

## The Power of a Lens: The Importance of Reframing in Leadership

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### Terminology

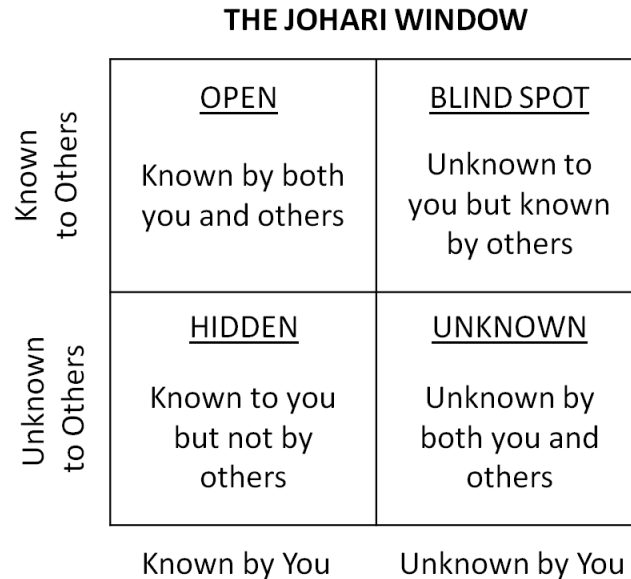
**Sensemaking:** The process by which people convert stimuli into a framework to make sense of the world

**Reframing:** The deliberate process of viewing a situation from a different perspective

### Strategies for Building Reframing Skills:

- Spend time reflecting on yourself. The more you understand about your own preferences, triggers, and predictabilities, the easier it is to recognize when you are stuck in a frame. The following are some available tools to help you along your path of self-discovery:
  - o Myers-Briggs Type Indicator – Find out your personality type and how this impacts your perception of the world.  
<https://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>
  - o Thomas-Kilman Conflict Mode Instrument (TKI) – Use this tool to better understand how you behave in a situation of conflict. Where do you fall in terms of your assertiveness and cooperativeness? This instrument defines five modes for dealing with conflict: competing, collaborating, compromising, avoiding, and accommodating.  
<https://www.themyersbriggs.com/en-US/Products-and-Services/TKI>
  - o VIA Character Strengths Survey – This brief self-assessment will help you understand your core values and characteristics  
<http://www.viacharacter.org/www/Character-Strengths-Survey>
  - o Emotional Intelligence – Emotional intelligence has been characterized through multiple different theories all with slight differences. Generally, however, emotional intelligence is thought to encompass the domains of self-awareness, self-management, social awareness, and relationship management. Take one of the many online tools to better understand your emotional intelligence.
  - o Mindset Self-Assessment Tool – As popularized by Carol Dweck in her book *Mindset: The New Psychology of Success*, this tool can help you discover whether you currently have a fixed or growth mindset.  
<https://mindsetonline.com/testyourmindset/step1.php>

- The Johari Window – This framework can help you better understand your relationship with yourself and others. It illustrates the idea that not all aspects of our self are known to us. We all have blind spots.



- Challenge yourself by seeking growth opportunities.
- Solicit input and participation of others. This will allow you to see a diversity of perspectives and learn more about your own tendencies by contrasting your viewpoints with others.
- Actively seek feedback from others – and be receptive to it.
- Use visualization and scenario-building strategies to practice reframing. The more you practice breaking frame, the better you will get at it. These techniques can help you practice in a low-risk way.

**References & Recommended Reading:**

1. Bolman LG & Deal TE. (2014) *How Great Leaders Think: The Art of Reframing*. San Francisco, CA: Jossey-Bass.
2. Bolman LG & Gallos JV. (2011) *Reframing Academic Leadership*. San Francisco, CA: Jossey-Bass.