Use of these notes will not replace needed information available only from reading the book.

The Art of Framing: Managing the Language of Leadership
Gail T. Fairhurst & Robert A. Sarr, 1996

CHAPTER 1
Framing - Understand that you shape your own realities. Once you learn that, you can learn to become more effective in your everyday conversations.

➢ Leadership is taking the risk of managing meaning and talk is the resource used to get others/followers to act. (Fairhurst & Sarr definition and explanation)

Frame your message:
1. Make sure your language is appropriate.
2. Create thought(s) or reflection(s) = mental model(s) that are meaningful.
3. Use forethought = get the person (people) “ready” to communicate with you. Prime them.

What is framing?
… the union of thought and word.
… ability to make sense of a subject.
… the ability to judge a subject’s character.
… the ability to judge a subject’s significance.
… the ability to choose one meaning (or a set of meanings) over another.
… the ability to share with others OR manage meaning and make it more meaningful, more noticeable, more memorable.
… the ability or power to distort meaning by creating a bias and excluding other aspects.

CHAPTER 2
From the Inside Out - Your own view of reality shapes communication goals.

➢ The key is, “Understanding who you are, to better understand who "they" are.”

Mental Models x Specific Context(s) = Communication Goal
(Fairhurst & Sarr, p.24)

<table>
<thead>
<tr>
<th>Types of Goals for Framing</th>
<th>Components of a Good Mental Model</th>
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<td>1. Task Goals</td>
<td>1. Vision</td>
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<td>2. Relationship Goals</td>
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CHAPTER 3
Vision-Based Framing - Enabling People to See the World You See

➢ A vision statement is… of necessity, general in nature, with aim to promote a unified diversity of interpretations. (p. 51)

Tools for Developing Mental Models
1. Miracle Questions
2. Exception Framing
3. Continuous Benchmarking

CHAPTER 4
Context Sensitivity - Recognizing Opportunities and Constraints

Context is defined by
1) How people think + 2) What people expect

Leaders must examine the frame for:
1. Contextual influences
2. Permeability
3. Consistency
4. Reality
5. Timing – a) Proactive Framing, b) Retroactive Framing

CHAPTER 5
Tools for Framing – Metaphor, Jargon, Contrast, Spin, & Stories

➢ “Choosing language to frame people’s actions and events is like moving a telescope into position.” (p. 125)

5 Language Forms/Tools to Build Memorable Framing
1. Metaphors
2. Jargon (& Catchphrases)
3. Contrast
4. Spin
5. Stories

CHAPTER 6
Avoiding Mixed Messages - A focus on the consequences of combining language tools and how to fix mixed messages. (p. 127)

Mixed Message – Entailments - Shared Entailments

What to Do About Mixed Messages?
1. Investigate the mixed message(s)
2. Un-mix the message
CHAPTER 7
Preparing Yourself To Frame Spontaneously - Control spontaneity and frame through priming.

Priming = activating mental models, anticipated opportunities, and/or desirable language sometime prior to communicating.”

When you merge goals and spontaneity, you work on planned goals so that emergent goals are developed.

Your ability to manage meaning to communicate your frame is connected to goal consciousness.

1. Build mental models (by taking the time to develop them for the future and clarifying the values and mission that are the basis of this future).
2. Bring mental models into conscious awareness by using reflection or communicating about them to others.
3. Develop frames from your feeling of knowing.

Situational Opportunities for Priming
1. Specific Situations
2. Total Surprises
3. Repeatable Contexts
4. High Impact

CHAPTER 8
Establishing Credibility - Effective communication requires framing and credibility.

2 Basic Components of Credibility
1. Competence
2. Trust

Evaluation of Your Believability
1. Is your competence value-added?
2. Does your framing assist the problem-solving process?
3. Do you have a vision?

Believability Frames
1. Truth
2. Reality
3. Objectivity
4. Legitimacy

3 Factors That Influence Believability
1. What you frame
2. How you frame
3. How others frame you