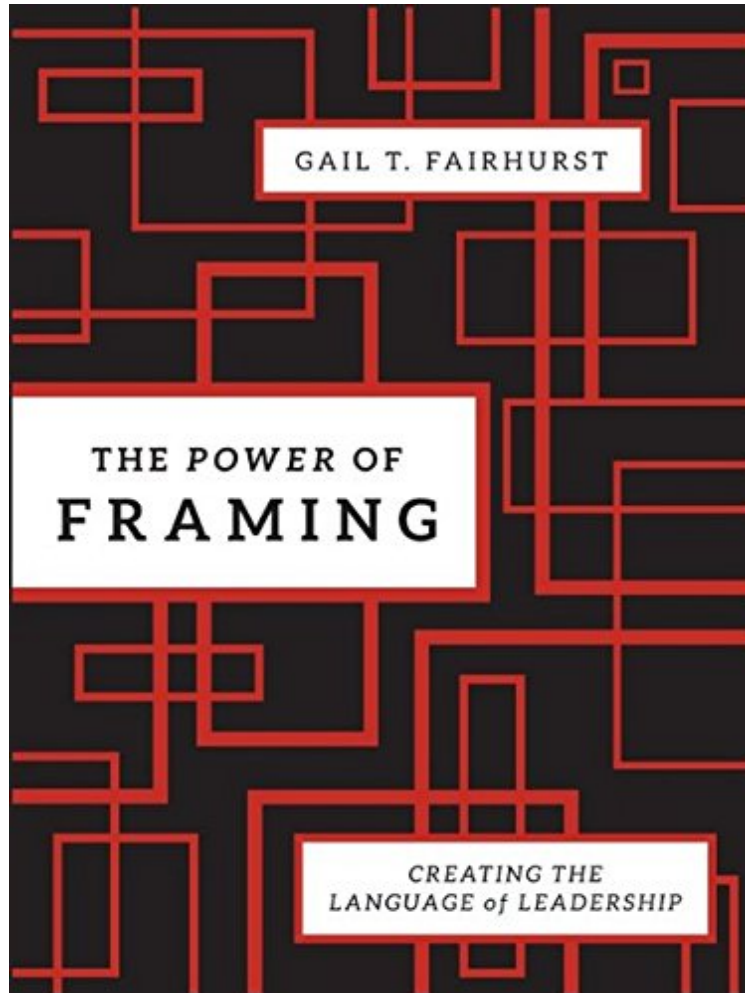


# The Power of Framing: Creating the Language of Leadership

*Gail T. Fairhurst*

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**Gail T. Fairhurst : The Power of Framing: Creating the Language of Leadership** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Power of Framing: Creating the Language of Leadership:

2 of 2 people found the following review helpful. Leaders Cannot Ignore the "F" Word When CommunicatingBy Thomas M. LoarieThere are good and bad actors when it comes to leadership. The good actors influence others to be all they can be as they move towards a worthwhile objective. The bad actors leverage vulnerabilities of others to entice them to move towards goals which can be good or bad. Both require good communication and framing skills as frames provide context for meaning, action, and have consequences. Framing is the "skill that underlies all communication skills" according to author Gail Fairhurst, PhD.Fairhurst, best-selling author of "The Art of Framing," un-packages framing in "The Power of Framing" to provide a "how-to" book for the effective use of framing skills. Her goal is to

improve one's ability to be more articulate and more persuasive with framing as a spontaneous and strategic skill. Understanding its effective use will also provide a new filter for discernment of those skilled in framing. The author begins with "The Reality of Framing," highlighting examples of framing used by well-known people like Hillary Clinton, George W. Bush, Rudy Giuliani to "construct a reality" that shape meaning (and possibly elicit action). Constructing a reality clarifies, and allows the leader to create "a reality" to recruit followers and to establish an actionable path for them to follow. Think Donald Trump. The author goes on to outline communication styles - expressive, conventional, and strategic - and shows how to diagnose reader sensitivity to their style. She shows how one can meet the challenges of his/her framing style while not losing any of the benefits. The morality of framing is not absent and is covered in a chapter called "The Ethics of Framing." Here, framing is examined through an ethical lens as it is "fraught with ethical choices." Ethics, ethos, moral positioning, moral judgement, and crucibles as teaching-moments are discussed with framing in mind. Other chapters include: "The Skill of Framing" which addresses the importance of culture, mental models, and core-framing tasks; "The Science of Framing" which outlines how (conscious and unconscious learning) to be prepared for spontaneous framing when situations arise; "The Art of Framing" which challenges the reader to see framing as a craft and provides "templates" to create memorable messages; and "The Emotion of Framing" which touches on emotions (elicited by words and expressions) when emotions run hot and how they can be used to connect. The final two chapters "The Leadership Context of Framing" and "The Applications of Framing" tie all the concepts together and provide use cases like turning down a job, managing your boss, problem setting, email communications, job interviews, the elevator pitch, and making the case for change. "The Power of Framing" is easy to read and each chapter builds on the previous chapters with useful exercises and a chapter summary at the end of each. Framing is the "F" word in communication excellence. It is rarely invoked as a key concept in leadership excellence and needs to be "outed" as it is used to shape context by those who lead. This is an important book for leaders and students of leadership who want to have impact. Practicing leaders and managers, MBA students, and communication student will find "The Power of Framing" an important addition to their leadership library. 9 of 9 people found the following review helpful. Sadly Framed as a Leadership Book When it's so MUCH More... By Let's Compare Options Preptorial I realize that publishers churn out books to particular audiences and "leadership" (and "management") are relatively hot areas for (particularly spontaneous) shoppers. What if the subtitle of this book were: "This book saved my marriage?" Bear with me here. This outstanding text also is about a lesser covered aspect of communication and in fact information processing: points of view, contexts and framing. To quote (famously) George Box: "All models are wrong, but some are useful." His context was that we need the right tool for the right application, which is even the essence of natural selection itself, or in fact, choice at many levels. Context and framing rule! This book is a life changer in far more ways than leadership and management. In some ways it harkens back to "Man's Search for Meaning" or, quoting that other deep philosopher (Jeff Goldblum in Law and Order Criminal Intent): "The human brain is a relevance machine." There are gems on every page, not just about selling an agenda in an organization or "motivating" but much more deeply, about how we process meaning in our OWN frames, models and sims. Highly recommended and guaranteed to not only improve your communication and relationships in general, but also suggest ways to relook at ALL our priorities, and more importantly, our prioritization processes. Doesn't really "fit" with other options in the leadership genre (so I can't give you alternatives in that space), not because it's not the best, but because it is, and has so many more wider implications and applications. Is in a class by itself, and while it's at it, does a bang up job in management/leadership (or what I'd rather call team or family) frames too. Just please don't categorize or equate it with the latest vapid, pop culture "how to lead" or manage stuff that's frankly not worth the trees who died to create them. Let's Compare Options reviews only for the benefit of shoppers and has nothing to do with, the authors, manufacturers or publishers of the items we review. We always buy the items we review for the sake of objectivity, and although we search for gems, are not shy about trashing an item if it's a waste of time or money for shoppers. If the reviewer identifies herself, her job or her field, it is only as a point of reference to help you gauge the background and any biases. 6 of 6 people found the following review helpful. There's Power in Framing By William Cooke For most of us, our lives are filled to capacity; so much so that we do not devote the time necessary to grow. It is easy to get caught up in one's life and forget one's purpose. "The Power of Framing" points out several useful interpersonal communications tools. For example, a simple question, "Tell me about yourself", could open many doors ...or shut them, fast and tight. To answer that or any important question and to be fair to yourself, it is important to anticipate the question and prime yourself with an answer that is spontaneous, automatic, and strategic to your goals. Imagine that you have been stranded, stumbling alone without resources, through a stifling hot desert. You see an old pitcher pump and realize your good fortune, to finally be able to quench your thirst! But the pump has not been used in a while. You start pumping ...and you pump a lot ...and it's hard. But you know that priming the pump will bring the water out. At first, what comes out may be gunk. Keep at it, though, and before long the cold, fresh water encased underground flows to the surface! In a way, we are all stranded, stumbling alone through life. Yet we are fortunate to be living at the most prosperous, bountiful time in the history of humankind. Each one of us has the potential to reach our goals but, truthfully, it is rare for someone to stumble onto an oasis. Most of us have to think about life's questions, and about our answers, if we are to be successful. Most of us

need to prime ...to survive, to thrive, and to help others do the same. This is priming; one technique covered in "The Power of Framing". I was also struck to consider government as a "high reliability organization" (HRO), typically more concerned with preventing failure and maximizing reliability, than promoting success and realizing efficiency. Today, as fiscal woes loom, it may be time to frame our problems and solutions a little differently. This is a book worth reading because it reminds us that framing is worth doing. Sometimes, when we face seemingly insurmountable problems, taking the time to look at it a little differently, handle it a little better, is well worth the investment. What is the outcome you desire?

Praise for *The Power of Framing* "The primary work of leadership involves managing meaning through framing. Fairhurst shows that the way leaders use language to frame people, situations, and events has important consequences for the way individuals make sense of the world and their actions. *The Power of Framing* is an accessible and inspirational read for leaders who want to shape their organizations in ethically responsible ways." J. KEVIN BARGE, professor, Texas AM University "An ideal book for MBA students and business professionals who are interested in specific tools for constructing leadership in their professional worlds. By focusing on the language toolbox of leadership, the book empowers anyone to construct leadership through talk and interaction." JOLANTA ARITZ, associate professor, Center for Management Communication, USC Marshall School of Business "Building on her earlier acclaimed work, and written in a highly accessible style, Fairhurst's thoughtful study provides us with a practical and highly relevant analysis of the power of framing language from a leadership perspective. This is a must-have book." DAVID GRANT, professor of organizational studies, University of Sydney "Communication is the most important element of leadership, and framing of the subject and situation is one of the most powerful tools available to leaders. Gail Fairhurst has created the handbook to help leaders do this right. A must-read for anyone in a leadership capacity." RICH KILEY, venture capitalist, and retired Procter Gamble marketing and HR executive "To be an effective global manager, there is nothing more critical than understanding how to frame an issue so that you are effectively communicating and motivating in a culturally sensitive manner. This book will tune you into these issues and show you how to make certain your communication is properly interpreted by your audience." OLGA JACOB, general sales manager (Belgium, Netherlands, and Luxembourg), American Airlines

From the Inside Flap *The Power of Framing* shows leaders and managers how to tap into the power of language so they can persuade effectively and communicate credibly in today's business environment. According to professor and management consultant Gail Fairhurst, through framing we define the meaning of "the situation here and now." Are we in a "crisis"? Is this situation merely a "cause for concern"? Should we be on "red-alert"? These are examples of how we frame the situations we face. When we connect with others through our framing, we shape reality. What's more, if we "manage meaning" when others are unable, we emerge as leaders. Fairhurst draws examples from a wide range of sources including business, politics, sports, academia, and the arts to bring the concept of framing to life as an everyday communication skill. She includes a diagnostic instrument to help gauge your sensitivity to the framing concept. Fairhurst even dons her hat as an executive coach to tackle the common framing dilemmas that leaders face. *The Power of Framing* challenges leaders to take it up a notch by viewing framing as: A skill that leaders must master to communicate vision and set priorities A science that shows leaders how to think on their feet and frame on the spot An art form that leaders must hone like a craft with story, metaphor, argument, and visual images as their primary tools A set of emotions that leaders must deploy to complement their message An ethical response in order for leaders to achieve and maintain believability, and so much more *The Power of Framing* is a must-read for today's leaders, managers, and all those aspiring to these jobs. Its easy-to-read style and practice exercises make this a book you'll turn to time and again to sharpen your most important communications. About the Author GAIL T. FAIRHURST is an award-winning professor of communication at the University of Cincinnati, where she teaches leadership and organizational communication. She has also been a speaker, management consultant, and executive coach for McDonald's, Boeing, Procter Gamble, General Electric, State Farm Insurance, Merrill Lynch, and the Children's Hospital of Cincinnati, among other organizations.