

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

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Change
Systems
Performance
Adaptability
Design
Faster
Galbraith
Power
Flexibility
Rigidity
Quality
Participation
Rigid
Flexible
Peer-to-Peer
Circular
Alignment
Ackoff
Information
Control
Culture
Organization

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

Mid- to Late Twentieth Century	Early Twenty-First Century
Permanent	Temporary/contingent
Stable	Volatile
Advancement	Stagnation
Loyalty	Disaffection
One-and-done education	Lifelong learning
Defined benefit pension	Defined contribution
“Early” retirement	“Never” retire

Examples of Change

Individual

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

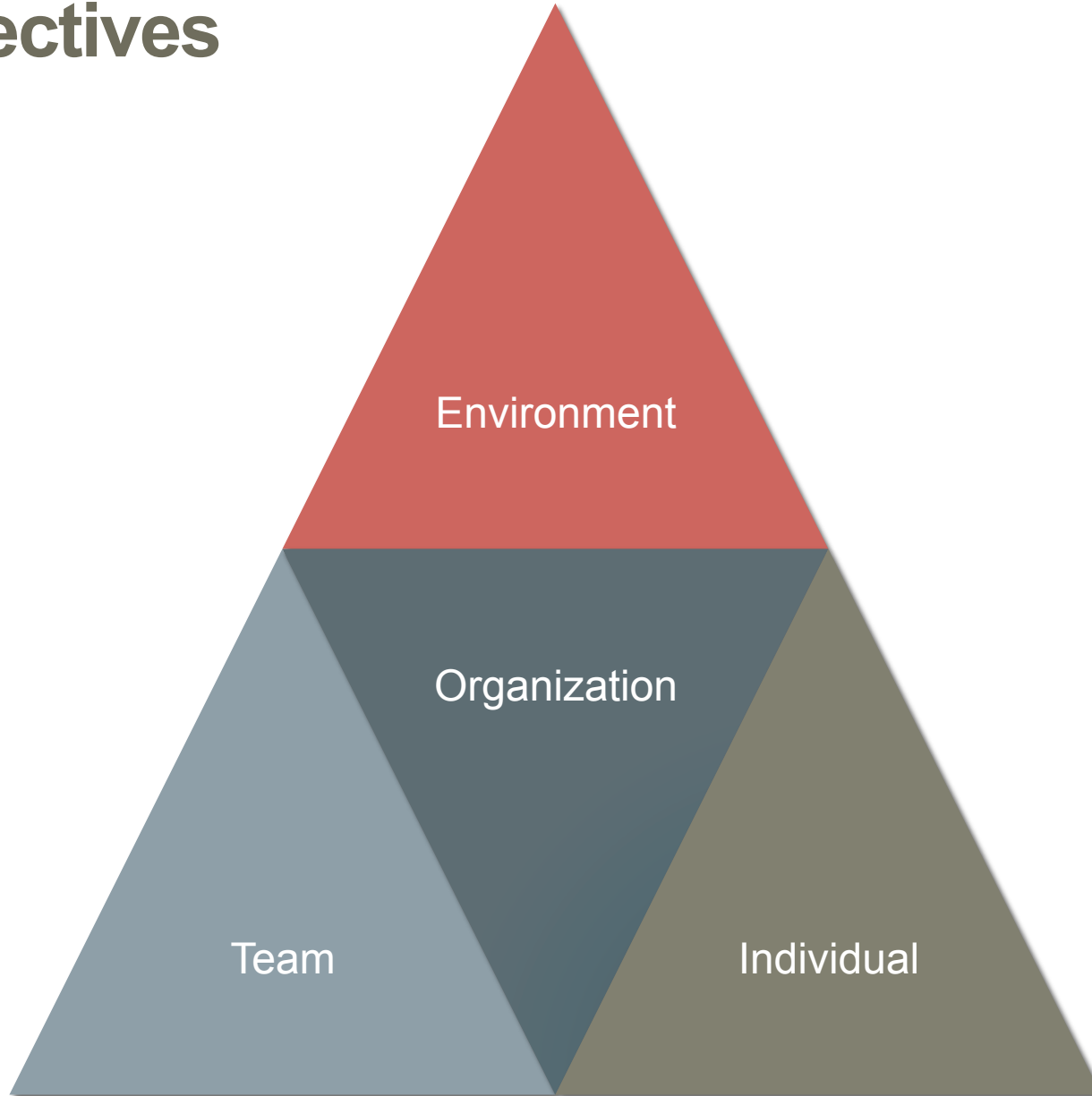
Group/Team

- 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



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

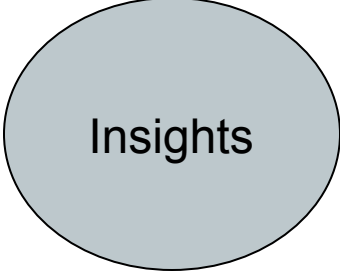
Types of Reflection

- Reflection-**before**
- Reflection-**in**
- Reflection-**on**

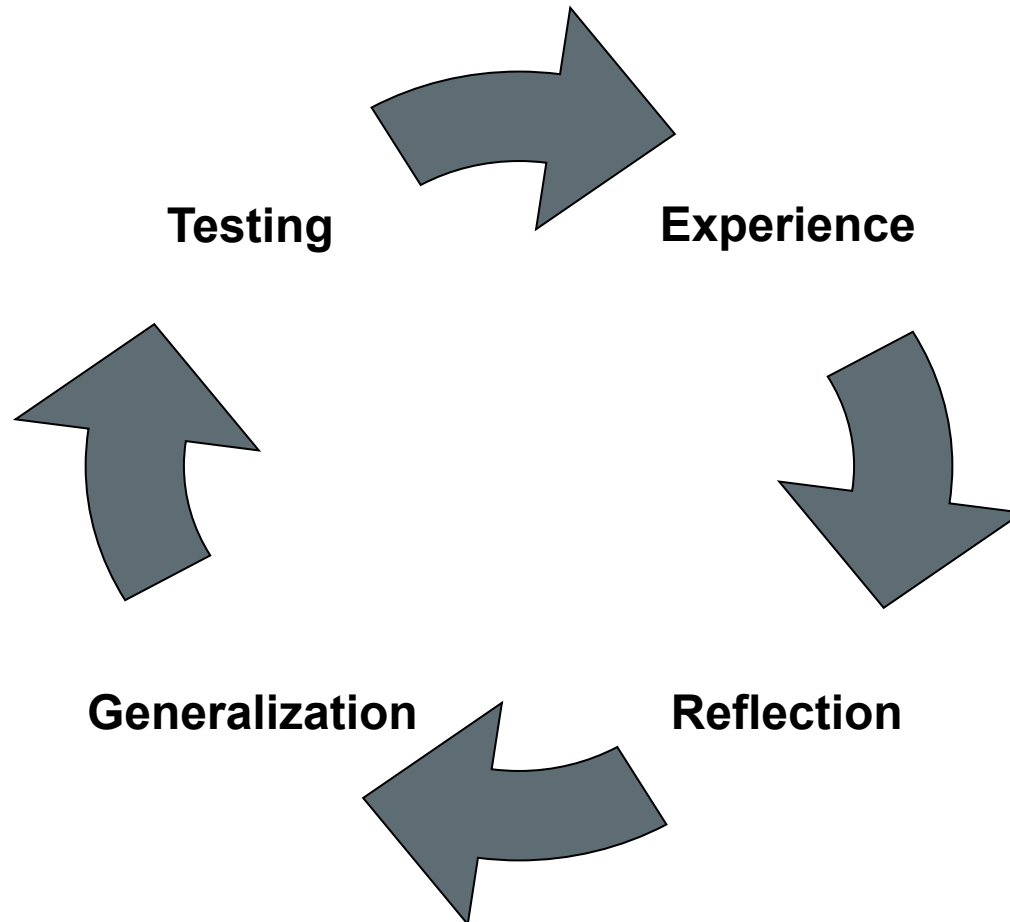
Taxonomy of Educational Objectives (Bloom)

- **Cognitive** domain—Thought
- **Affective** domain—Feelings
- **Psychomotor** domain—Act

Framing Perspective Grid

<p>Philosophical framing How has this experience enabled me to confront and clarify my beliefs and values that constitute desirable practice?</p>	<p>Role framing How has this experience enabled me to clarify my role boundaries and authority within my role, and my power relationships with others?</p>	<p>Theoretical framing/mapping 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?</p>
<p>Developmental framing How has the experience enabled me to frame becoming a more effective practitioner within valid and appropriate theoretical frameworks/learning outcomes?</p>		<p>Reality perspective framing How has this experience enabled me to understand the barrier to reality while helping me to become empowered to act in more congruent ways?</p>
<p>Parallel process framing How has this experience enabled me to make connections between learning processes within my supervision process and my practice?</p>	<p>Temporal framing How has this experience enabled me to draw patterns with past experiences while anticipating how I might respond in similar situations in new ways?</p>	<p>Problem framing How has this experience enabled me to focus problem identification and resolution within the experience? (Adapted from Johns, 2009)</p>

Kolb Learning Cycle

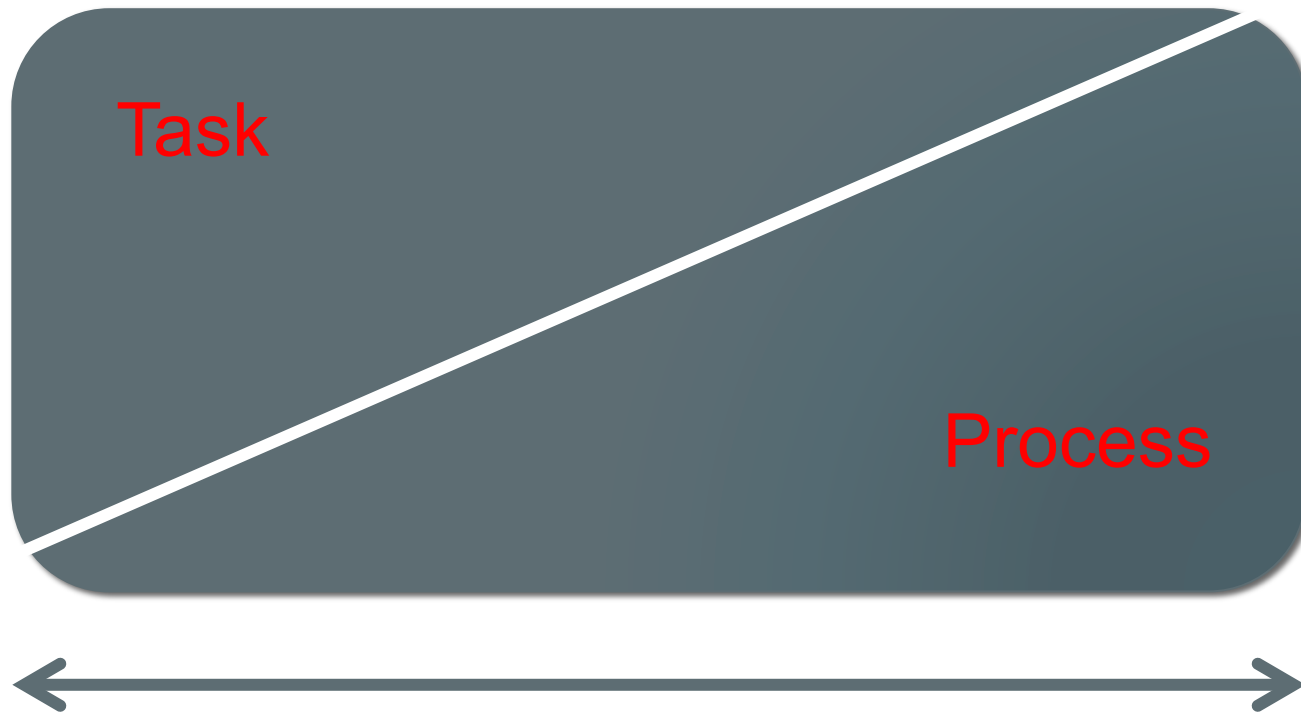


(Kolb, 1984; McGill & Beaty, 2001)

Team Performance



A Few Points about Small Groups



Systems Thinking

- A conceptual framework, a body of knowledge and tools that has been developed 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



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