



## Reframing Questions

<b>Political</b>	<b>Structural</b>	<b>Human Resources</b>	<b>Symbolic</b>
What is the scarce resource that everybody wants/needs?	How are policies or processes contributing to the problem?	Do people in your org feel cared for, valued, and respected?	Are employees in your org affectively (emotionally) committed?
What information could you gather to help you and from whom?	Are lack of clear roles or boundaries contributing? If so, how?	Do people feel psychologically safe?	Does everybody have a common understanding of the mission and vision?
What do each of the players want – what are their individual interests?	Who are the decision-makers? Where is the responsibility? Is it clear?	Are their opportunities for learning and growth?	What “story” that is told in your org exemplifies how things work?
Who has formal power? Who has informal power?	Are there clear goals?	How is change managed?	What rituals are performed in your org?
Who is allied with whom? Who communicates with whom?	Is management coordinating different groups effectively?	How are relationships managed?	How is humor used in your org?
When and how is negotiation and compromise used?	Does everybody have the information and tools they need?	Is there unconditional respect for individuals?	What is the culture like in your org?