Leadership, Power, and Spirit in Organizational Life

Workshop Description:

Studies clearly show that successful leaders of twenty-first century organizations need to make sense of complex situations before taking action. This workshop will emphasize the value of both cognitive and behavioral complexity and resourcefulness – the ability to diagnose and analyze the multiple variables and characteristics of complicated challenges by using multiple cognitive leadership lenses or frames before taking action. Drawing on the research, writing, and teaching of Lee Bolman, Terrance Deal, and Robert Marx, we will explore four leadership lenses or frames to serve us as “both windows on the world and lenses which bring the world into perspective and sharper focus.” A multi-frame analysis allows one to understand more deeply the dynamics of complex situations as well as allows for leaders to engage appropriate styles and skills to be more successful in meeting organizational challenges – in essence, to help us make sense of our experience, allow for sophisticated judgments, and engage in multifaceted and effective action.

Workshop Outcomes:

- To develop an understanding of a multi-frame perspective for leadership
- To gain knowledge of our own cognitive strengths and vulnerabilities
- To acquire the ability to diagnose and analyze situations through each of the four frames – structural, human resource, political, and symbolic
- To match leadership styles and skills to the four frame analysis to enhance leadership thinking and action
- To gain appreciation for potency of Leadership, Power, and Spirit for leaders

Workshop Outline:

- Perception in Leadership: Why cognitive disposition matters
- Survey to determine our own cognitive strengths and vulnerabilities
- Orientation to the four leadership frames
  - The structural, rational frame – organization as factory
  - The human relations frame – organizations as family
  - The political frame – organization as jungle
  - The symbolic frame – organization as cathedral
- Analysis of the four frames through case studies and film clips
- Leadership styles and skills to complement our frames
- Putting it all together – effective leadership for today