

## Four-Frame Cheat Sheet for the Case Study Issue

Check the box when your team has addressed the concept. ☺

This is a Word doc in case your team wants to use it for note taking. Ignore this cheat sheet if you prefer to access the information in Canvas.

### Structural

- ☐ Who does what? (called “*differentiation*”?) (This is the Minzberg model, the big picture map)
  - What tasks fall under which division and unit? Describe the actual task.
    - Define what tasks fall for which employee? (staff, faculty, administration?)
    - Is there differentiation for human processing versus a system/portal tasks?
  - Are there sequential processes where one thing is needed to be completed before the next?
  - Is there overlap of tasks or unclear roles?
- ☐ How is the case study issue’s workflow *integrated back together* for a smooth flow?
  - What is the top-down system? (policy, rule, administrative directive, etc.)
  - What is the lateral system (“*lateral coordination*”) across units and divisions
    - Is there a communication system/linkages in place (human and/or tech)?
    - Is there a clearly established process flow?
    - How do different people/units in the flow of the case study issue know what each other is doing?
    - Are the communication & workflow linkages clear and established? Or are they more person-dependent (such as if you know someone and can ask informally)?
- ☐ → Are there any “holes or hick-ups” in any of these concepts which contribute to the case study issue?

### Human Resource

- ☐ What are the employee motivations involved in the case study issue work? Do we know?
- ☐ How do frustrations manifest themselves? (The taped lecture lists them from the literature, but examples include selective attention to tasks, absenteeism, to outright leaving the job)
- ☐ What is the general “flair” of the unit (called “Model I or II and Theory X or Y”)
  - Empowering environment, which is safe to innovate and take risks, versus a controlled environment where there might be superficial harmony but dissatisfaction and frustrations lurk
- ☐ What is the training of the employees and ability to grow and acquire new roles?
- ☐ How do people work together, where in the teaming cycle is the unit at?
- ☐ → Are there any “holes or hick-ups” in any of these concepts which contribute to the case study issue?

## Political

- ☐ What are the *scarce resources*? (time, people, money, information, expertise...)
- ☐ What are *sources of power*?
  - Who/what controls scarce resources?
  - Who/what has information? Who/what can strategically withhold it (source of power)?
- ☐ What is the source of *conflict* in the case study issue? (also called the challenge)
- ☐ What are the *power bases*, including *coalitions* who hold power?
  - The power bases can either move an agenda forward or block items moving forward
  - Coalitions can be formal or informal coalitions (alliances of people)
- ☐ → Are there any “holes or hick-ups” in any of these concepts which contribute to the case study issue?

## Cultural

The least understood frame in organizational work

- ☐ What do we say we do and believe in? (What are the artifacts, document, traditions, customs...?)  
Apply to the case study issue at hand
- ☐ How does that compare to what we **actually** do in the case study issue?
- ☐ Is there a shared meaning and purpose in the organization/unit regarding the case study issue?
  - For example, is there a vision statement that is known by all, widely shared, and put to action?
- ☐ Is the organization's/unit's purpose visible to the outside through artifacts, documents (including websites)  
Is it consistent with what is actually said and done?
- ☐ → Are there any “holes or hick-ups” in any of these concepts which contribute to the case study issue?

→ Recall that none of this work's purpose is to assign blame to units or people or be critical of past practices. It is literally and simply just unpacking organizational behavior to collect information which can then provide insights into the root causes of a situation.