

Introduction

In the Four Framework Approach, Bolman and Deal (1991) suggest that leaders display leadership behaviors in one of four types of frameworks: Structural, Human Resource, Political, or Symbolic.

This model suggests that leaders operate in one of these four categories and there are times when one approach is more appropriate and times when it would not be. Any style can be effective or ineffective, depending upon the situation. Relying on only one of these approaches would be inadequate, thus we should strive to be conscious of all four approaches. For example, during a major organization change, a Structural leadership style may be more effective than a Symbolic leadership style; during a period when strong growth is needed, the Symbolic approach may be more appropriate. We also need to understand ourselves as each of us tends to have a preferred approach. We need to be conscious of these at all times and be aware of the limitations of just favoring one approach.

Credit: <http://www.nwlink.com/~donclark/leader/framwork.html>

Structural Framework

Structural Leaders focus on structure, strategy, environment, implementation, experimentation, and adaptation.

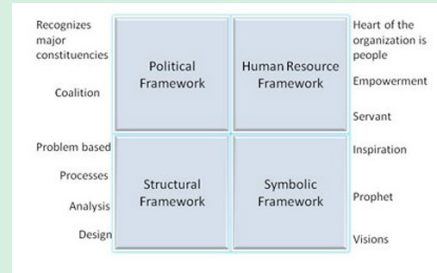
In an effective leadership situation, the leader is a social architect whose leadership style is analysis and design. While in an ineffective leadership situation, the leader is a petty tyrant whose leadership style is petty details.

Human Resource Framework

Human Resource Leaders believe in people and communicate that belief; they are visible and accessible; they empower, increase participation, support, share information, and move decision making down into the organization.

In an effective leadership situation, the leader is a catalyst and servant whose leadership style is support, advocating, and empowerment. While in an ineffective leadership situation, the leader is a pushover, whose leadership style is abdication and fraud.

Four Framework



Political Framework

Political leaders clarify what they want and what they can get; assess the distribution of power and interests, build linkages to other stakeholders, use persuasion first, but will use negotiation and coercion if necessary. In an effective leadership situation, the leader is an advocate, whose leadership style is coalition and team building. While in an ineffective leadership situation, the leader is a hustler, whose leadership style is manipulation.

Symbolic Framework

Symbolic leaders view organizations as a stage or theater to play certain roles and give impressions, use symbols to capture attention, frame experience by providing plausible interpretations of experiences, and discover and communicate a vision.

In an effective leadership situation, the leader is a prophet, whose leadership style is inspiration. While in an ineffective leadership situation, the leader is a fanatic or fool, whose leadership style is smoke and mirrors.



By **David Pollack** (Davidpol)
cheatography.com/davidpol/

Published 3rd November, 2015.
 Last updated 11th May, 2016.
 Page 1 of 1.

Sponsored by **Readability-Score.com**
 Measure your website readability!
<https://readability-score.com>