

The Framing of Leadership:

How leaders use style and what this achieves.

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The topic of this paper is how style, with reference to frame (Goffman 1974, Brown & Yule 1983, Kendall 2004, Wilson 2006), can help a leader maintain the line (Goffman 1967, Watts 2003) that he or she chooses to take. The link between frame and style shall be examined and I shall show what conditions a change of frame and how this differs from the idea of topic or context (Brown & Yule 1983).

A full definition of frame as it as I define it (derived from: Goffman 1974, Brown & Yule 1983, Kendall 2004, Tannen 1984 and Locher 2004) shall be given and explained. I shall explain these ideas using examples from data gathered during my ongoing ethnographic study of a rugby team in Edinburgh. Specifically, my study of the coach within the rugby club and the way that he conducts himself as a leader. These examples shall show how the coach's use of style engenders solidarity with the players while maintaining authority and how this solidarity reinforces the coach's position as a leader within the social structure of the rugby club.

I shall also show how a leader's use of style is a form of relational practice (Holmes 2006) as it helps them to maintain their position within the social group that they lead.

References

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