ELSS810
S1L1

Improving Leadership: Analyzing and Managing Organizational Phenomena by Reframing

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Goals:

The goal of the course is to critically observe educational organizations, and based on that analysis, to develop organizations and also students' own leadership behaviour

Reframing = using different perspectives in understanding leadership and organizations, leading to a deeper understanding
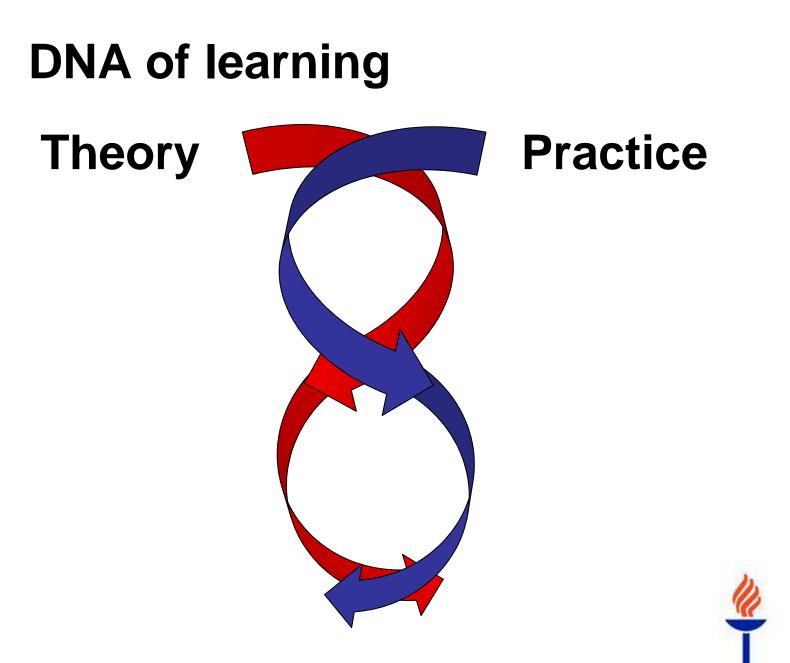
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Goals:

Combining theory and practice (DNA of learning)

Personal involvement (case assignment)

Not educational leadership debate but educational discourse

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DNA of learning

Theory   **Practice**

Learning outcomes - 1

Upon successful completion of this course, the learners are expected to be able to

- deepen their understanding about organizational phenomena by comparing perspectives attained through different frames of reference

- get a wide and well-grounded view of organizational phenomena and thus avoid narrow and stereotypical interpretations

Learning outcomes - 2

Upon successful completion of this course, the learners are expected to be able to

- develop their analytical skills in using theoretical frames of reference in studying organizations in real life
- become capable of working as change agents in their own organizations

The rationale of reframing

If we are holding up to our predominant or one-sided perspective, there is a significant risk that we see only a very limited picture of the task in question.

The eight blind men and the elephant.

Reframing organizations

Four frames presented by Bolman & Deal:

1. The structural frame
2. The human resource frame
3. The political frame
4. The symbolic frame

Others to consider…

5. Systems theory
6. Chaos theory
7. Critical theory
8. Communitarism
9. Postmodern approach

Reframing organizations

Other famous metaphors (Morgan; Images of Organizations, 1986). Organization as …

1. Machines
2. Organisms
3. Brains
4. Political systems
5. Psychic prisons
6. Flux and transformation
7. Instruments of domination

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Motto: "Nothing is so practical as a good theory".

Kurt Lewin

The issue: Why do bright people make such stupid decisions???

- because the situation is completely misunderstood

- because simple models or solutions just are not enough to understand and interpret complex organizational situations

What is a theory??   - 1

What is the theory of educational leadership??

The school head/principal is an academic expert with certain qualifications to be the principal. His/her work is guided by the laws and norms of the country and by the commonly accepted culture and values.

What is a theory?? - 2

What is the theory of educational leadership??

The most important criterion/qualification for any head/principal is the development of a solid theoretical understanding, which consists of organized and tested knowledge and deep understanding.

Defining a theory

Theory is a group of interrelated constructs, definitions and arguments,

- which together form a systematic interpretation by

   = defining the connections of the variables

- with the goal to understand and predict phenomena

(Kerlinger, 1986)

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Internationally, the study and research of educational leadership and administration goes back to the 1950s

The research of educational leadership is mainly of applied nature, and it is typically multi-discipline utilizing:

- education   - anthropology
- social sciences   - economics
- psychology   - methodological sc.
- sociology   - philosophy

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Almost all day-to-day decisions of the principals are based on decisions, and they are based on a 'theory'.

The role of the theory is to:

1. Locate the relevant phenomenon

2. Define, classify, and interpret the phenomenon

3. Form the constructs

4. Synthesise the phenomenon and combine information

5. Anticipate the phenomenon

6. Detect the key questions and define the

   new areas of research

The four frames presented by Bolman & Deal:

1. **The structural frame**
   - emphasizes goals, control, specialized roles and formal relationships

2. **The human resource frame**
 - sensitive understanding of people and their relationships with organizations

3. **The political frame**
 - "it is a jungle out there".

4. **The symbolic frame**
 - provides meaning and purpose through phrases of beauty and passion