Richard Normann highlighted the role of framing and reframing in shaping business decision-making. Executives do not simply respond to or consider the objective facts of a situation. Instead, their prior assumptions and worldviews shape what facts they observe and why.

This lecture will explore the role of framing and reframing by asking how cognitive and emotional processes, as well as group dynamics, shape prior worldviews and implicit or un-verbalized assumptions. It will also examine:

⇒ The difference in emotional meaning between crises and opportunities.
⇒ The distinction between ambiguity and uncertainty.
⇒ Under what conditions do companies drift rather than develop.
⇒ What role regret and the experience of loss play in decision making.
⇒ The Achilles heel of two methods for arriving at a strategy; negotiating between different interests groups, and subordinating to a leader’s vision.
⇒ How strategic changes are framed by reversing “figure and ground” in the perceptive field.
⇒ The interplay of passion and politics in strategy formation and execution.
⇒ The role of a wider cultural narrative in shaping strategy formation.

6pm, Wednesday 4 November 2015
EP Abraham Lecture Theatre, Green Templeton College,
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The Richard Normann Lectures are a collaboration between Green Templeton College and NormannPartners which aims at honouring and extending the work of Richard Normann; furthering insights in strategy, business innovation, value coproduction and the service economy.