**Chapter 1**

**True/False**

1. The structural frame sees organizations as factories.
2. The primary sources of managerial “cluelessness” are personality disorders and IQ.
3. Frames are also called maps, mental models, cognitive lenses, schema, and mind sets.
4. The explosive technological and social changes of recent years have simplified our lives and our understandings of the world.
5. The most effective managers choose a single perspective or frame, and become highly-skilled specialists.
6. According to Bolman and Deal, “multiframe thinking” typically leads to confusion and paralysis.
7. Modern organizations rely too much on an artistic approach to management and too little on an engineering approach.
8. Bolman and Deal argue that most managers and leaders have trouble understanding complex situations, not because they lack the intelligence, but because they are unable to adopt multiple perspectives.

**Answers**

* 1. T (P. 15)- While the structural frame sees organizations as factories and machines; the human resource frame sees organizations as a family, the political frame sees organizations as jungles, and the symbolic frame sees organizations as carnivals, temples and theater.
  2. F (Pp. 7-8) – While it is true that some managerial “cluelessness” comes from psychological flaws, personality disorders, and IQ; managerial “cluelessness” is primarily caused by clinging to entrenched mental models. This action does not allow the manager to make sense of situations or it encourages the misinterpretation of those situations that do not conform to these entrenched ways of thinking.
  3. T (P. 10) – All of the images brought to mind by these different labels help to illustrate the notion of the use of frames.
  4. F (P. 6) – These explosive technological and social changes have produced a world that is far more interconnected, frantic and complicated. We find ourselves “in over our heads” (Kegan, 1998). Forms of management and organization which were effective a few years ago are now obsolete.
  5. F ( P. 15)
  6. F (P. 18)
  7. F (Pp. 20-1)
  8. T

**Multiple Choice**

1. If, as a manager, you encounter an important problem that seems almost impossible to solve; Bolman and Deal would likely suggest that you:
   * 1. Hire a consultant who brings the right knowledge and expertise to the problem
     2. Stand out of the way and let someone else work on the issue
     3. Try using different lenses to analyze the problem and develop strategies
     4. Call a meeting of everyone who knows about the issue and make a group decision about what to do
2. It is argued that even the smartest managers take foolish actions in decision-making because they:
3. Are too clever for their own good
4. Have a parochial and distorted view of the problem at hand
5. Are driven by self-love and ego, which stifle their ability to understand a situation correctly
6. Fall into the trap of personality foibles such as pride, haughtiness and unconscious need to err
7. The political frame sees organizations as
8. Carnivals
9. Factories
10. Families
11. Jungles
12. The most successful mangers rely on which of the four *frames* to diagnose their situation?
13. Structural
14. Human Resource
15. Political
16. Symbolic
17. All of the above
18. Which is *not* one of the four characteristics of the intuitive “blink” process?
19. Conscious
20. Very fast
21. Holistic
22. Results in “affective judgments”

1. Bolman and Deal describe the actions of the successful manager as similar to a skilled carpenter using the right tools for the job. Thus, a successful manager must:
2. Make sure their organizations are “level” (i.e., balanced)
3. Possess “a diverse collection of high-quality implements (i.e., frames)” along with the knowledge of when and how to use them
4. “Measure twice but cut once” (i.e., not make hasty decisions)
5. Have the right wood (i.e., employees) for the job
6. Bolman and Deal believe
7. All of the social science research in organizational studies can be meaningfully categorized into four frames
8. That the field of management research is quickly moving towards a unified approach to understanding organizations
9. The major schools of thought about organizations in the social sciences possess similar assumptions but differ in their understandings of organizations
10. Academic research has not contributed much to improve management practice
11. Multiframe thinking
12. Allows managers to discern which of the four frames in their model is most effective in understanding a particular situation they are facing
13. Confuses mangers by presenting too many ways to interpret a particular situation they are facing.
14. Allows a manager to obtain a more meaningful understanding of the situation they are facing that any one frame alone would not provide
15. Clarifies the rank order of the accurateness of the multiple frames

**Answers**

1. c (P. 18) – Each frame has its own image of reality. Applying and understanding the four frames deepens your understanding of organization. This approach will allow you to develop a solution by way of a clearer understanding of the nature of the problem. Since you directly experience the problem in a way a consultant cannot, an internal solution may be arrived at more easily, without the added expense of the consultants time.
2. b (Pp. 7-8) - Managers get trapped in entrenched mental models that do not allow them to make sense of or misinterpret situations that do not conform to these entrenched ways of thinking. This leads to foolish actions and decision making.
3. d (P. 16) - While the political frame see organizations as jungles, the structural frame sees organizations as factories and machines, the human resource frame sees organizations as a family, and the symbolic frame sees organizations as carnivals, temples and theater
4. e (P. 19) – Successful managers do not rely on any one particular frame, rather employ multiple frames to makes sense of situations they encounter.
5. a (P. 11) – “Conscious” is not one of the four characteristics of the intuitive “blink” process because the “blink” process is engaged without conscious awareness.
6. b (Pp. 13-14) – Like maps, frames are both windows on a territory and tools for navigation. Every tool has distinct strengths and limitations. The right tool makes a job easier. But the wrong one gets in the way.
7. a. (P. 14) - The authors believe that the social science researchers have developed multiple perspectives through which to research and understand organizations. Each perspective holding a unique set of assumptions. Each of these perspectives provides a different frame through which to examine organizations. They have sorted these perspectives into four underlying frames.
8. c (Pp. 18-19) – Each of the four frames provides a different image of organizations and a different understanding of a particular situation a manager faces. Thus, using the four frames creates a more meaningful understanding of organizations than any one frame would alone.

**Conceptual/Open-ended Questions**

* + - 1. Ultimately, what do Bolman & Deal see at the primary the reason Bob Nardelli failed as CEO of Home Depot?
      2. What is a frame and what does it allow a manger to accomplish?
      3. What is “reframing” and why is it an important skill for managers?
      4. Describe the cognitive process called anchoring?

**Answers**

1. Bob Nardelli failed as CEO for Home Depot because he was only able to see part of the picture of what he was facing. Successful leaders have the ability to see the whole picture from multiple frames. In the case study, the CEO of Home Depot, Bob Nardelli, had an incomplete picture of the operation that negatively impacted Home Depot’s results. He possessed that incomplete or distorted picture because he overlooked or misinterpreted important signals. Implementing a command and control structure, he focused only on operational efficiency at Home Depot and he neglected the aspects of customer care that made Home Depot successful. Through his actions, he fundamentally changed Home Depot’s culture, which led to a decline in employee morale and customer service. This course of action severely damaged his relationship with investors and the board of directors of Home Depot. (Pp. 3-4)
2. It is a set of ideas and assumptions that help a manager understand and negotiate a particular “territory.” It permits a manger to register and assemble key bits of perceptual data into a coherent picture of what is happening. It allows a manger to know what she is up against and ultimately, what she can do about it. (P. 11)
3. Reframing is the ability to break frames – the ability to move from utilizing one frame to utilizing another frame to make sense of the situation a manager faces. Having the ability to employ multiple frames allows a manger to create a more meaningful understanding of the multitude of different situations she faces. Reframing encourages a manager to use more than one frame to make sense of the situation. Every frame has strengths and limitations, and thus, each frame is more or less valuable for making sense of a particular situation. (Pp. 12-13)
4. Anchoring is a cognitive process that occurs when a decision maker locks into a particular answer to a problem or understanding of a situation in spite of the fact that some of the facts of the situation do not fit decision maker’s answer or understanding of the situation. (P. 12)

**Matching**

1. Match each frame with its corresponding metaphor:

**FRAME** **METAPHOR**

Symbolic Family

Political Carnival

Structural Jungle

Human Resource Factory

**Answers**

* + - * 1. Exhibit 1.1, P. 18

The following frame and metaphor correspond with one another:

**FRAME** **METAPHOR**

Symbolic Carnival

Political Jungle

Structural Factory

Human Resource Family