Reframing And Reform: Perspectives On Organization, Leadership, And School Change

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Israel and Kasper found a structural frame was needed in the initial stages of the change programme to keep the organisation heading in the right direction and a top-down leadership style was the most appropriate. Bolman and Deal (1997:303) state the most effective structural leadership attributes are as an analyst and architect, and the most ineffective was when acting as a petty tyrant or a rigid bureaucrat.