

LEADERSHIP: REFRAMING, ETHICS AND ACTION



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LEADERSHIP



- I. The CAREC Vision: Leadership to Build Effective States and Strengthen a Region
- II. Leadership: Reframing Organizations
- III. Effective Leadership: Reframing and Getting Results
- IV. Ethics
- V. Case Study: The Datu Paglas Story

CAREC VISION



Leadership to build effective states and a strong, dynamic region.

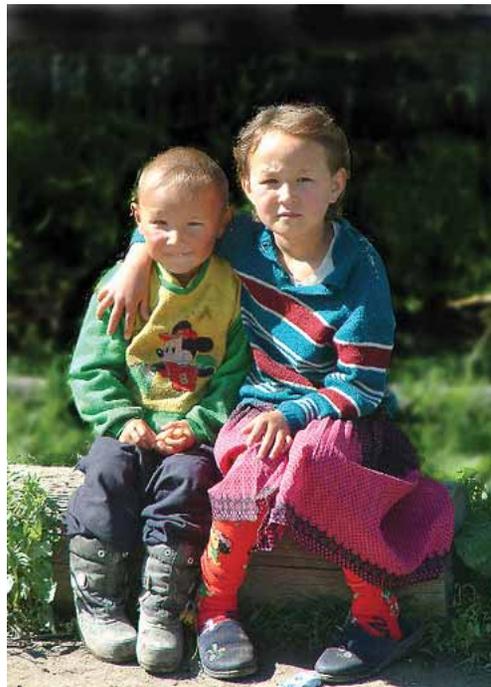
- “Development through cooperation”
- “immense potential” of Central Asian region
- An “increasingly integrated Eurasia”



CAREC VISION

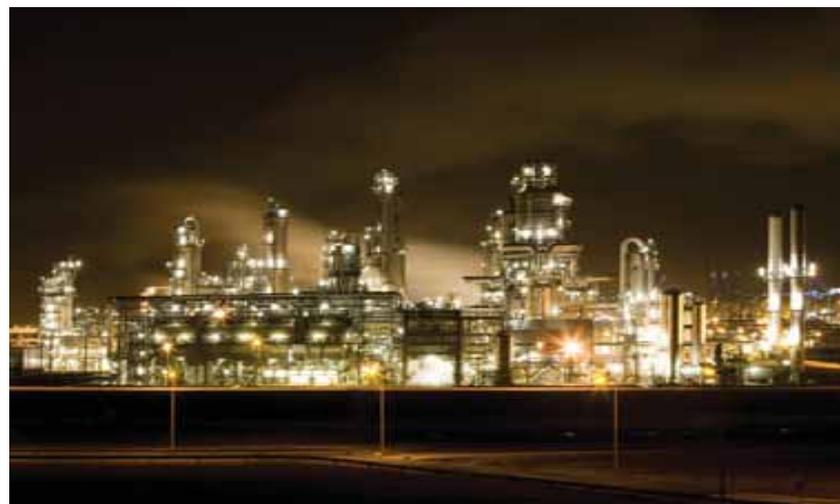
What are the potential fruits of cooperation?

- Accelerated economic growth
- Poverty reduction





CAREC Priority Areas



Strong states in a strong region



Six multilateral organizations





A strong region

- Stable borders
- Combined capabilities to address common challenges arising from shared historical legacy, geography, culture
- Larger market (approx. 291 million people)
- Efficient development
- Efficient use of water, energy and other resources

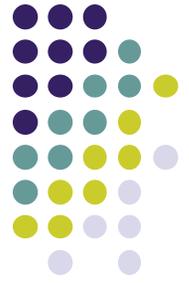
What is your vision? What can you do as leaders?

II. Leadership: Reframing Organizations



- A. Organizations, Change and Leadership
- B. Reframing Organizations
 - 1. Structural Frame
 - 2. Human Resource Frame
 - 3. Political Frame
 - 4. Symbolic Frame

A. Organizations, Change, and Leadership



ORGANIZATION (people and process):

“An organization is a group of people intentionally organized to accomplish an overall, common goal or set of goals.”



Change/Complexity

- Globalization
- IT revolution/new technologies
- Democratization
- CNN and Blogosphere society
- Potential pandemics, natural disasters
- Collapse of grand ideologies
- Global financial and economic crisis
- Demographic change
- Environmental Challenges

You want not only to survive but to THRIVE!

Leadership





Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes.

--Peter F. Drucker



WHAT IS A FRAME?

- *A mental or conceptual map*
- A set of ideas and assumptions that help us understand and navigate a particular territory
- How we think and make sense of the world around us

“From a dog’s point of view, his master is an elongated and abnormally cunning dog.”

--Mabel L. Robinson

FRAMES

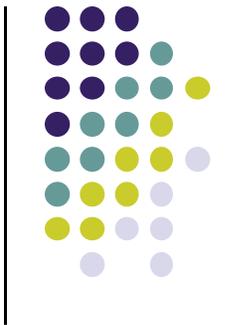
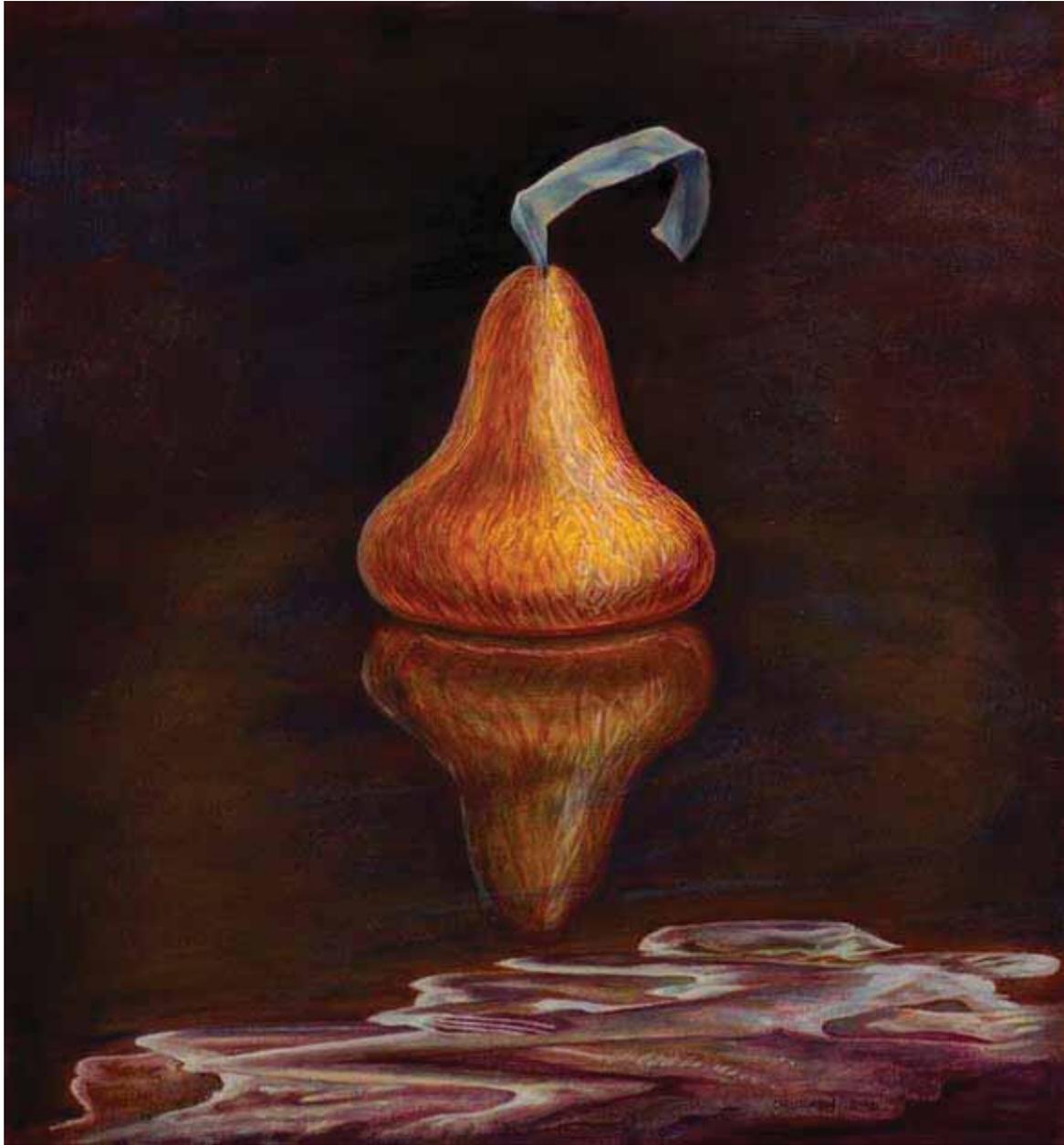


FRAMES inform our:

- Opinions
- Analysis
- Decisions
- Actions
- Feelings
- Approaches

Hans Holbein, The Ambassadors (1533)







Auguste Rodin, The Kiss
(1884)



Reframing

- Thinking about the same thing in more than one way
- “Hoodwinked”: Little-Red Riding Hood, Rashomon-style





Why Reframe?

- To understand something better
- To synthesize multiple perspectives
- Have a well-informed and sound basis for decision-making.
- Avoid the “curse of cluelessness” (Enron alibi; \$80 to \$.80).
- Identify levers that will help us implement change successfully.



Why failure?

The problem lies in how people think and make sense of the world around them.

- wrong ideas
- dogmatism
- incomplete data points
- masked flaws
- distorted understanding of situation

Alan Greenspan on the Global Financial Crisis...



Were you wrong?

“Partially . . . I made a mistake in presuming that the self interest of organizations, specifically banks and others, was such that they were best capable of protecting their own shareholders and the equity in the firms.”





B. Reframing Organizations

1. Structural Frame

METAPHOR	IDEAS	ACHILLES' HEEL
Factory	<ul style="list-style-type: none">--inputs, process, outputs;--goals, specialized roles, formal relationships;-- rules, procedures, policies, and hierarchies;--rationality as an overarching value	What happens when structure no longer matches changing environment? Can adaptation happen on time and effectively?



Structural Frame: Assumptions

- Organizations exist to fulfill clear goals.
- Specialization drives performance.
- Coordination and control are critical.
- Rationality should reign over personal preferences and external pressures.
- Structures must fit organization's circumstances and specifics.
- Resources are needed for execution.

Variables that Impact Structure



- Size and age of organization
- Core process
- Environment
- Strategy and goals
- Information Technology
- Nature of work force



Coordination

- Horizontal or Lateral Power: Group decision-making; everyone has a stake; consensus
- Vertical: works well when combined with horizontal power; boss can give top-down instructions that are executed because all have a stake in implementation
- Type of coordination needed can depend on the task at hand.



Structural Troubles

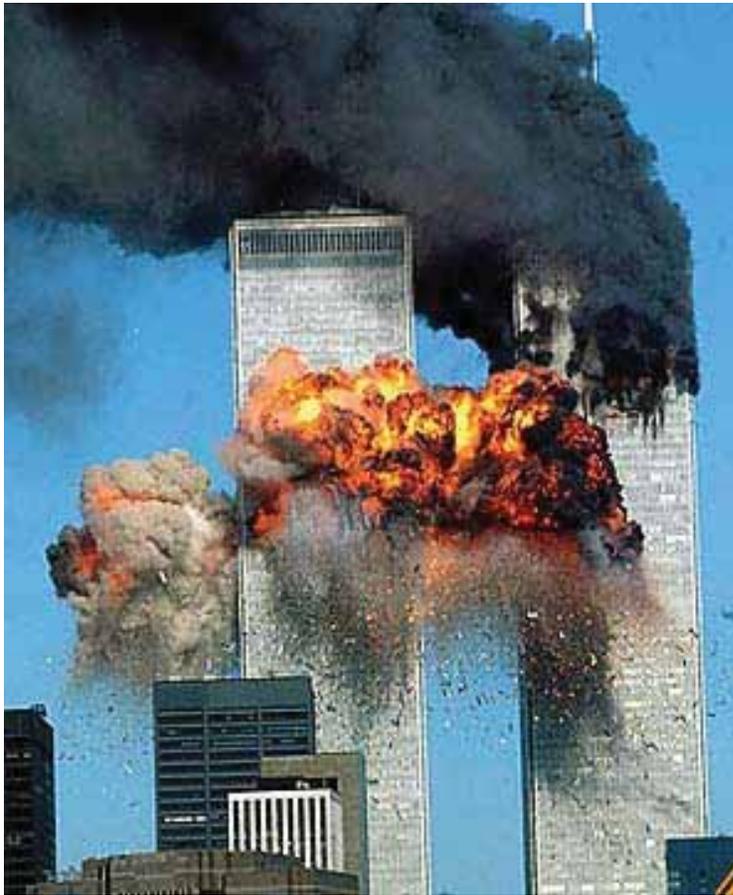
- Impulsive Firm: fast growth, simple structure, one person in control
- Stagnant Bureaucracy: old, tradition-bound, predictable, stuck, obsolete
- Headless Giant: feudal fiefdoms, weak core, no real leadership or strategy, dysfunctional

Case: Ant Colony





CASE: What happened on 9/11?



- Multiple organizations involved.
- Government failure at federal level?
- On the ground, specialized agencies had own procedures, but uncoordinated with others (NYPD, FDNY, PAPD, OEM).
- Communication, command and control failures. (firefighter radios known for years to work poorly in high-rises).
- Miscommunication for people to stay or evacuate.
- Imminent collapse known 20 minutes before event but firefighters did not get warning.

“TIME RAN OUT.” (9/11 Commission)

CASE: Soviet Planned Economy, 1928-1991



- Hyper-centralized but poorly coordinated
- CPSU, Politburo, Central Committee, Party Congress, Council of Ministers, Gosplan
- Sectoral planning bet. “heavy industry” and “consumer goods”
- Deficit economy
- Exploding TV’s, matches and cigarettes as “currency” in early 1990’s
- Disconnect between makers and consumers of goods



CASE: Harvard University



- Highly successful
- Small administrative structure at top
- Decentralization
- Each school has own dean, endowment, academic year, autonomous decision-making
- Professors have autonomy over teaching, research, other activities

2. Human Resource Frame



METAPHOR	IDEAS	ACHILLES' HEEL
Extended Family	<ul style="list-style-type: none">--Organizations consist of individuals with needs, prejudices, skills and limitations.--Hierarchy of needs; organizations must meet needs of individuals--Emotional intelligence is important.	Is it always possible to have people get the job done while also making them feel good about it?



HR: Assumptions

- There is a hierarchy of human needs
 1. Physiological
 2. Safety
 3. Belongingness and Love
 4. Esteem
 5. Self-Actualization



Assumptions

- People and human capital are at the heart of the matter
- Organizations can be “energizing, productive, and mutually rewarding”
- Organizations that care about people’s welfare will succeed

Theory of Human Needs



“The man whose needs for safety, association, independence or status are thwarted is sick as surely as the man who has rickets.”

--Prof. Douglas McGregor

Human Resource Frame



Old frame: workers should work hard, follow orders, ask no questions, get a paycheck





Managers' HR Frame

Theory X (Douglas McGregor, 1960)

- Managers view workers as lazy, resistant, passive, unambitious.
- Managers coerce, control, threaten and punish.
- Workers withdraw, fight back, join unions, sabotage, produce less.
- Manager's assumptions about people become self-fulfilling prophecies.

Theory Y

- Managers recognize hierarchy of needs.
- Managers arrange conditions so that "people can achieve their best goals by directing their efforts towards organizational rewards."
- Individual needs and organizational goals are aligned.



“Hows” of HR Frame

- Develop a public statement of your HR Philosophy
 - Fedex: “Take care of our people; they, in turn, will deliver impeccable service demanded by our customers, who will reward us with...profitability.”
 - Google: “Don’t be evil.” (or why I almost joined Google)



“Hows” of Human Frame

- Hire the right people; know what you want, pay the price if you can
- Keep your people (benefits, promotion, satisfaction)
- Invest in your people; train and educate
- Share the wealth
- Promote diversity

What are some limitations?



- Entitlement mentality
- Manager passivity
- Lag in motivation and competitive spirit



Management Style

- Manager at top sets tone for group dynamics below and across the board
- What is your style and emphasis?

Style can be very costly...

“The Ethnic Theory of Plane Crashes”

--Malcolm Gladwell, *Outliers*

“The ethnic theory of plane crashes...”



Malcolm Gladwell, *Outliers* (2008)

Ethnic theory of plane crashes...



Overlaid on top of our personalities are “tendencies and assumptions and reflexes handed down to us by the history of the community we grew up in...” [FRAMES!]

Power Distance Index (PDI): attitudes towards hierarchy

“Captain, the weather radar has helped us a lot.”

“Yes, they are very useful.”

Emotional Intelligence



... The ability to identify, assess, and manage your emotions and those of others...



Emotional Intelligence

INTERNAL	EXTERNAL
<p>Self-awareness: how do I feel and what is my impact on others?</p>	<p>Social awareness: empathy for others' thoughts and feelings; organizational awareness (relationships and networks), commitment to service</p>
<p>Self-management: self-control, authenticity, adaptability, drive, initiative, optimism</p>	<p>Relationship management: inspiration, influence, developing others (don't feel threatened), catalyzing change, managing conflict, team work</p>



Case: Deficient Emotional Intelligence

- Is very aware of his feelings (“This is the worst day of my life.”)
- Is not aware of his impact on others
- Is authentic but has no self-control
- Not always willing to adapt
- Little empathy



Have you worked with or for people who are like this, except they are not 5 or 6 years old?

Case: High Emotional Intelligence



- Former president, Carnegie Corporation of New York
- Recipient of Presidential Medal of Freedom
- Scientist, educator, husband, father, and grandfather
- Devoted life and scholarship to conflict prevention
- Friends with presidents and with humblest employees
- Worked with Democrats and Republicans
- Fair and full of integrity
- Admired even by those who disagreed with him





A Leadership Model

- Avoid defensiveness and blaming others
- Emphasize common goals and mutual influence
- Communicate openly
- Combine advocacy with inquiry
- Listen well
- Doubt your infallibility!
- Use group to create shared vision, then steer the ship!



3. Political Frame

METAPHOR	IDEAS	ACHILLES' HEEL
<p>Jungle, war</p> <p>Hobbesian: Life is “nasty, brutish, and short”</p>	<p>--Individuals and groups have competing interests. They form coalitions to lobby for power and scarce resources.</p> <p>--Bargaining, negotiation, coercion and compromise are normal.</p> <p>--Political skills are key to winning.</p>	<p>Conflict can become dysfunctional. It can also be fatal to the organization. What happens when power gets overly centralized or overly dispersed?</p>



Political Frame: Assumptions

- Organizations are *coalitions* of diverse individuals and group interests
- Enduring differences exist in values, beliefs, information, interests and perceptions of reality
- The most important decisions involve who gets what: competition over scarce resources.



Political Frame

- Conflict is unavoidable; the question is how it is managed.

--Getting-to-Yes (win-win; interests, not positions)

--Mutual Assured Destruction

--“Return to the King” (run to the boss)

--Machiavellian Style (Stanley Bing book)

(He would fire his own mother, if necessary; he would lie when necessary; he would torture people until they were only too happy to destroy themselves; he would permanently cripple those who disappoint him; he would feast on other people's discord, etc.)



Political Frame

- Authority is NOT the same thing as power (the British vs. Mahatma Gandhi)
- Tension between authorities (exert top-down binding decisions) and partisans (want to exert bottom-up influence).



Sources of Power

- Position
- Information and Expertise
- Control over rewards
- Coercive power
- Alliances and networks
- Access and control of agendas
- Framing or control of meanings and symbols
- Charisma, personal power



Political Skills for Managers

- Agenda-setting: Know what you want and articulate it. Provide vision and have a strategy for implementation. Set goals, schedules.
- Mapping Political Terrain: Agents of change, formal and informal communication channels, internal and external mobilization, other people's strategies, landmines (!)



Political Skills for Managers

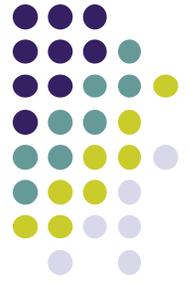
- Networking and Coalition-Building: Allies, opposition. Cultivate enemies and friends. Horse-trading. Positioning. (e.g., *krysha*)

“This is a town where people don’t root for you unless they know you’re dying—and they’ve seen the lab reports.”

--Scott Rudin, Hollywood film producer

- Bargaining and Negotiation: Getting-to-Yes; Principled bargaining vs. positional bargaining (Fisher & Ury) (focus on interests, not positions; separate people from the problem, invent options for mutual gain, use objective criteria)

Getting Past No (some tactics)



- **Don't react: Go to the balcony**

"Speak when you are angry and you will make the best speech you will ever regret"

- **Don't argue: Step to their side**

- **Don't reject: Reframe**

- **Don't push: Build them a golden bridge**

"Build your opponent a golden bridge to retreat across"

- **Don't escalate: Use power to educate**

"The best general is the one who never fights" ([Sun Tzu](#))

Politics and External Constituencies



Other organizations,
funders, boards

Electorate, public
opinion, mass media,
international community

You/Your
Organization

President, minister,
regulators

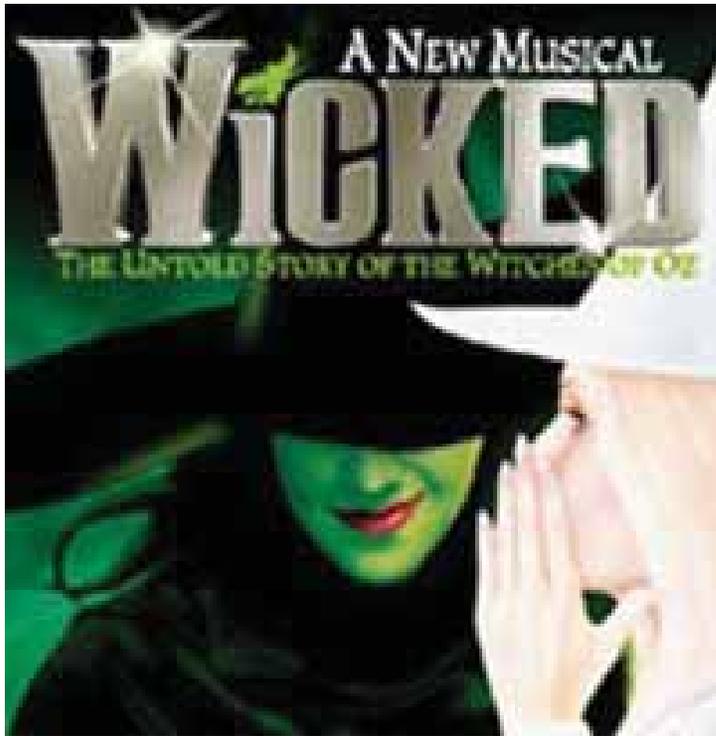
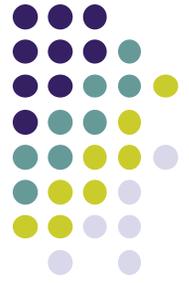
Competitors, others?



4. Symbolic Frame

METAPHOR	IDEAS	ACHILLES' HEEL
Tribe, theater, carnival	<p>--Culture and symbols are key to organizational effectiveness.</p> <p>--Everyone is an actor or an audience member, propelled less by rationality than by symbols, rituals, ceremonies, stories, heroes, and myths.</p>	<p>“Audiences” may not catch symbolism.</p> <p>What happens when people become cynical of symbols?</p>

**Not a powerful wizard...but
people want to believe.**





Definitions

- Organization: a unique culture or tribe with identity, beliefs, values, practices, artifacts
- Culture: shared basic assumptions learned by a group while responding to problems of adaptation and integration; taught to new members; a product and process



Symbolic Frame: Assumptions

- What's most important is not what happens but what it means.
- Because of uncertainty and ambiguity, people create symbols to increase predictability, find direction, and have anchor for hope and faith
- Events and processes form a cultural tapestry of secular myths, heroes, rituals, ceremonies and stories that help people find purpose and passion
- Culture becomes the glue that holds organizations and people together

Symbolic Frame



Myths: “Stories behind the story”; create internal cohesion, confidence, direction (e.g., MM)

Rituals: Give structure and meaning. (e.g., morning coffee, retreats, lo-hei)

Stories: Convey morals, values, information; builds group identity

Ceremony: Grand gestures, less frequent; build esteem

Humor, play: Diminish tension, build rapport

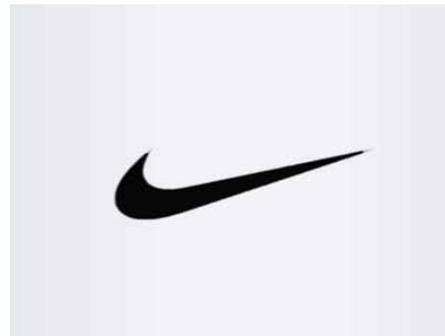
Some symbols do stand out.



Despite their diversity, Harley riders have something in common: a fanatical dedication to their Harleys.”



What do these tell you?



classical
75%

Jim
25%

We know what it takes to be a Tiger.
Our proprietary research on over 500 of the world's most successful companies finds that high performers not only excel at fundamentals, they're also brilliant at innovation. For an in-depth look at our study of and experience with high performers, visit www.accenture.com/wh.

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Rituals, theatre



- Meetings
- Off-sites for strategic planning, retreats
- Traditions (parties, festivals)
- Evaluation (“magic numbers,” “a ritual . . .to calm the citizenry and to perpetuate an image of . . . rationality, efficiency, accountability”

--Floden and Weiner, 1978

Structure as Theatre





Myths, stories

- Obama and Lincoln





III. Effective Leadership

Good leadership matters. Good = EFFECTIVE AND ETHICAL (Joseph Nye, *The Powers to Lead*)

- Effective Leaders: ranked highest in quantity and quality of unit performance; subordinates reported high degree of satisfaction with their boss
- Successful Leaders: got ahead in their own careers (may not necessarily be effective)

Effective Leaders Integrate Frames



YES

NO

Are individual Commitment and motivation essential to success?	HR Symbolic	Structural Political
Is the technical quality of the decision impt?	Structural	HR, Political Symbolic
Is there high level of ambiguity and uncertainty?	Political Symbolic	Structural HR
Are conflict and scarce resources significant?	Political Symbolic	Structural HR
Are you working from bottom up?	Political, Symbolic	Structural, HR

Effective Leaders Reframe



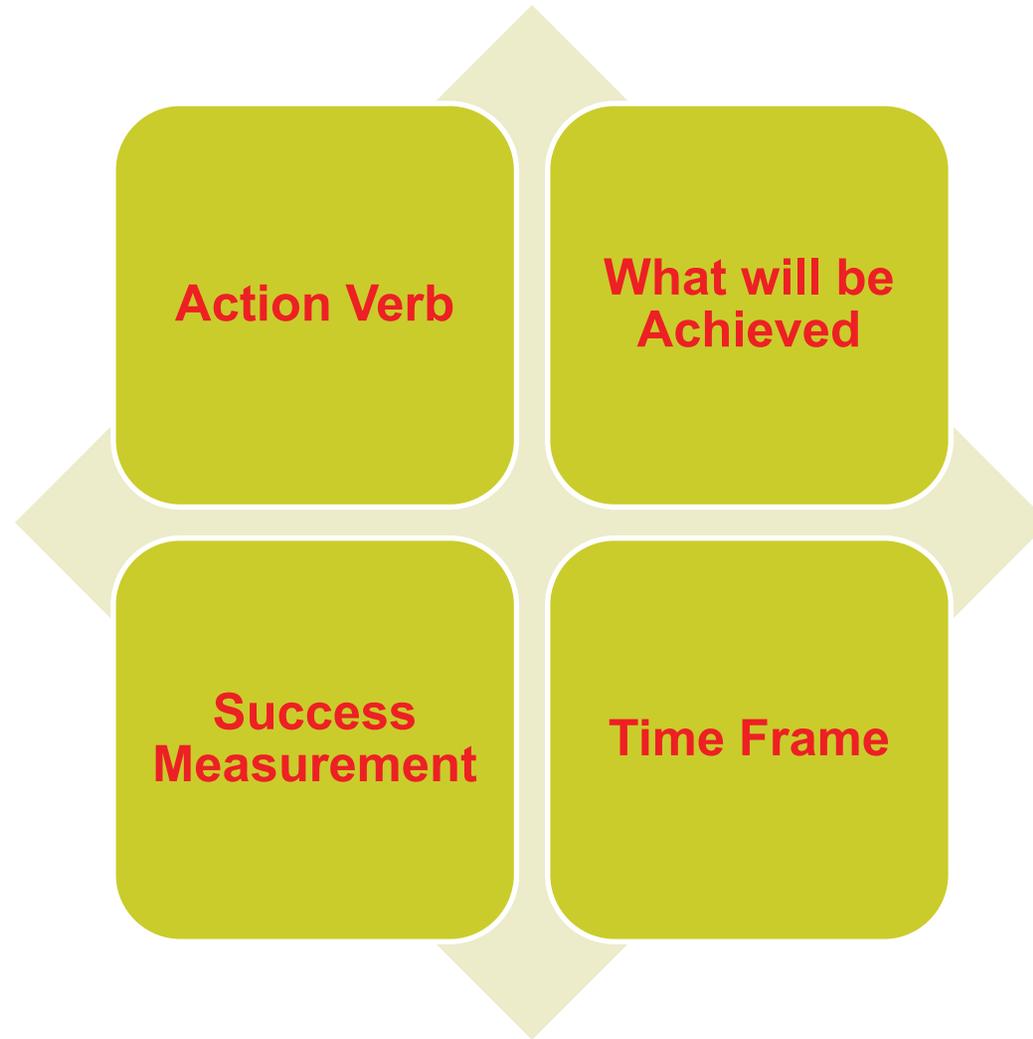
- Structural: rethink structure, strategy, environment; focus on implementation; adapt
- HR: believe in people, empower others
- Political: clarify goals, assess interests and power distribution, build linkages to key stakeholders, know when to persuade, negotiate, use force
- Symbolic: use symbols to get attention, communicate vision, build group identity and cohesion

Effective Leaders Manage for Results



- Shift management focus
- RESULTS = Better Service Delivery
- Participatory and Team-Based
- Enhance overall management effectiveness and accountability

Defining Results



VISION + RESULTS

“There are books to teach you how to build a house, how to repair engines, how to write a book. But I have not seen a book on how to build a nation out of a disparate collection of immigrants from China, British India and the Dutch East Indies, or how to make a living for its people when its former economic role as the entrepot of the region is becoming defunct.”

--Lee Kuan Yew, Head of State at the age of 42





IV. Ethics

*What does it profit a man if he gain the whole world
and suffer the loss of his own soul?*

Mark 8:36

*The greatest use of life is to spend it for something
that will outlast it.*

William James, psychologist and author

*. . .the well-being of the other person is also our well-
being. . . .When you are nourished by brotherhood,
happiness is possible . . .*

Thich Nhat Hanh, Zen master



Ethics

Do good: Holy Qur'an 11.115

And be patient, persevering (in doing good, avoiding mistakes, and against all kinds of persecution you are made to suffer in God's cause), for surely God never leaves to waste the reward of those devoted to doing good, aware that God is seeing them.

Ethics



Ethics has to do with good action towards the goal of human well-being or a *well-lived life* (some people call this happiness). It requires practical wisdom, reason, and doing (not just theorizing). It focuses not just on general rules but on seeing the best course of action in a particular situation.

(Aristotle)

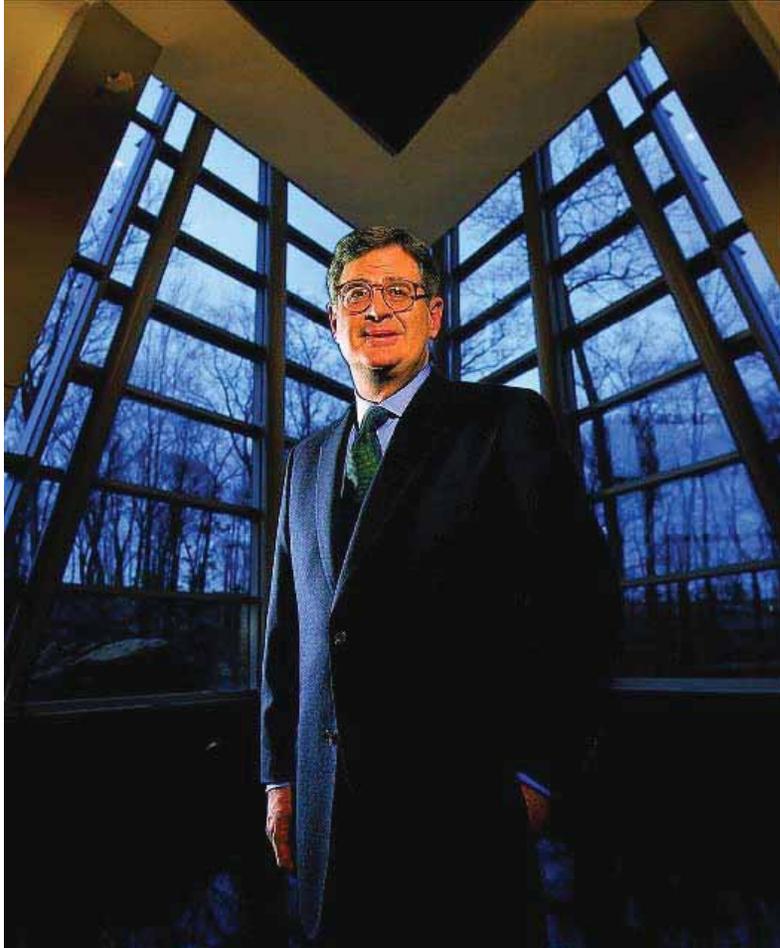
Organizational Soul



“Ethics must rest in ‘soul’, a sense of identity that defines an individual or an organization’s core beliefs and values.” (Bolman and Deal, 395)

Who are you? What do you believe?

Ethics Arise from Your Core Beliefs



IBM: 100 YEARS

“Intentionally create a distinctive culture based on your core beliefs. Be prepared to change everything about yourself, except your core beliefs.”



Reframing Ethics

FRAME/ METAPHOR	ORGANIZATION- AL ETHIC	ROLE OF LEADER
Structure/ Factory	Excellence	Authorship
HR/Extended Family	Caring	Love
Politics/Jungle	Justice	Power
Symbols/Temple	Faith	Significance/ Meaning

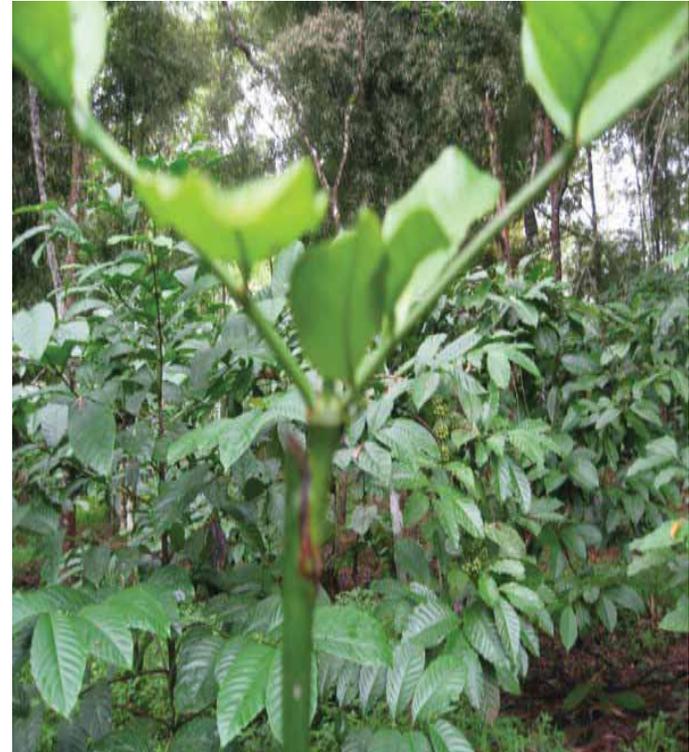
Ethics and the Art of Coffee Planting



Soil



Grafting: Old and New, Native and Foreign

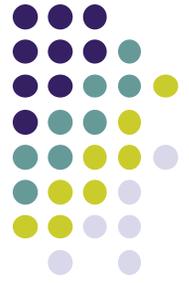


Great Results

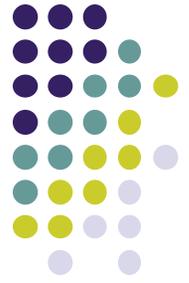




What's wrong with this coffee tree?



Ethics and the Tale of the Two-Headed Bird



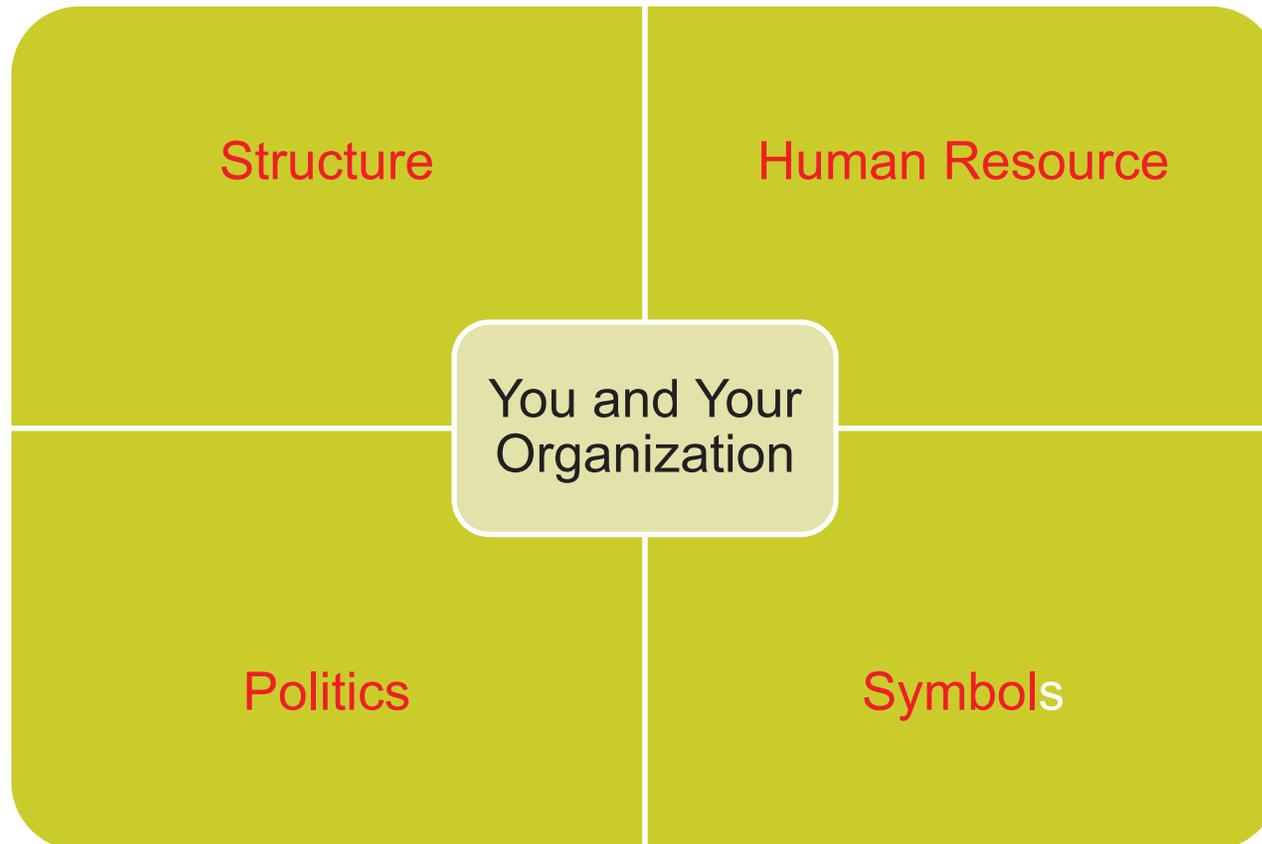


V. Case Study

The Datu Paglas Story



Reframing Your Organization



BE A DOER!



- What kind of state or country do you want to see in 5-10 years? How do you get there?
- What kind of legacy do you want to leave behind for your grandchildren?
- How can your leadership make a difference in national and regional development? Do you have a big vision?

Thank you!