

ELSS810
S3 L5

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

Institute of Educational Leadership
University of Jyväskylä
Jukka Alava, PhD, Professor emeritus

Leadership in the political frame

- Leaders in the political frame always try to piece together all the political realities in any situation, and think over how to proceed.
- The frame stresses that there are always interest groups with their own agendas both inside and outside the organization. Since there are not enough resources, conflicts arise.
- The task of the leader thus is to locate the most important interest groups, to establish connections to their leaders, and to manage conflict in the best possible way.



Understanding the micropolitics of education

- The micropolitical perspective addresses the overt and covert processes through which individuals and groups in an organization's immediate environment acquire and exercise power to promote and protect their interests.
- Schools are political mini-systems nested in multi-level governmental structures, charged with salient public service responsibilities and dependent on diverse constituencies.
- Confronted with complex and value-laden issues, schools face difficult, divisive allocative choices.

Malen, B. 1994. The micropolitics of education: mapping the multiple dimensions of power relations in school policies



Practical Application - Reorganization

Scenario: The University President has outlined a new organizational plan that will reorganize several faculties and departments. Reframing the situation under the four frames provides insight for leaders on to how navigate this change.

<i>Process</i>	<i>Structural</i>	<i>Human Resources</i>	<i>Political</i>	<i>Symbolic</i>
Reorganizing	Realign roles and responsibilities to fit the tasks and environment	Maintain a balance between human needs and formal roles	Redistribute power and form new coalitions	Maintain an image of accountability and responsiveness; negotiate a new social order



Practical Application - Communication

Scenario: The use of communication tools in the organization is essential. Understanding communications from the four frames will help leadership understand the impact.

<i>Process</i>	<i>Structural</i>	<i>Human Resources</i>	<i>Political</i>	<i>Symbolic</i>
Communi- cation	Transmit facts and information	Exchange information, needs, and feelings	Influence or manipulate others	Tell Stories



Practice case 1 - Communication

Scenario: Strategic planning and thinking are critical parts of the organization. Using the four frames, outline how strategic planning fits in the frames. Compare and contrast in groups the differences between the frames.

Strategic planning and thinking	<i>Structural</i>	<i>Human Resources</i>	<i>Political</i>	<i>Symbolic</i>



Case of good things going sour

1. The city educational office found out about a new way to get governmental funds for school development.
2. The top management team of the city educational office drafted an application and a plan to improve pedagogical skills in the schools of the city.
3. The initiative was approved in the ministry of education, and the city got a significant amount of money to develop education.



Case of good things going sour

4. Teachers and principals were astounded by the fact that the city educational office had made the initiative without consulting the teachers.
5. The city educational office was bewildered by the uproar of the teachers.
6. Left between the teachers and the ministry, the city educational office construed the reaction of the teachers as change resistance and sticking to the old.



Case of good things going sour

7. The pedagogical development effort had become an instrument in a political game causing a lot of distrust, contradictions and no pedagogical development.
8. (The issue was presented to the school board, who praised the superintendent for a good initiative and sent him to an international congress as a bonus. This made the teachers even angrier.)

Boleman & Deal; adapted from Deal & Nutt (1980)



UNIVERSITY OF JYVÄSKYLÄ

Leadership in the political frame (B&D)

Effective leadership

Ineffective leadership

Leader Leadership style

Leader Leadership style

Advocate Sponsorship

Con artist Manipulation

Negotiator Coalition building

Crook Fraud

