

**ELSS810**

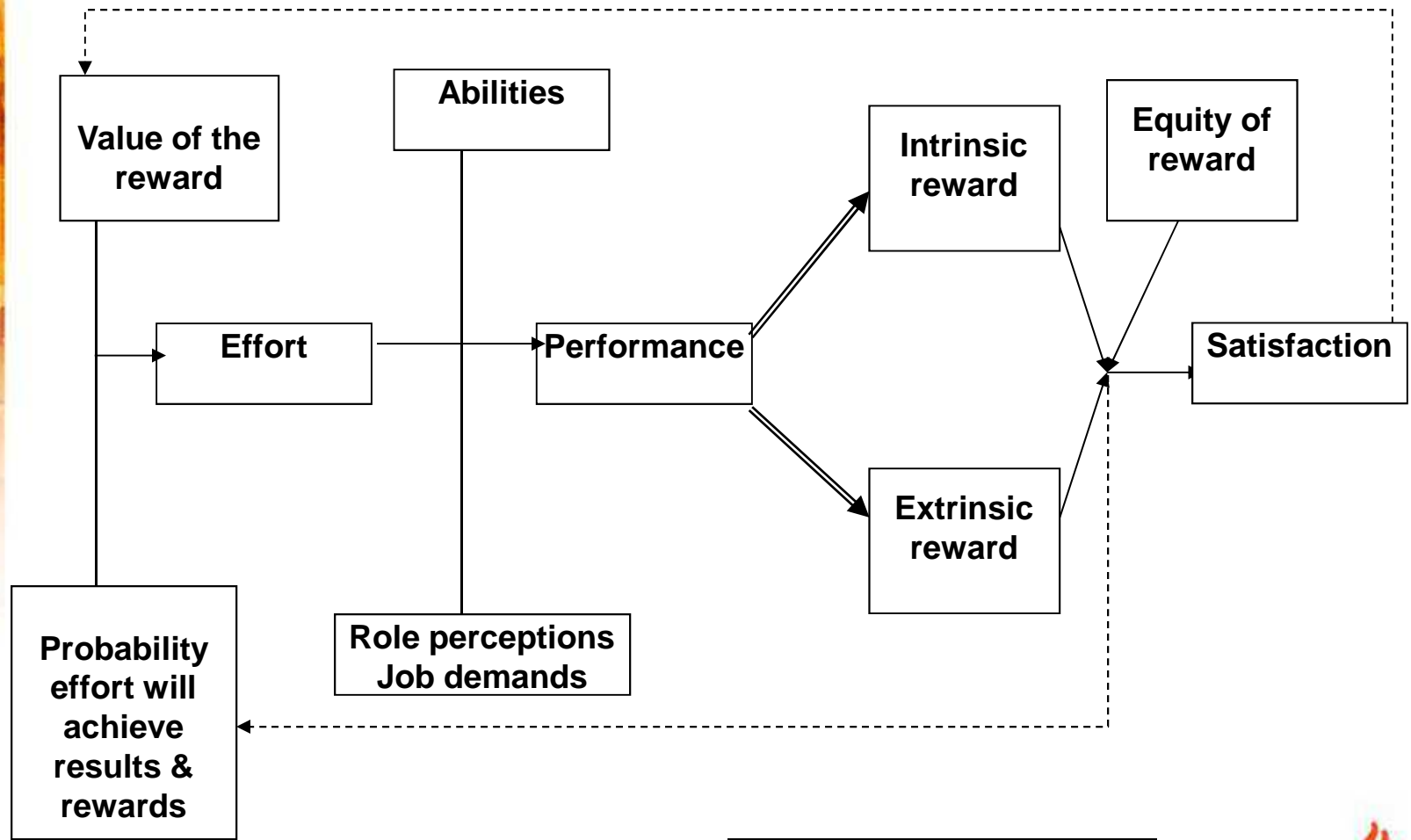
**S2 L6**

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

Institute of Educational Leadership

University of Jyväskylä

Jukka Alava, PhD, Professor emeritus



Probability effort will achieve results & rewards

*Lawler's extended model of expectancy*



### Elements for a Motivating Work Community

### Rewarding system & development

- results and good service are rewarded
- defined career paths
- possibilities to develop oneself

### External feedback

- feedback on performance
- constant evaluation

### Meaningful work

- interesting and challenging work
- high autonomy at work

### Work willingness

- activeness
- interest in work
- motivation

**Work motivation**  
**Work satisfaction**  
**Results**

### Internal feedback

- personal experience of success
- challenging and interesting work

### Personnel's commitment

- commitment to the shared goal
- avoidance of needless expences

### Internal information

- information is open and candid
- changes at work are informed properly


### Leadership

- trust between superiors and employees
- support

### Human Relations

- cooperation
- team-spirit
- appreciation of work





**The core message of all motivation theories is that motivation increases if the following psychological states of mind are achieved:**

- work is seen as meaningful**
- responsibility is given**
- awareness of results (feedback)**



# ***HR strategies in the human relations frame (B&D):***

## ***Strategy***

## ***Actions and practices***

**Develop a long-term  
HR philosophy**

**Include the HR philosophy in the organization's strategy  
Develop measures of human resource management**

**Invest in people**

**Hire the right people and reward them well  
Provide job security; promote from within  
Train and educate.  
Share the wealth (gain sharing, employee ownership)**

**Empower employees  
and redesign work**

**Provide autonomy and participation  
Focus on job enrichment  
Emphasize teamwork; bottom-up influence**



# ***Leadership in the human resource frame (B&D):***

## **Effective leadership**

**Leader      Leadership style**

**Catalyst      Support**  
**Servant      Delegation**  
**Empowerment**

## **Ineffective leadership**

**Leader      Leadership style**

**Weakling      Abandonment**  
**Pushover      Left alone**

