

SDP/DAS webinar

HOW TO GET THE APPROPRIATE FRAME

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Outline

- What are frames?
- Frames, framing and decision quality.
- Factors affecting the quality of a frame.
- Implications for decision analysts.

- In a moment you will be shown four cards dealt in a card game.
- Quickly write down the names of the cards you see on a piece of paper.

Poll 1: Did you see the...?

- a) Ace of Hearts.
- b) Ace of Hearts and Nine of Clubs.
- c) Ace of Hearts, Nine of Clubs and Seven of Diamonds.
- d) Ace of Hearts, Nine of Clubs, Seven of Diamonds and Queen of Spades.

What's the point?

- Our 'claims' about *what* decisions to make, and *how* to make them, are all underpinned by our perceptions of what we see (or not see).
- What we see (or not see) depends on the *frames* we use.

Poll 2: What is the main purpose of a prison?

- a) To protect the public from criminals.
- b) To prepare criminals for a law-abiding life.
- c) To punish criminals.

Frames

- Frames are mental structures that simplify and guide our understanding of reality.
- Frames force us to view the world (a decision, a problem, a situation) in a particular, and limited, perspective.

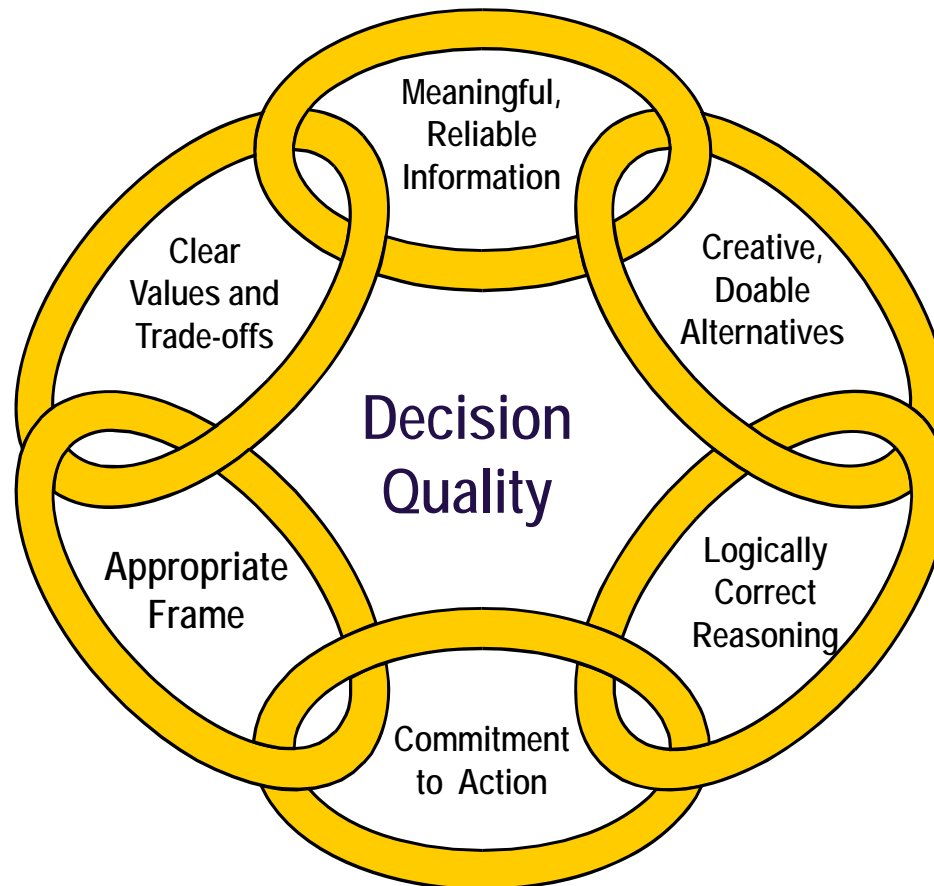
Source: Russo, J. E., & Schoemaker, P. J. H. 2002. *Winning Decisions: Getting it right the first time*. New York: Crown Business.

Poll 3: Which title would you choose for this painting?

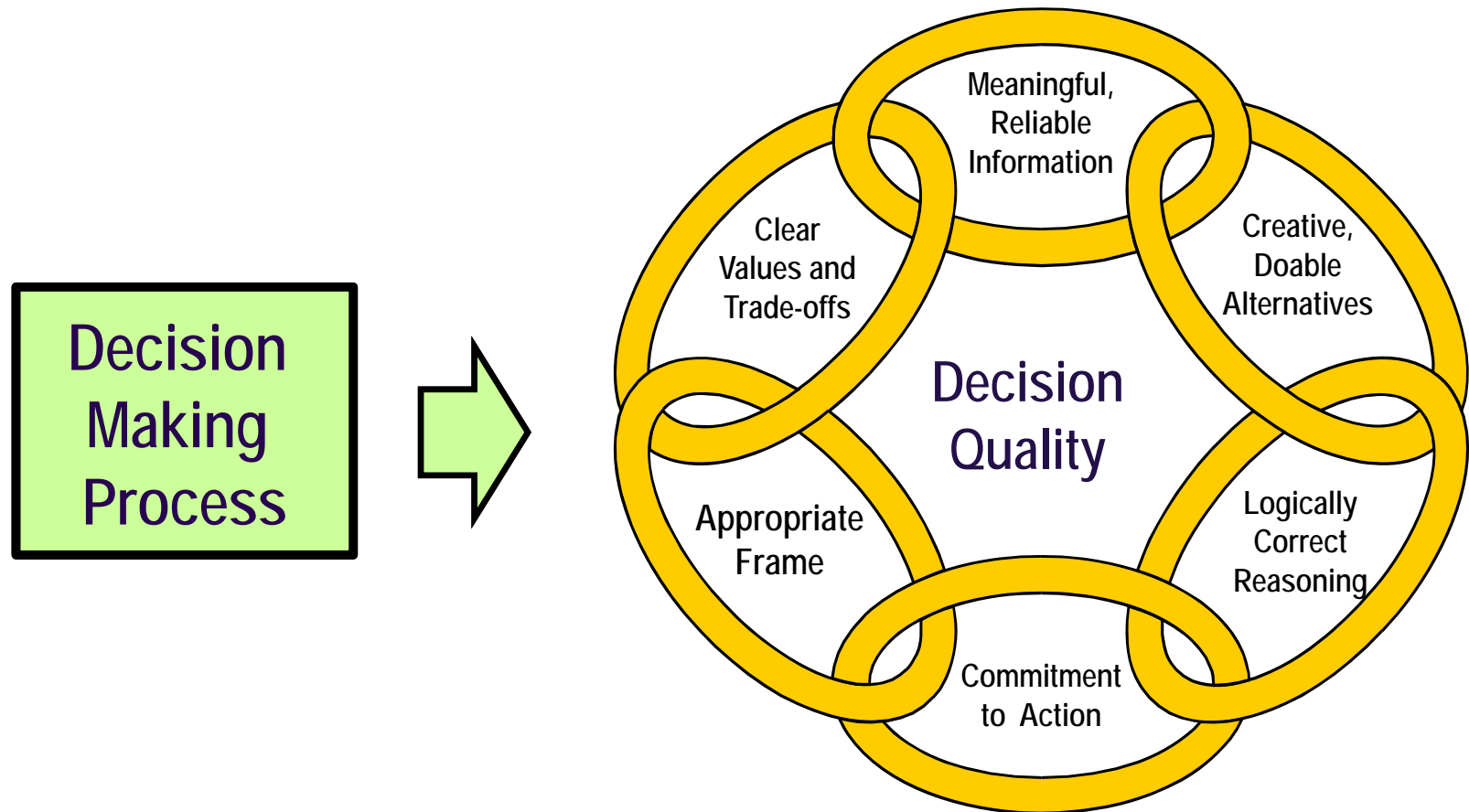
- a) Cloudy sky filled with crows over a wheat field.
- b) Wheatfield with crows.
- c) Dark night on a windswept wheat field.
- d) Road to nowhere.

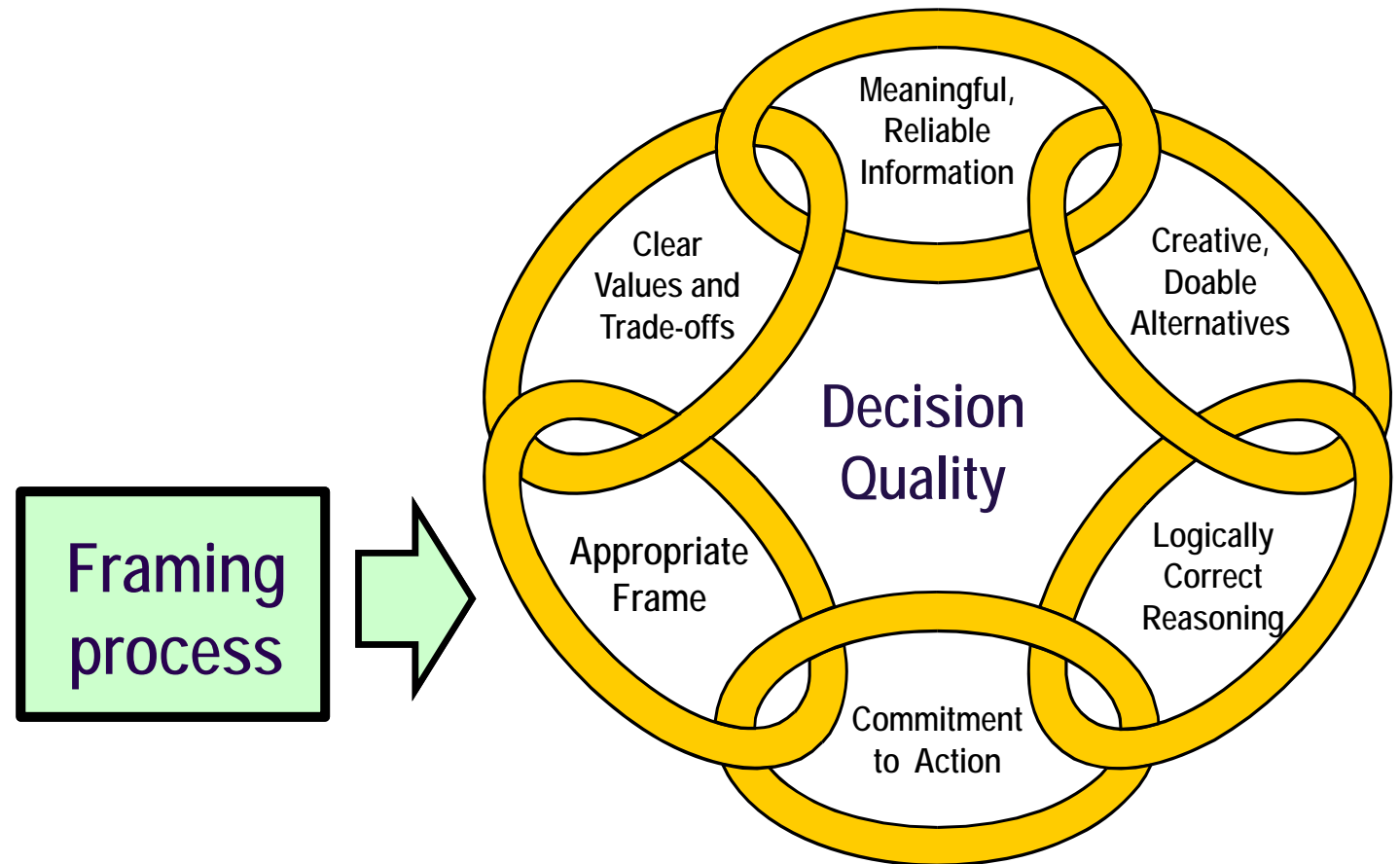
What's the point?

- Context matters!
- Framing as a cognitive process involves:
 - ***Perceiving*** –information processing.
 - ***Interpreting*** –sense making.
- ***Different perceptions about the same thing can all be true!***

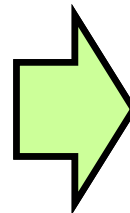
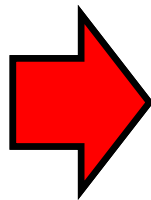


Source: Spetzler, C, Winter, H & Meyer (2016). *Decision Quality: Value Creation from Better Business Decisions*. John Wiley & Sons.





FACTORS



Adapted from source: Roberto, M. A. (2013). *Why great leaders don't take yes for an answer: Managing for conflict and consensus* (2nd ed.). Upper Saddle River, New Jersey: Pearson Education.

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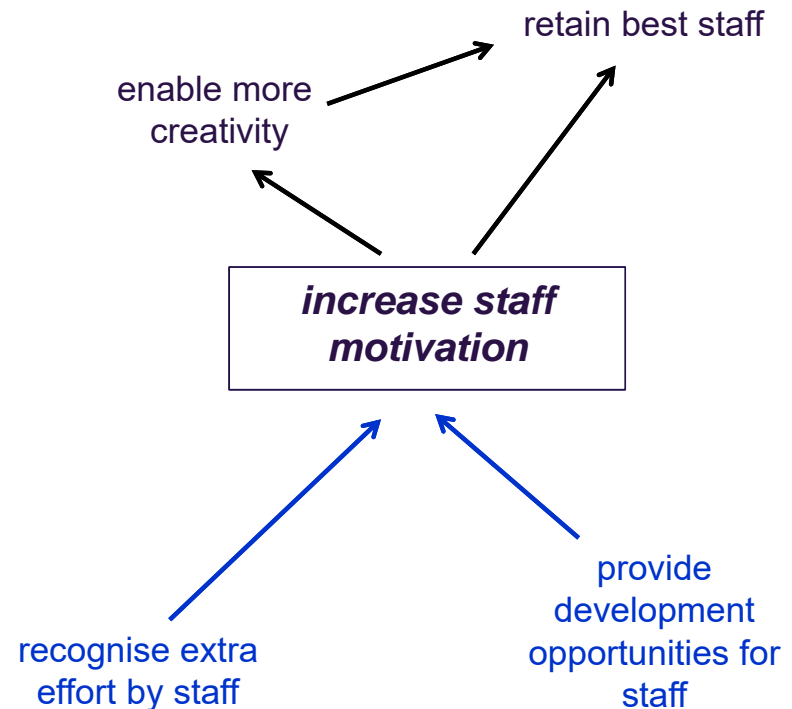
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Source: Spetzler, C, Winter, H & Meyer (2016). *Decision Quality: Value Creation from Better Business Decisions*. John Wiley & Sons.

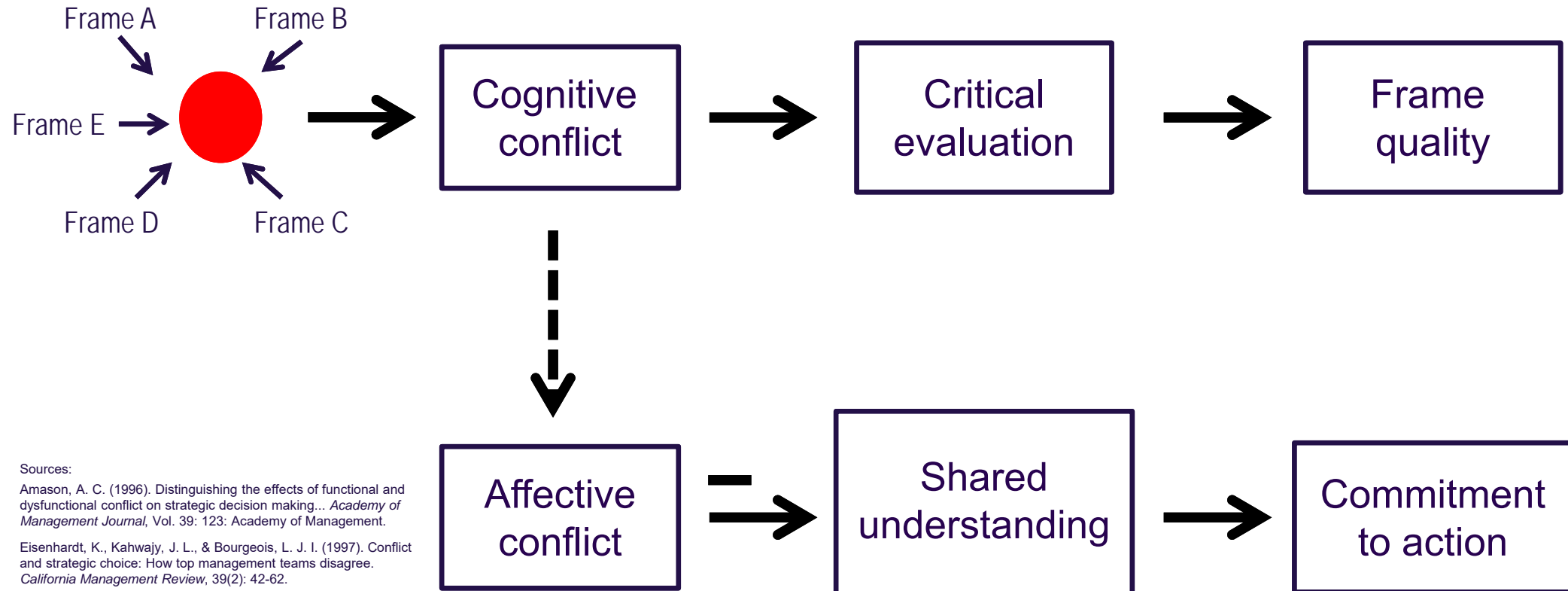
Person A



Person B



Source: Eden, C., & Ackermann, F. 1998. Making strategy: The journey of strategic management. London: Sage.



Sources:

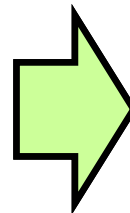
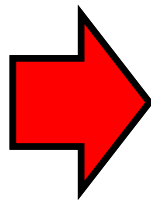
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Communication styles

- Expressive.
- Conventional.
- Strategic.

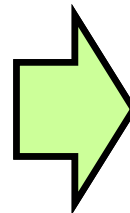
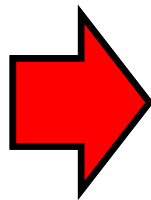
Joe Biden

Nick Clegg

Bill Clinton

Source: O'keefe, B. J. (1988). The logic of message design: Individual differences in reasoning about communication. *Communications Monographs*, 55(1): 80-103.

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Environment

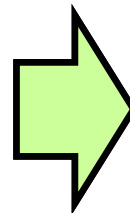
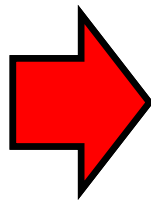
- People are more willing to reveal their frames when they...
 - ...feel is safe to 'speak up'.
 - ...feel able to take interpersonal risks.
 - People are more willing to these risks in an environment where **psychological safety** is present.

Sources:

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Edmondson, A. C. (2003). Framing for learning: Lessons in successful technology implementation. *California Management Review*, 45(2): 34-54.

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Control

- Clients often frame complex situations for their teams/organisations so that these can be simplified and understood.
- Positives:
 - Provides direction.
 - Enhances decision speed.
- Negatives:
 - Limits divergent thinking (narrow frame).
 - Perceptions of ‘unfair process’ (low commitment to action).

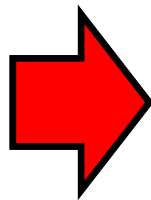
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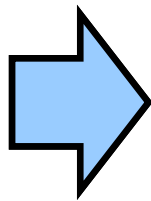
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CHOICES

- Team membership
- Communication Method
- Interaction rules
- Roles



Framing process



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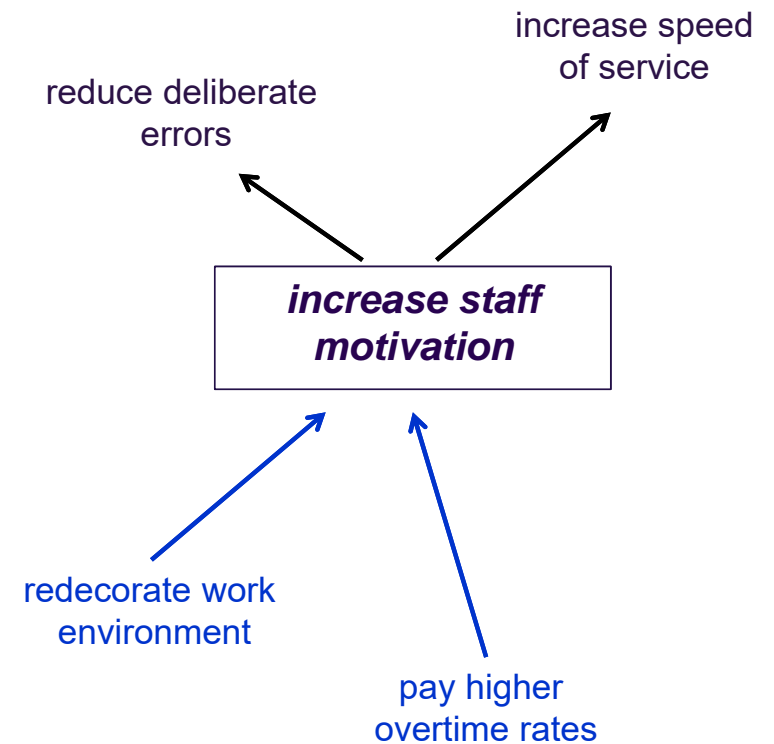
Source: Spetzler, C, Winter, H & Meyer (2016). *Decision Quality: Value Creation from Better Business Decisions*. John Wiley & Sons.

Team membership

- Diversity vs homogeneity:
 - High vs low Need for Closure.
- Consequences:
 - High vs Low conflict.
 - Broad vs narrow frames.
 - Low vs high speed.

Communication method

- Highly vs slightly structured:
 - Talking and 'seeing' vs talking only.
- Consequences:
 - High vs low conflict.
 - Low vs high speed.
 - Low vs high satisfaction.



Interaction rules

- Focus on issues, not individuals.
 - Choice of supporting technology.
- Dialogue/debate as the rule rather than the exception.
 - Partners vs advocates.
- Consequences:
 - High vs low procedural fairness

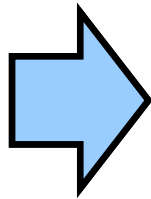
Roles

- Decision Analyst:
 - Expert vs facilitator.
- Client:
 - When and how to introduce own frame.

Source: Franco, L. A., & Montibeller, G. (2010). Facilitated modelling in operational research. *European Journal of Operational Research*, 205(3): 489-500.

DESIGN CHOICES

- Team membership
- Communication Method
- Interaction rules
- Roles



Framing process

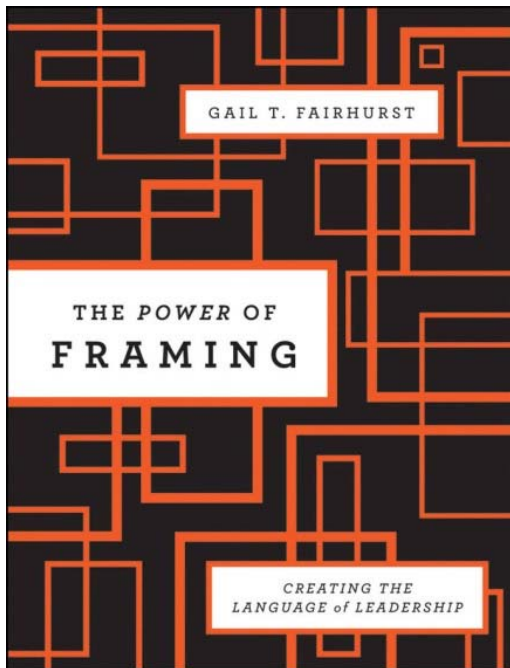


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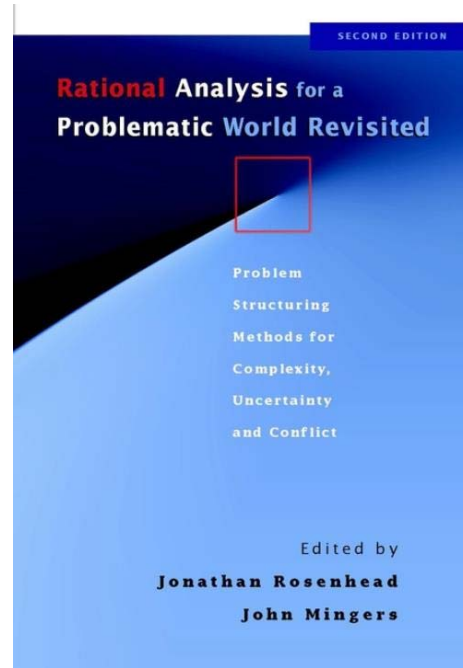
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Framing as a communication act



Communication method
Interaction rules

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Invited Review

Facilitated modelling in operational research

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ABSTRACT

The traditional way of employing operational research in organisational interventions has been the expert mode. In this mode, the problem situation faced by the client is given to the operational research consultant, who then builds a model of the situation, solves the model to arrive at an optimal (or quasi-optimal) solution, and then provides a recommendation to the client based on the obtained solution. An alternative mode of engagement is to conduct the whole intervention together with the client: from structuring and defining the nature of the problem situation of interest, to supporting the evaluation of priorities and development of plans for subsequent implementation. In this latter mode, the operational researcher works throughout the intervention not only as an analyst, but also as a facilitator to the client. This paper discusses this latter mode of engagement with clients, with particular emphasis on the use of facilitated modelling as the intervention tool. Drawing on research scattered across a range of publications and domains, the review presented here provides a formal definition of facilitated modelling, together with a general framework that allows the conceptualisation of a wide variety of facilitated modelling approaches to organisational intervention. Design issues in facilitated modelling and their practical implication are discussed, and directions for future research identified.

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Roles

Thank you!

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