



Management In Practice

Volume 11

Number 4

Autumn 2005

Framing in Organizations: Overview, Assessment, and Implications

Abstract

Reality is one thing; how we perceive it is another. How we perceive it affects our behavior, which in turn, affects other people and our own future behavior. Framing, perspective, perception—all these can affect an organization for good or ill, and all are an integral part of language and communication. As every pollster knows, the answer to a question usually depends on how it is asked. In an effort to encourage a positive atmosphere, good morale, and appropriate decision-making, managers should understand and use framing techniques. If they do not, others may use them in a negative manner, thus undermining organizational goals.

C. W. Von Bergen, Barlow Soper, and John A. Parnell
