

THE ART OF FRAMING

Managing the Language of Leadership

Gail T. Fairhurst & Robert A. Sarr

Framing:

Seizing Leadership Moments in Everyday Conversations

- Leadership is a language game.
- Leadership is taking the risk of managing meaning.
- Talk is the resource used to get others (followers) to act.
- Learn to understand how you shape your own realities.
- Learn how to become more effective in everyday conversation.

Focus on Communication

- Do you have a message?
 - There should be one if communication is the central function of leadership.
- Construct the appropriate environment to get your meaning across.
 - Be thoughtful about your actions and words.
 - Be an effective spontaneous communicator.

Frame Your Message

- Make sure your language is appropriate.
- Create thought(s) or reflection(s) = mental model(s) that are meaningful.
- Use forethought = get the person (people) ready to communicate with you. Prime them.

3 Chief Components of Framing

■ LANGUAGE

- Apparent and obvious

■ THOUGHT

- Reflection or internal framing
- Mental models are essential and important at the conscious level

■ FORETHOUGHT

- Prepares you for “on the spot” framing
- Assists in spontaneous communication or priming

WHAT IS FRAMING?

- Union of thought and word
- Ability to make sense of a subject (leader)
- Ability to judge a leader's character
- Ability to judge a leader's significance
- Ability to choose one meaning over another
- Ability to manage meaning (share with others)
- Ability or power to distort meaning

The Power of Framing

- Increases the chances of achieving goal(s)
- Requires initiative
- Good for everybody
- Opportunities for use are everywhere