

**EDLS810
S4L5**

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

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Understanding and developing organizational culture; part 1

The origin of organizational culture reform can be traced back to Dr. Edward Deming's invited trip to Japan in **1950** to present the **statistical quality control method**. Joseph Juran traveled to Japan in 1954 emphasizing the management part of quality.

Val Feigenbaum followed Juran with TQC (Total Quality Control), a management approach that required all employees to participate in quality improvement activities.



Understanding and developing organizational culture; part 2

By 1975, Japan had developed into the world leader in quality and productivity. In contrast, “quality teachings” were mostly ignored in the US. Deming remained in the quality wilderness of America for a whole generation.

On June 24th in **1980** an NBC television documentary **”If Japan can ... why can’t we”** triggered the TQ movement in the United States.



The culture reform movements

The Z Organization (1981)

Ouchi

Learning Organizations (1990);

Senge

Quality of Working Life (1991)

Weisboard

Reinventing Government (1993)

Gore

Process Reengineering (1993)

Hammer & Champy



Common elements in most of the movements were:

- ❏ Empowerment of individual employees and work teams
- ❏ Eliminating policies, procedures, and layers of hierarchy
- ❏ Granting individuals and work teams autonomy and discretion to make decisions
- ❏ Replacing accountability to bosses with accountability to customers
- ❏ Introducing data-based information systems to provide information needed to correct actions in real time
- ❏ Eliminating middle management (out of the way of empowered workers)



Organizational culture in a learning organization -1

- Supports and rewards learning and innovation
- Emphasizes two-way communication
- Utilizes the knowledge in the whole organization in creating visions and strategies
- Promotes research, communication, risk-taking, and experimenting
- Encourages honest facing of internal problems and solving them openly



Organizational culture in a learning organization -2

- ▣ Allows mistakes and sees them as a learning experience
- ▣ Uses constructive critique
- ▣ Values the well-being of all employees
- ▣ Emphasizes the importance of values and ethics
- ▣ Emphasizes openness and mutual trust



Leadership in the symbolic and cultural frame:

- ▣ Leaders lead by example
- ▣ Leaders use symbols
- ▣ Leaders communicate vision
- ▣ Leaders tell stories
- ▣ Leaders respect and use history



Leadership in the symbolic & cultural frame

Effective leadership

Ineffective leadership

Leader

Leadership style

Leader

Leadership style

Prophet
Poet

Inspiration
Framing
Experience

Fanatic
Fool

Mirage, smoke
and mirrors



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