artist, Hustler <i>Manipulation, Fraud</i>
Symbolic <i>Process:</i>	Prophet, Poet <i>Framing, Experience, Inspiration</i>	Fanatic, Fool <i>Mirage, Smoke and Mirrors</i>

Adapted from L. Bolman & T. Deal, *Modern Approaches to Understanding and Managing Organizations*.

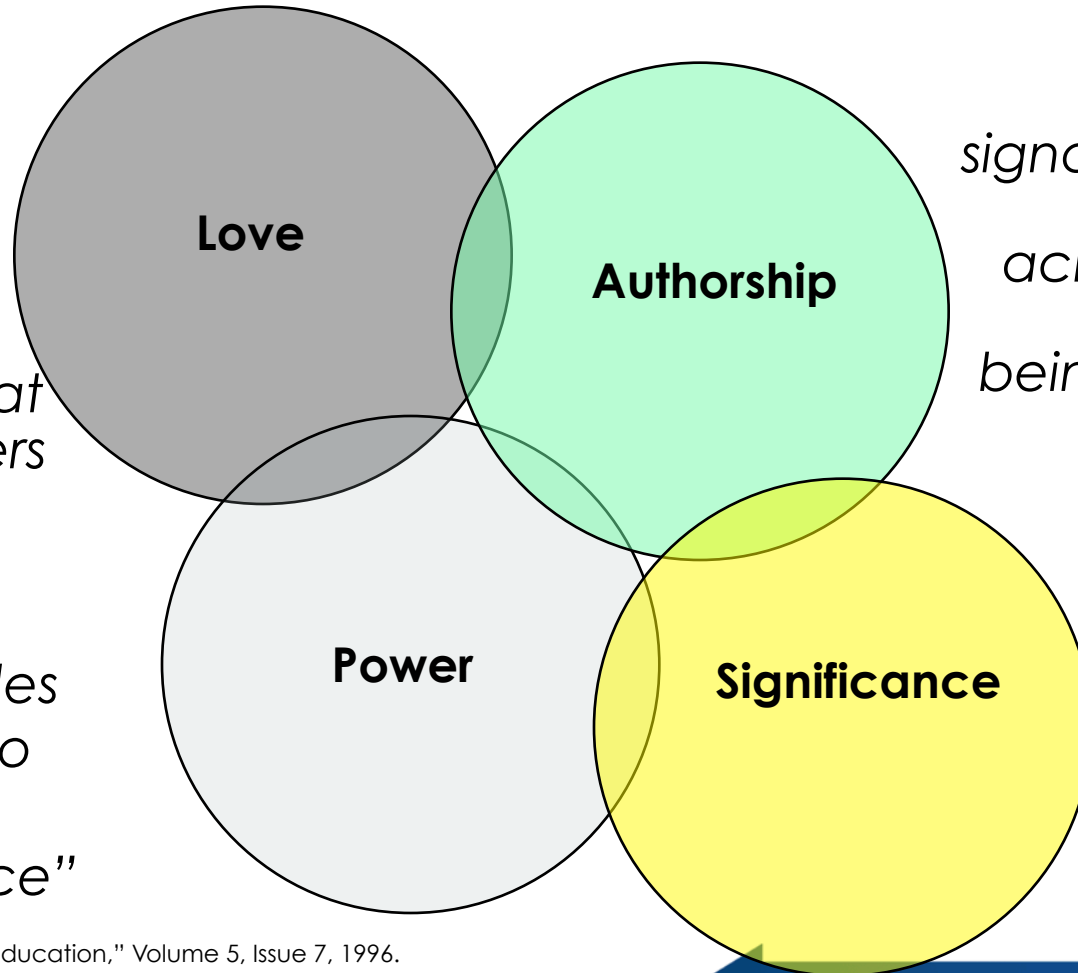


When the lenses are properly focused, the leader becomes centered and, according to Deal, leadership becomes “GIFT GIVING.”

THE GIFTS:

“caring enough to find out what really matters to people”

“provides ability to have influence”



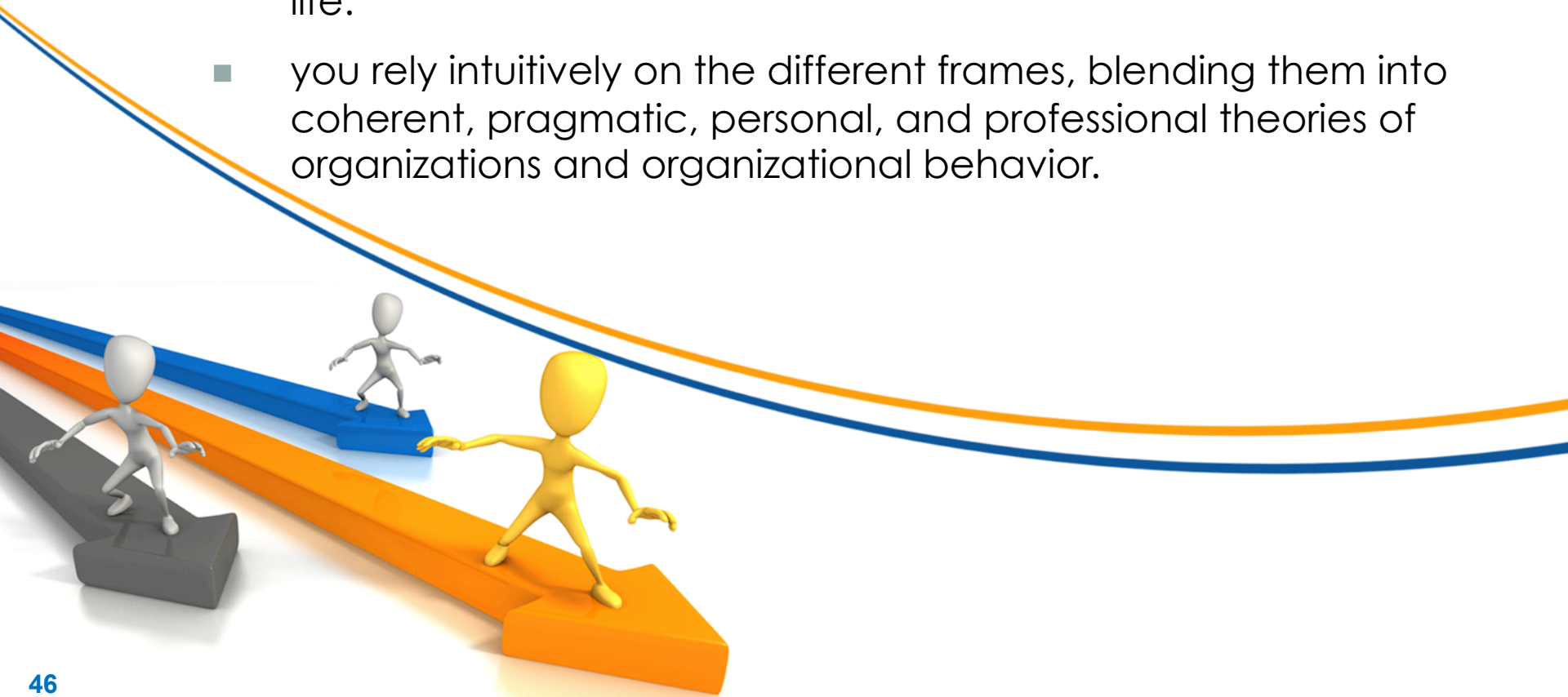
“put their signature on their work and acknowledge it as worthy of being their own”

“belonging to a cohesive group that is proud of and aware of the value it's adding to the world”

The Leadership Factor

You are the most effective while in your leadership zone when ...

- you recognize with appreciation that each frame has its own vision of reality.
- you view organizations through all four frames with an appreciation for the complexity of organizational behavior and life.
- you rely intuitively on the different frames, blending them into coherent, pragmatic, personal, and professional theories of organizations and organizational behavior.



Wellness/Positive Culture

- Support — team effort — collaboration
- Honesty — openness — informed choice
- Warmth/fun
- Learning — searching for solutions
- Personal responsibility
- Excellence — high productivity



Wellness/Positive Culture

Shared Philosophy -- Values, concepts, and beliefs that form standards of excellence.


Importance of People -- Open door communication, balance between autonomy and control, “people first policies,” little evidence of formal hierarchy.

Heroes/Heroines -- Widely shared stories of past and present employees epitomizing success.

Rituals and Ceremonies -- Organizational celebrations developing a spirit of “oneness.”

Systems of Informal Rules -- Widely known expectations for dress, report writing, verbal interactions, break times, systems of verbal address, what/how/with whom to eat lunch.





Increased student achievement,
motivation, teacher productivity, and
satisfaction correlate positively with
healthy school cultures.



Illness/Toxic Culture

- Competition
- Hide feelings and information — don't say what you mean
- Don't hug/smile/laugh
- Scapegoating/blaming
- Learned helplessness
- Low productivity




Illness/Toxic Culture

Fragmented Loyalties — To the principal, to the union, to the students.

Diverse Reasons for Working — “I need the money.” “I want to make the world a better place.”

Disagreement Over Behavioral Standards for Faculty and Students






“The drift toward negativity is often a slow, gradual process that even positive people are not aware of. But over time, negative views of work take over and become the shared way of viewing the school. And also over time, the culture starts to reinforce its own negativity.”

– Peterson and Deal, 2002





Most schools are not universally toxic; rather, they have pockets of negativity. There may be a grade level, department, or group of people who are keepers of the negative. These are not the honest and helpful critics who help the school avoid mistakes. They are the constant and continual cynics who use complaints to gain power and attention.



Exercise II:

How would you define the word CULTURE?

How would you describe the culture of your school/school district?



Culture is...

- “Hidden force that affects everything — how people dress, how they talk to each other, what decisions are made, who gets promoted — and shapes the lives and productivity of all workers.”
- “The way we do things around here.”

(Bower, 1966)





Culture is what we as human beings create to give life some meaning.

Thereafter culture defines *us*.

The school leader's first task when he/she desires to change culture is to identify what's honored and why.



Elements of Culture

History: The importance of the past. Every organization has a history from the beginning. History produces values.

Exercise III



Elements of Culture

History: The importance of the past. Every organization has a history from the beginning. History produces values.

Values: What does your organization stand for? What you value is what the organization stands for.

Exercise IV



Elements of Culture

History: The importance of the past. Every organization has a history from the beginning. History produces values.

Values: What does your organization stand for? What you value is what the organization stands for.

Heroes/Heroines: “Living logos” of what the organization stands for. Who are the heroes and heroines in your organization?

Exercise V



Elements of Culture

Rituals: The enactment of culture. They happen all the time. They provide the organization with the predictability to feel secure in daily activities; a visible way of demonstrating what and who is important; may be difficult to change because of the emotional attachment people have to them.

Exercise VI



Elements of Culture

Rituals: The enactment of culture. They happen all the time. They provide the organization with the predictability to feel secure in daily activities; a visible way of demonstrating what and who is important; may be difficult to change because of the emotional attachment people have to them.

Ceremonies: Anoint and celebrate. They are less frequent than rituals. They are events that take on a special quality assigned by the culture.

Exercise VII



Elements of Culture

Traditions: Significant, singular events that have a special history and meaning. They occur every year, in and out.

Exercise VIII



Elements of Culture

Traditions: Significant, singular events that have a special history and meaning. They occur every year, in and out.

Stories/Myths: Formal and informal stories; a way of explaining the unexplainable; maintaining the grapevine. They carry values. They are often about heroes/heroines. What kind are being told?

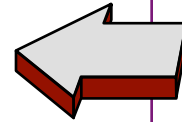
Exercise IX



Elements of Culture

Informal Network:

Priests
Priestesses
Storytellers
Gossips



*Bless what goes on --
what's "right/wrong."*

Exercise X



Elements of Culture

Exercise XI – Beliefs and Change



CLIMATE

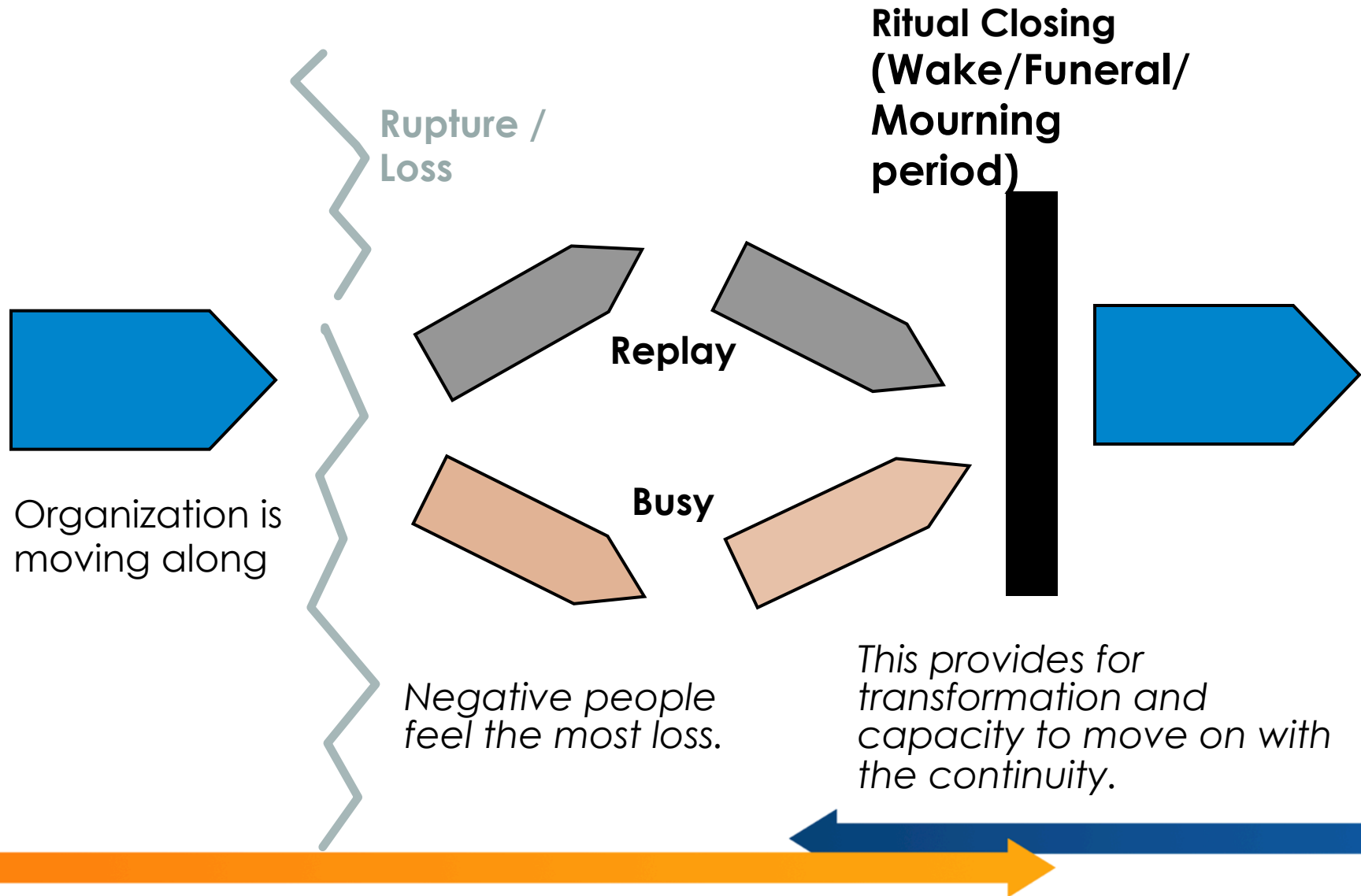
- “Feel” of the organization
- Affective nature of communication, interactions, leader behaviors

CULTURE

- Institutionalized expectations
- Deep, unwritten “code”
- Playout of *climate* over time



Leading Change



When leading change...

- Deal with **PEOPLE** first
- The **INNOVATION** second



Four Problems When Facing Change

**TRAINING /
SKILLS /
SUPPORT**

**Incompetence
and Anxiety**

**Confusion and
Lack of
Predictability**

REALIGN (if you
change one
part, you must
realign other
parts)

ARENA

- rules
- referee
- fight fairly
- celebrate winners & losers

Warfare

Loss

**TRANSITION
RITES**

SENSE OF HUMOR should permeate the change process.



Using Four Frames to Facilitate Organizational Change

Human Resource Frame

Change:

- Causes people to feel incompetent, needy, and powerless.
- Necessitates adequate training for new skills.
- Requires psychological support.



Using Four Frames to Facilitate Organizational Change

Structural Frame

Change:

- Alters the clarity and stability of roles and relationships which equal confusion and chaos.
- Requires that the leader pay attention to realigning and re-negotiating formal patterns and policies.



Using Four Frames to Facilitate Organizational Change

Political Frame

Change:


- Generates conflict / creates winners and losers.
- Requires the creation of arenas where issues can be negotiated and change can be managed effectively.



Using Four Frames to Facilitate Organizational Change

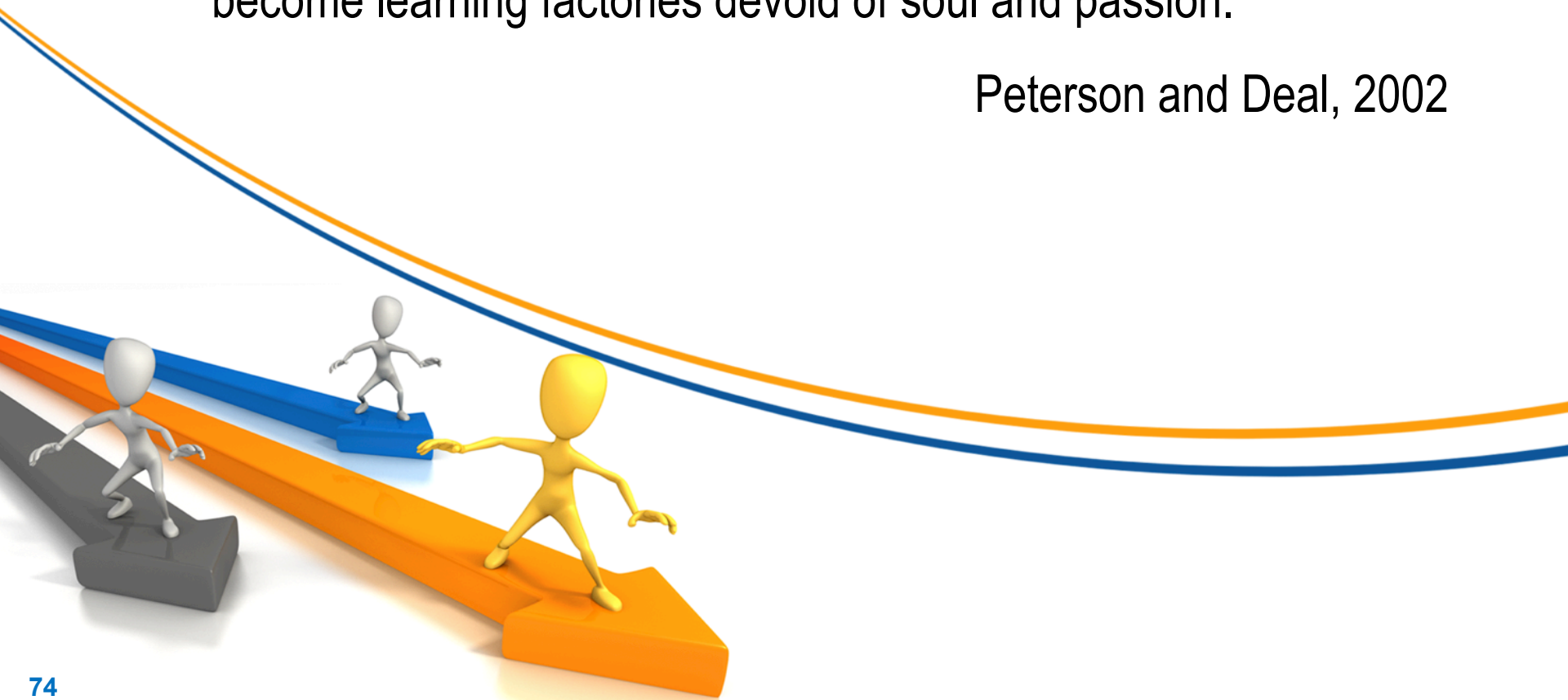
Symbolic Frame

Change:

- Creates loss of meaning and purpose.
 - Severs people's attachments to symbols and symbolic activity.
 - Requires the letting go of the organizational past and symbolic healing.
- 

“The key to successful performance is the heart and spirit infused into relationships among people, their efforts to serve all students, and a shared sense of responsibility for learning. Without heart and spirit nourished by cultural ways, schools become learning factories devoid of soul and passion.”

Peterson and Deal, 2002



New Skills for Leaders

- Anticipatory
- Visioning
- Value Congruence
- Empowerment
- Self-Understanding



How Organizational Norms Can Be Shaped

Primary Strategies

- What leaders pay attention to, measure, and control.
- How leaders react to critical incidents and organizational crises.
- The behavior that leaders consciously model, teach, and coach.
- The criteria that leaders use to allocate rewards and status.



How Organizational Norms Can Be Shaped

Secondary Strategies

- The organization's design and structure.
- The organization's operating routines and procedures.
- The design of physical space and buildings.
- The stories, legends, myths, and parables about important organizational events and people.
- The formal statements of organizational philosophy, creed, mission, goals, accomplishments, etc.



Practical Strategies for Shaping School Culture

- Learn the existing culture.
- Establish communication linkages.
- Meet teacher needs.
- Create opportunities for renewal.
- Practice leadership.
- Hire the right people.

