Appendix D

Research Using or Influenced by Bolman and Deal's (1990) Four-Frame Model

Below is the works that the authors currently aware of that include using of the four-frame model.

One stream of research using concepts from the frames is represented in a body of work from Dick Heimovics, Bob Herman, and colleagues. They developed frame measures through content-analysis of critical incidents provided by respondents:


-Research on educational leaders

The studies below used frames concepts to look at educational leaders:


Cheng, Y. C. (1994). Principal's leadership as a critical indicator of school performance:


Research Using Bolman/Deal Leadership Orientations Instrument


Bolman, L. G. and Deal, T. E. "Leadership and Management Effectiveness: a Multi-Frame, Multi-Sector Analysis." *Human Resource Management*, 1991, 30, 509-534. (This is actually the most recent paper — the publication date is misleading.)


Books or works that use frameworks similar to the four frames include:

- Bergquist, W. H. *The Four Cultures of the Academy*. (Bergquist describes four cultures: collegial, managerial, developmental, and negotiating.)
- Birnbaum, R. *How Colleges Work*. San Francisco: Jossey-Bass: 1988. (Birnbaum uses four images that have parallels to the frames: collegial, bureaucratic, political, and anarchical.)

-Doctoral Dissertations

The largest body of frames-influenced work is in doctoral dissertations. The list includes:

- Bowen, E.P. *Perspectives on the Leadership Styles of West Virginia University Extension Service County Program Coordinators*. (Doctoral dissertation, West Virginia University, 2004).


Durocher, E. A. Leadership orientations of school administrators: a survey of nationally recognized school leaders. Dissertation Abstracts International, 57(02), 525A


Martinez, Richard Stephen. Self and administrative designee perceptions of leadership orientations of elementary principals who have and have not completed the California School Leadership Academy. Thesis (Ed.D.)—University of La Verne, 1996.

Mathis, Saralyn Grenga, (1999) The Relationship of Leadership Frame Use of Departmental Chairs to Faculty Job Satisfaction as Perceived by Selected Departmental Faculty Members, Dissertation Abstracts International Section A: Humanities and Social Sciences VOL 60(6-A) 1999 1936.
Miron, Dorina. *A Pilot Study to Assess the Relevance of Bolman and Deal’s Framing Theo
Abstracts International, 55(05), 1158A.

Mosser, N.R. *A study of the relationship between the perceived leadership style of nursin
care chairpersons and the organizational climate in baccalaureate nursing programs:

Peasley, Robert Bruce. *The California School Leadership Academy: its effects on the
leadership orientations of California secondary principals*. Thesis (Ed.D.)–University of

Rivers, Peggy G. *A frame analysis of principals’ leadership orientations (multifor.

Scott, David Kent. *An exploratory study of leadership and organizational climate/culture of
NCAA and NAIA Finalists for the 1995-1996 Sears Directors’ Cup (Athletic Directors
08, Section: A, page: 3063.

Small, T.T. (2002). *A study of the relationship between the perceived leadership style of
nursing chairpersons and the organizational effectiveness of baccalaureate nursin
programs*. Dissertation Abstracts International. UMI Dissertation Services Item
AA13055943.

Strickland, J. S. *Leadership perspectives of Tennessee school leaders*. East Tennessee Stat

Suzuki, Y. C. *A comparative study of the leadership orientations frames of California, Asia
and other public school principals*. Thesis (Ed.D.)–University of LaVerne. 1994. 12.1