3465 The Frame Youre Managing Through

People Book · https://kb.jeffreysummers.com/docs/3465-the-frame-youre-managing-through/

The operator who sits down with a cast member to address a performance gap has already made a decision before the conversation begins. Not about what to say. About what they're seeing.

If the frame is "this person is the problem," the conversation is a verdict delivery. The operator already knows the conclusion. The cast member's words are evidence to confirm it or obstacles to manage. The conversation ends where it started — with the operator's original frame intact and the cast member either compliant or resistant.

If the frame is "there is a gap and I need to understand what produced it," the conversation is a diagnostic. The operator doesn't know the conclusion yet. The cast member's words are information. The conversation can end somewhere neither of them expected — with a system fix, a training gap identified, a context problem named, or a genuine character issue confirmed only after the alternatives were eliminated.

Same cast member. Same gap. Same conversation. The frame determines which one happens.

The [Framing Effect] runs through every People decision the operator makes. Hiring — the operator who frames the interview as "can this person do the job?" asks different questions than the one who frames it as "does this person have the character to grow into the standard?" The first frame produces a skill assessment. The second produces a character read. The building that needs both gets neither when only one frame is running.

Development — the operator who frames cast development as "fixing weaknesses" produces cast who learn to hide them. The operator who frames development as "building range" produces cast who surface gaps because surfacing them is how range gets built. The frame shapes what the cast member understands the relationship to be — and what they decide is safe to show.

Accountability — the operator who frames accountability as consequence produces cast who manage risk. The operator who frames accountability as ownership produces cast who manage outcomes. Both operators use the word "accountability." The frame determines which version the cast delivers.

The frame is upstream of the relationship. The cast member who sits across from an operator running a verdict frame and an operator running a diagnostic frame is in two different relationships — even if the operator says the same words. People read frames. Not always consciously. But always accurately.