FORM & FUNCTION—MORE THAN SIMPLY ORGANIZATION: FRAMING & REFRAMING ORGANIZATION DYNAMICS

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John L. Bennett, Ph.D.
McColl School of Business
Queens University of Charlotte
bennettj@queens.edu
@coach4orgchange
Companies are increasingly being asked to perform well financially, socially, and environmentally in order to help improve global economic, social, and environmental conditions. Much of the public believe that being socially and environmentally responsible is the right thing for companies to do and that companies should play their part in addressing the important challenges facing their communities, countries and, humanity in general.

(Mohrman & Lawler, 2014)
### Changing Realities of Work in America

<table>
<thead>
<tr>
<th>Mid- to Late Twentieth Century</th>
<th>Early Twenty-First Century</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent</td>
<td>Temporary/contingent</td>
</tr>
<tr>
<td>Stable</td>
<td>Volatile</td>
</tr>
<tr>
<td>Advancement</td>
<td>Stagnation</td>
</tr>
<tr>
<td>Loyalty</td>
<td>Disaffection</td>
</tr>
<tr>
<td>One-and-done education</td>
<td>Lifelong learning</td>
</tr>
<tr>
<td>Defined benefit pension</td>
<td>Defined contribution</td>
</tr>
<tr>
<td>“Early” retirement</td>
<td>“Never” retire</td>
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(Van Horn, 2013, Working Scared (or not at all))
Examples of Change

Individual
- New role or responsibility
- New process or performance expectation
- New location or culture

Group/Team
- Performance review or audit
- New or changing membership or team charter
- Improvement of existing product or policy
- New process or product

Organization
- New product development
- New or adjacent market entry
- New leader/strategy/direction
- Organization redesign/restructuring
- Merger/acquisition
Perspectives

- Environment
- Organization
- Team
- Individual
What is reflection?

“An active, persistent and careful consideration of any belief or supposed form of knowledge” (Dewey, 1933, 9)

“A process where individuals think about and evaluate their experience in order to come to new understandings and appreciations” (Williams, et al, 2002, 5)
Reflection Involves

• **Awareness** of thoughts and feelings

• **Analysis** of the situation—including existing knowledge

• **Development** of a perspective of the situation developed by analysis and application of information to the experience
Types of Reflection

- Reflection-\textit{before}
- Reflection-\textit{in}
- Reflection-\textit{on}
Taxonomy of Educational Objectives (Bloom)

- **Cognitive** domain—Thought
- **Affective** domain—Feelings
- **Psychomotor** domain—Act
### Framing Perspective Grid

<table>
<thead>
<tr>
<th><strong>Philosophical framing</strong></th>
<th><strong>Role framing</strong></th>
<th><strong>Theoretical framing/mapping</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>How has this experience enabled me to confront and clarify my beliefs and values that constitute desirable practice?</td>
<td>How has this experience enabled me to clarify my role boundaries and authority within my role, and my power relationships with others?</td>
<td>How has this experience enabled me to draw on extant theory and research in order to help me make sense of my knowing in practice, and to juxtapose and assimilate theory/research findings with personal knowing?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Developmental framing</strong></th>
<th><strong>Temporal framing</strong></th>
<th><strong>Reality perspective framing</strong></th>
<th><strong>Problem framing</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>How has the experience enabled me to frame becoming a more effective practitioner within valid and appropriate theoretical frameworks/learning outcomes?</td>
<td>How has this experience enabled me to draw patterns with past experiences while anticipating how I might respond in similar situations in new ways?</td>
<td>How has this experience enabled me to understand the barrier to reality while helping me to become empowered to act in more congruent ways?</td>
<td>How has this experience enabled me to focus problem identification and resolution within the experience?</td>
</tr>
</tbody>
</table>

*(Adapted from Johns, 2009)*
Kolb Learning Cycle

Testing → Experience

Experience → Generalization

Generalization → Reflection

Reflection → Testing

(Kolb, 1984; McGill & Beaty, 2001)
Team Performance
A Few Points about Small Groups

Task

Process
Systems Thinking

- A conceptual framework, a body of knowledge and tools that has been development to make the full patterns clearer, and to help us see how to change them effectively
Stability and Leverage

• Stability depends on…
  • Size
  • Number and variety of subsystems
  • Type and degree of connectivity between subsystems
• Many complex system is not necessarily an unstable one.
• Many complex systems are remarkably stable and therefore resistant to change.
Principle of Leverage

- Tipping point
- Threshold beyond which a system will suddenly change or break down

Examples of leverage:
- Balloon bursting
- Technology adoption
- November 1989, East German government collapsed; Berlin Wall is demolished
- _______
Coaching for Change

- Discount (20%) code: RRF55
- Discount available through May 31, 2014
- www.routledge.com/books
References