

<b>Process</b>	<b>Structural Frame</b>	<b>Human Resources Frame</b>	<b>Political Frame</b>	<b>Cultural/Symbolic Frame</b>
<b>Strategic Planning</b>	Creating Strategies to set objectives and coordinate resources	Gatherings to promote participation	Arena to air conflict and realign power	Ritual to signal responsibility, produce symbols, negotiate meanings
<b>Decision Making</b>	Rational sequence to produce right decisions	Open process to produce commitment	Opportunity to gain or exercise power	Ritual to confirm values, and create opportunities for bonding
<b>Reorganization</b>	Realign roles and responsibilities to fit 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 new social order
<b>Evaluating</b>	Way to distribute reward or penalties and control performance	Process for helping individuals grow and improve	Opportunity to exercise power	Occasion to play roles in shared drama
<b>Approaching Conflict</b>	Maintain organizational goals by having authorities resolve conflict	Develop relationships by having individuals confront conflict	Develop power by bargaining, forcing or manipulating others to win	Develop shared values and use conflict to negotiate meaning
<b>Goal Setting</b>	Keep organization headed in the right direction	Keep people involved and communication open	Provide opportunity for individuals and groups to make interests known	Develop symbols and shared values
<b>Communication</b>	Transmit facts and information	Exchange information, needs and feelings	Influence or manipulate others; strategic	Tell stories
<b>Meetings</b>	Formal occasions for making decisions	Informal occasions for involvement, sharing, feelings	Competitive occasions to win points	Sacred occasions to celebrate and transform the culture
<b>Motivation</b>	Economic incentives	Growth and self-actualization	Coercion, manipulation and seduction	Symbols and celebrations

**Source:** Bolman and Deal, Reframing Organizations: Artistry, Choice and Leadership, 3<sup>rd</sup> Edition, pp. 306-07