

ELSS810
S2 L1

**Improving Leadership: Analyzing
and Managing Organizational
Phenomena by Reframing;
human resource frame**

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The four frames according to Boleman and Dealin

	Structural	Human resource	Political	Symbolic/ cultural
<i>Organizational metaphor</i>	Machine, factory	Family	Jungle	Theatre, carnival
<i>Central constructs</i>	Rules, roles, goals, technology	Needs, skills, human relations	Power, conflicts, competition	Culture, meanings, stories, heroes
<i>Manifestation of leadership</i>	Social architecture	Empowerment	Seek for support	Inspiration
<i>Challenge of leadership</i>	Form structure in line with the environment	Align the organizations' and peoples' goals	Agenda and sources of power	Emphasizing trust, loyalty, and meanings



Reframing Leadership - human resource frame

- Historical developments
- Motivation theories
- HR efforts and leadership in the human resource frame



Human resource frame as part of organizational behaviour (OB) - 1

- Why do people behave the way they do?
- Under what circumstances will people's behaviour change in organizations?
- What impacts do organizations have on the behaviour of individuals?
- Why do different groups in the same organization develop different behavioural patterns and norms?



Human resource frame as part of organizational behaviour (OB) - 2

- Human behaviour has always been in the interest of organizational players and scientists (also in the mechanistic approaches of organizations)
- OB is the application of theories, methods, and research findings of **behavioural sciences** – psychology, social psychology, sociology, anthropology, and education.



Hugo Munsterberg (1913, 1921).

- ❏ "Father" of industrial psychology
- ❏ Tried to match the abilities of new hires with the company's needs
- ❏ Tried to develop the workers' attitudes to become positive towards the company
- ❏ Studied the psychological aspects of workers to productivity



Hugo Munsterberg

- ❏ Munsterberg, however, could not have used the HRD techniques of the 1990s, because in his time people did not see that the co-dependence of workers and the company was the "right" model to develop work
- ❏ After the WWII the military sponsored a research on how to best find and shape people to fit its needs
- ❏ => industrial psychology or industrial/organizational psychology

