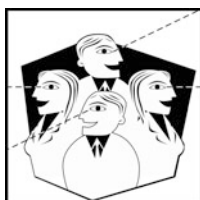


Proposition 31

The Reframing Matrix

In a Word Everyone sees things differently—knowledge often lies in the eye of the beholder. The reframing matrix enables different perspectives to be generated and used in management processes. It expands the number of options for solving a problem.



Rationale

Perspective is a mental view, an ingrained way of perceiving the world. Different people have different experiences and see in different ways: understanding how they do expand the range of solutions that one might devise to address a question or problem.

Definition

The reframing matrix is a simple technique that helps examine problems from distinct viewpoints. In other words, individuals or groups place themselves in the mindsets of different people and imagine what solutions the latter might come up with. The reframing matrix was devised by Morgan (1993).

Process

The reframing matrix lays a question (or problem) in the middle of a four-box grid. It is then examined from four typical business perspectives:

- **Program Perspective** Are there issues with the program (or product or service) we are delivering?
- **Planning Perspective** Is the business (or communications plan) appropriate?
- **Potential Perspective** Is the program replicable? Can it be scale up?
- **People Perspective** What do the people involved think?

Then again, the four-box grid can be used to consider a question (or problem) from the perspectives of different groups of stakeholders, e.g., staff, clients, suppliers, and partners, or specialists, e.g., engineers, lawyers, economists, or information technology specialists. How would each stakeholder perceive the question (or problem)? What would each stakeholder see as benefits and drawbacks? What might each stakeholder see as potential benefits and drawbacks? What solutions might each stakeholder offer? How relevant is each stakeholder to the situation at hand?

Reference

Morgan M (1993) Creating workforce innovation: turning individual into organizational innovation. Allen & Unwin

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