Hi David,

Thank you for sending in your progress report. It looks like you have chosen a good scenario to analyse, and you have already come up with some points under each of the four frames, so well done on both these fronts.

I have two key points of feedback. The first point is to ensure you have a tight focus and scope for the analysis. At present, the issue is quite clear (low morale), though I encourage you to think about what impact this has on the business – does it result in lowered profitability for example, and is lowered profitability a better way to state the issue? In terms of scope/focus, I was unsure whether you were analysing (for example) the ‘effectiveness’ or ‘success’ of the change management process over the last 18 months, or the effectiveness of the restructuring process, or the effectiveness of the product delivery, or even the effectiveness of the project management process.

If it is that the change management or restructuring process ‘failed’ or was ineffective, by which criteria do you define ‘failed’ / ‘effectiveness’? The changes and/or restructuring in question may have made financial sense for example, but failed on other fronts, so make sure the reader knows what criteria you are using to measure/define ‘failure’ / ‘effectiveness’. You mention a few criteria you could use, such as staff morale, but you can also look at others; customer satisfaction, turnover or retention of staff, and so on.

My second point relates to recommendations. Defining what you mean by ‘unsuccessful’ at the outset will help your four frame analysis as you can go beyond describing what happened, towards why, how and what the impact was on the criteria by which you define ‘failed/ineffective’. This approach will then help you generate recommendations that flow directly from the analysis; doing ‘x’ may have reduced the impact on ’y’ effectiveness criteria.

In terms of the literature, you might like to look at articles and texts on organisational structures (e.g., Mintzberg’s various works), change management, French and Raven’s power bases, and perhaps stakeholder theory.

Overall, it looks like the scenario has the potential to form the basis of a strong four frames analysis – just make sure you get your focus and scope tightened.

Best, Rebecca Michalak (Associate Lecturer)

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