

Final Reflection

Overview

I'm asking you to take a personal situation from your work life ([midterm case study](#)) and analyze it using the four frames we've been discussing throughout the course. I have three main goals with this assignment:

1. From the perspective of each frame, what are the most important elements of this case? What is going on viewed through each lens?
2. To pull together everything you've learned in this course, what options for actions does your analysis suggest?
3. To give you a chance to reflect on yourself, your leadership style, and how you handle challenging situations

What You'll Need to Do

First Part: Looking Through Each Frame

Take your personal case and examine it through each of these four lenses:

Structural Frame

- What stands out when you look at this situation from a structural perspective?
- What organizational patterns or processes were at work here?
- Based on this view, what actions might have made sense?

Human Resource Frame

- How did people's needs, skills, and relationships come into play?
- What was happening on the interpersonal level?
- What different approaches with people might have worked?

Political Frame

- Who had power in this situation? What competing interests were at stake?
- How did coalitions or conflicts shape what happened?
- What politically savvy moves might have been helpful?

Symbolic Frame

- What meanings, symbols, or cultural elements were important?
- How did organizational stories or rituals influence things?
- What symbolic actions could have made a difference?

Second Part: Putting It All Together

After you've looked at your case through each frame:

1. Try to weave these perspectives together into one coherent picture. What's the full story here?
2. Think about what you might do differently if you could go back in time:
 - What other approaches could you have tried?
 - How might these changes have affected the outcome?
 - What have you discovered about yourself as a leader?

Criteria for Grading

Papers will be graded on the following:

1. Quality of your insights: the most important thing about the exercise is what you learn from it. Do you see things about yourself or your organization that you didn't see before. Do you see new possibilities for how you could approach your case situation?
2. Clear focus, organization, writing, and presentation
3. Internal consistency of the arguments
4. Accurate and effective use of theory to reflect on and provide new insights into personal case experiences

Characteristics of a good paper

1. **Strong analysis.** A good analysis goes beyond the facts of a case to develop a coherent understanding of what happened and what it means. It tells a coherent story about What are the most important factors that influenced why the case played the way it did.
2. **Focus and selectivity.** It's better to write thoroughly about a few well-defined topics than superficially about many.
3. **Use case facts to support your analysis.** Make sure the connection between your case and your analyses is clear. When you make inferences or generalizations, tie them to data in the case.
4. **Use concepts from the course.** A good paper shows that you understand concepts and ideas from the course, and know how to use them. Good papers take theoretical ideas and show how those ideas can be applied to the case. They use theory to support insights and to cast a new light on personal experiences and observations.

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The Practical Stuff:

- Due: June 22 (Ten days after the course is over)
- Five to Seven Pages Double-spaced, 12-point font, 1-inch margins
- Citations: APA (if needed)

JPEG from our last class activity:

Interpreting Scores:

STRUCTURAL LEADERS

emphasize rationality, analysis, logic, facts, and data. They are likely to believe strongly in the importance of clear structure and well-developed management systems. A good leader is someone who thinks clearly, makes the right decisions, has good analytic skills, and can design structures and systems that get the job done.

HUMAN RESOURCE LEADERS

emphasize the importance of people. They endorse the view that the central task of management is to develop a good fit between people and organizations. They believe in the importance of coaching, participation, motivation, teamwork, and good interpersonal relations. A good leader is a facilitator and participative manager who supports and empowers others.

POLITICAL LEADERS

believe that managers and leaders live in a world of conflict and scarce resources. The central task of management is to mobilize the resources needed to advocate and fight for the unit's or the organization's goals and objectives. Political leaders emphasize the importance of building a power base: allies, networks, coalitions. A good leader is an advocate and negotiator who understands politics and is comfortable with conflict.

SYMBOLIC LEADERS

believe that the essential task of management is to provide vision and inspiration. They rely on personal charisma and a flair for drama to get people excited and committed to the organizational missions. A good leader is a prophet and visionary, who uses symbols, tells stories, and frames experience in ways that give people hope and meaning.