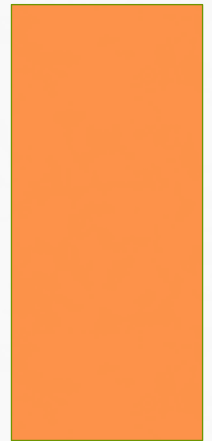


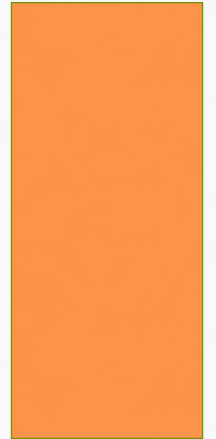
INTRODUCTION TO ODA: WEBINAR FOR COLLECTIVE LEADERSHIP NETWORK

GAIL T. FAIRHURST, PH.D.
UNIVERSITY OF CINCINNATI



EXPLORING JENNIFER'S DATA: THREE OPTIONS

SESSION IV



FOUR DISCOURSE OPTIONS

1. Framing analysis
2. Rhetorical analysis
3. Paradoxical tension analysis
4. Critical discourse analysis

All will focus on d/Discourse but in different ways.

JENNIFER'S INTERESTS

The question I would like to ask through this analysis is:

1. How do different actors construct and contest notions of public leadership to respond to challenges posed by fracking?
2. What are the implications of their different notions of leadership?
 1. Do they position landowners as environmental stewards who can negotiate for environmental protections in their lease agreements with private oil and gas companies?
 2. Do they call on DEC to take a strong stance on environmental protection by crafting restrictive regulations or by instituting an outright ban?

FIRST OPTION: FRAMING ANALYSIS

Find and look for specific positionings of leadership throughout the data using constant comparative methods:

Authority Displays (title and job function listing):

- “**Deputy Commissioner for Radiation and Materials Management, Val Washington.** Also with us here tonight is **Assistant Director for the Division of Mineral Resources, John Arman.** **Director of the Bureau of Oil and Gas Regulation, Jack Dahl.** Also we have Carrie Friello who works in the Bureau of Oil and Gas Regulation.” 5

FRAMING ANALYSIS

Authority Displays (responsibility listing)

- “**DEC must further evaluate** any proposal to drill within 2,000 feet of a municipal water supply well. 8
- “One well at a time, **DEC will determine** consistency, or lack thereof, with the Generic Statement and the supplement.” 12
- “**DEC must consider** the water needs of fish and wildlife. We will evaluate all of these concerns in the supplement.” 13

FRAMING ANALYSIS

Macro-Acting (acting on behalf of some organization or unit):

- “Stanley Scobie. **I'm representing a group** called New Yorkers for Sustainable Energy Statewide that is concerned with the health, environmental, social and socio-economic impacts of gas drilling and production. **And I brought my water.**” 17-18
- “My name is Larry Beahan, **I'm representing the Sierra Club and the Adirondack Mountain Club.**” 41

FRAMING ANALYSIS

Responsibility Assignment (leadership *should* look like this):

- “One would think that because perhaps the greatest overall concern with Marcellus and similar development is human health, that the **DOH should be a co-lead agency** or at least its participation in scoping and supplemental GEIS development should be far clearer and much more specific.” 23”
- “we suggest that a special task force be constructed to evaluate, using the best science possible, the likely health impact of natural gas development in New York” 23

FRAMING ANALYSIS

Leadership identity work (this defines me as a leader)

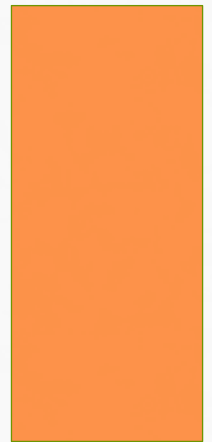
- “And in addition to nearly 20 years working in the oil and gas ravine, **my past has been very deeply rooted** in environmental stewardship...Environmental stewardship has been and continues to be a **very key element in my life**. With this in mind, I, and we, at Chesapeake have reviewed the DEC's existing GEIS document...” 43-44

FOUR DISCOURSE OPTIONS

1. Framing analysis

1. Favored theory: sensemaking, cognitive linguistics (e.g., see Brummans et al., 2008 in *Communication Monographs*)
2. Useful if leadership is cast/framed in several contrasting ways (the categories of leadership are the sole focus)
 1. Are there new leadership forms?
 2. Forms specific to this context that inform the literature in new ways?

QUESTIONS?



SECOND OPTION: RHETORICAL ANALYSIS

Look for competing narratives and the legitimizing arguments they pose for specific forms of leadership:

- Mike Hogan...energy consultant for the Upstream Oil and Gas Industry...representing the Independent Oil & Gas Association:
- “ Through this process, IOGA of New York has determined that **the overall scope proposed by the DEC appears to be justified based on the potential development of low permeability gas reservoirs in the state**, especially the Marcellus formation...The aspects of the GEIS scoping document related to water withdrawal, therefore is over -- **accordingly overboard and is not necessary.**” 32, 35
- **Implications for leadership:** Status quo

RHETORICAL ANALYSIS: COMPETING NARRATIVES & LEGITIMATING ARGUMENTS

- Larry Beahan, representing the Sierra Club and the Adirondack Mountain Club
- And they are irreplaceable resources. Allegany State Park has forest in the middle of it of 350-year old Hemlocks, it's going to take a long time to grow another forest like that. **The supplemental GEIS makes some special provisions for special kinds of places where they are to be particularly careful, for instance, wetlands, watersheds, there is no mention of park lands, there is no mention of forest and of the very special kind of destructive nature of these huge industrial wells.**
- **Implications for leadership:** I think that this GEIS, it really needs to go back and look at what can happen to our forest. Allegany State Park, a hundred years ago, was a moonscape with 200 oil wells in it. We could easily be put back there if we're not very careful with our regulation." 42

RHETORICAL ANALYSIS: COMPETING NARRATIVES & LEGITIMATING ARGUMENTS

- Eddie Grey, Director of Regulatory Compliance for Chesapeake Energy Corporation, Eastern Division.
- It should be noted that the supplemental GEIS specifically seeks to review low permeability and horizontally drilled gas reservoirs. However, none currently exist within the State of New York. We strongly urge the DEC to collect such information from similar employees in other states.
- **Implications for leadership:** Chesapeake is committed to working with the DEC as well as the State of New York to provide necessary information so that this resource can be developed for the benefit of New York State and the citizens with great respect to the environment. 45

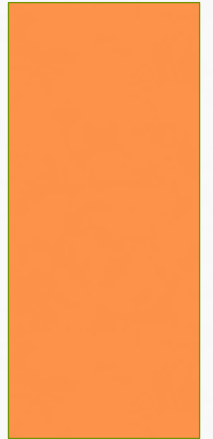
FOUR DISCOURSE OPTIONS

1. Framing analysis

2. Rhetorical analysis

1. Favored theory: Institutional theory (e.g., Erkama & Vaara, 2010, *Organization Studies*)
2. Useful if competing narratives are rich, and there is a diverse array of **legitimizing arguments** for different forms of leadership:
 1. Status quo leadership (Industry consultant)
 2. Moral leadership (Sierra Club leader)
 3. Collaborative leadership (Chesapeake Energy Corp.)

QUESTIONS?



THIRD OPTION: PARADOXICAL TENSION ANALYSIS

Look for clashing Discourses and the tensions they generate:

- Lots of problem setting by leaders
- Data are suggestive of tensions
- Co-occurring tensions usually signal paradox, contradiction, or irony
- Analysis can address tensions and tension management strategies over time
- Leadership linked to influential acts of organizing

SOURCING PARADOXICAL TENSIONS IN ORGANIZATIONAL DISCOURSE

- *Paradox* and a related family of terms including *tension*, *contradiction*, and *dialectics* currently dominate the organizational sciences (Smith and Lewis, 2011).
- Over 400 articles in organizational studies journals and a diverse array of some 30 topics, including leadership, organizational change and innovation
- In complex times, the “new normal”

SOURCING PARADOXICAL TENSIONS IN ORGANIZATIONAL DISCOURSE*

Three key assumptions:

- **Individual and collective sensemaking** through accounting practices in interviews or social interaction
- **Discourse as cultural systems of meaning** constituted by language use
- **Organizing** arises from a logic of difference, i.e., through the collision of order and disorder, rational and irrational, etc.

*Fairhurst and Putnam (2015)

SENSEMAKING

- In sensemaking accounts, actors make distinctions using language to label and categorize objects, people, and conditions:
 - “stable,” “turbulent,” “uncertain,” and so on.
- These labels, categories and distinctions often establish a tension field of opposites:
 - characterizing an environment as “stable” versus “turbulent” or “uncertain”
- Tension between these opposites creates a sense of choice—mutually exclusive or otherwise
 - “We have to *stabilize* our economic policy or be prepared to live with market *uncertainty*.”

WHERE DOES “TENSION” LANGUAGE COME FROM? DISCOURSE(S)

- The discourses used in social accounts enact relationships among terms; comparisons of objects, people, and events; and linguistic distinctions among categories deployed.
 - Discourse of optimism (e.g., “glass half-full”) vs. Discourse of pessimism (e.g., “glass half-empty”)
- Such relationships, comparisons and distinctions not only are evidence of cultural discourses, but the precise manner in which they clash to produce meaning and generate tensions
 - Tension between optimistic vs. pessimistic view of the world

TENSION MANAGEMENT

- Either/or – Either through selection or alternation, choosing one tensional pole over another
- Both/and – Finding a way to address the demands of both poles
 - More than – A creative synthesis of both poles
- Impossible choice – Damned if you do, damned if you don't

WHAT ARE SOME DISCOURSES IN JENNIFER'S DATA?

"...community character will not be impacted except by environmental – economic benefits associated with the industry and the employment opportunities provided by the corporations involved and associated service development. By example, the development of the Barnett Shale in the Dallas/Fort Worth, Texas area has provided 70,000 new jobs in a five-county core area" 35

ECONOMIC

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Mike Hogan...energy consultant for the Upstream Oil and Gas Industry...representing the Independent Oil & Gas Association

WHAT ARE SOME DISCOURSES IN JENNIFER'S DATA?

- "I looked at the acreage on this thing and this came in during the leasing, it would have brought in \$103 million this year to the taxpayers in the county, that would have been taxed by the state, too bad it's lost, hopefully it will come back soon. You know, that \$103 million means a lot to a poor county like Allegany County." 36-37

ALSO ECONOMIC

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- William Dibble

DISCOURSES IN JENNIFER'S DATA

- “And they are irreplaceable resources. Allegany State Park has forest in the middle of it of 350-year old Hemlocks, it’s going to take a long time to grow another forest like that. The supplemental GEIS makes some special provisions for special kinds of places where they are to be particularly careful, for instance, wetlands, watersheds, there is no mention of park lands, there is no mention of forest and of the very special kind of destructive nature of these huge industrial wells. I think that this GEIS, it really needs to go back and look at what can happen to our forest. Allegany State Park, a hundred years ago, was a moonscape with 200 oil wells in it. We could easily be put back there if we're not very careful with our regulation.” 42

ENVIRONMENTAL

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- Larry Beahan, representing the Sierra Club and the Adirondack Mountain Club

ONE BROADLY DEFINED TENSION

- Economic interests vs. Environmental impact
- *However, this reading of the clash of Discourses is general and simplistic—much like a “first look”*
- Quite often, discourses combine in new and complex ways, especially for complex problems and environments

DISCOURSE COALITIONS

- Definition: “the ensemble of particular storylines..., the actors who employ them, and the practices through which the discourse involved exerts its power” (Hajer 2009, 60).
 - A loose network of actors who develop a shared way of interpreting an issue
 - Interpretations are rooted in linguistic practices and standard operating procedures that give them endurance

DISCOURSE COALITIONS

- Adherents deploy storylines to :
 - "...support, perpetuate, and reinvent an interpretation of the situation over time, making sense of it based on a particular perspective and the ongoing flow of events in competition [or collaboration] with other discourse coalitions"
 - "...highlight some issues and downplay others, using them as framing devices... to gain adherents to their interpretation of the situation, expand their coalitions, and win the attention of decision makers" (Dodge, under review)

DISCOURSE COALITIONS: THE FRACKING CASE

- Gas rush:
 - Economic development
 - Also integrates/legitimizes science (but is selective about what science it uses) - seeks unequivocal scientific proof of harms
 - Can be anti-regulation and anti-big government —> favors the free market
- Landowner rights
 - (often overlaps with #1, but landowner rights can be contrary to free market)
 - Property rights
 - Landowners as environmental stewards (based in an agricultural identity)
 - Private approach to problem solving with elements of communitarianism
- Environmental: risk mitigation
 - May draw on different branches of environmental discourse: conservation, preservation, sustainable development (economic and environmental concerns are compatible)
 - Technocratic approach to problem solving; environmental regulation
 - Science: believes in the “precautionary principle” - assume harms without unequivocal scientific proof
- Environmental: transformational
 - Environmental justice (about the distribution of environmental harms and goods, along race, class, gender, etc. lines)
 - Democracy/democratic participation/community organizing/advocacy/protest
 - Energy transformation (linked to notions of justice – transform social systems - and energy production – transform the unjust energy system); brings in climate change discourse/anti-fossil fuel; pro-alternative energy
 - Local knowledge/experience/citizen science
 - This is a broad tent: includes groups focusing on food justice, organic farming, etc.

THREE KEY QUESTIONS:

1. What kinds of **tensions** do these Discourses generate as a clash and bump up against one another?
2. What kinds of **tension management** strategies are proposed, and what implications do these strategies have for leadership?
3. How much do we factor in **time**?

TENSIONS AND TENSION MANAGEMENT

- 5 tensions from previous analysis:
- 1) whether or not hydrofracturing is **risky/safe**,
- 2) whether or not the risks can be mitigated, **predictable/unpredictable**
- 3) what are the best ways to mitigate risks (if they can be mitigated), **tension management (either-or, both-and, impossible choice?)**
- 4) what is the best model for economic development for struggling upstate communities (fossil fuel/industrial or green), **tension management**
- 5) what is the best model for energy production for New York (hydrofracturing or renewables)? **tension management**

TENSIONS AND TENSION MANAGEMENT

Complexity of tensions:

- 1) whether or not hydrofracturing is **risky/safe**

Is related to:

- what knowledge counts in calculating risks
- whether HVHFF is old or new / conventional or unconventional (risks are known/unknown)
- what principles guide (scientific) decision making in the context of risk (precaution or scientific proof)
 - Relates to notions of causality

TENSIONS AND TENSION MANAGEMENT

- what knowledge counts in calculating risks

Anecdotal (?)

“In short, thousands of wells have been drilled and fracked [in NY] under the guidance of the existing GEIS without environmental incident”

Scott Rotruck, VP Corporate Development,
Chesapeake Energy Corporation

TENSIONS AND TENSION MANAGEMENT

- what knowledge counts in calculating risks

Experiential

“And I’d like to first start by rebutting the gentleman who earlier testified that fracking has never caused any harm in New York State, that may be true for that which he is aware of, but I know that on my own farm, and there’s a stream that crosses it which had nice long trout about a foot long in it, there was fracking going on upstream that would up putting a foam, it looked like somebody had dumped a couple hundred gallons of some dish detergent or something upstream and all the fish died, and they still haven’t come back.”

Ross Scott, Lawyer and Landowner without mineral rights,
Allegany County

EVEN MORE TENSIONS!

- **Uniformity** in regulations in the SGEIS vs. **case-by-case** basis in permitting process
 - **Pace of development** – fast (for economic benefits), slow (for env protection); hinges on which values are given primacy
 - **Public versus private information:**
 - E.g., fracking fluid: public = right to know, private = trade secret
 - **Frack vs. no frack zones:** what areas should be off limits/more strictly regulated (unique values and which don't): e.g., forests
 - **Status of corporations/industry:** creating a friendly business environment vs. critique of corporate behavior
-
- Strong assumption that fracking is inevitable (questioned later)
 - Strong assumption that DEC is legitimate as (at least part of) a technocratic process for determining what should happen (questioned later by normative arguments)

TENSIONS AND TENSION MANAGEMENT

Complexity of tension management:

- 3) what are the best ways to mitigate risks
- Either/or
 - **Ban fracking** (anti-fossil fuel energy-econ system; pro-alternative energy that is more democratic)
 - **Status quo/weaker regulations** (pro- fossil fuel energy-econ system; risks are economic!)
- Both/and
 - **Risk mitigation** (not transformative)
 - **Community prosperity** (local; transformative)
 - **Energy transitions** (transformative)
- → each is accompanied by different knowledge demands

FOUR DISCOURSE OPTIONS

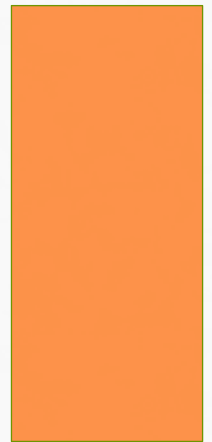
1. Framing analysis

2. Rhetorical analysis

3. Paradoxical tension analysis

1. Favored theory: paradox, dialectics, contradiction
2. Useful if tensions and tension management strategies can be articulated
3. Useful for case studies involving issues over time (Abdallah et al, 2010, *JOCM*; Denis et al., 2000, *JMS*; Denis et al., 2010, *Leadership*; Fairhurst et al., 2002, *Management Communication Quarterly*)
4. Knots? (e.g., Norton & Sadler, 2006; *Southern Communication Journal*)

QUESTIONS?



AN OPTION TO GO BEYOND RHETORICAL ANALYSIS?

1. What is really going on here?

1. Diverse **legitimizing arguments** for leadership:
 1. Status quo leadership (Industry consultant)
 2. Moral leadership (Sierra Club leader)
 3. Collaborative leadership (Chesapeake Energy Corp.)

2. What can critical discourse analysis offer?

FOURTH OPTION: CRITICAL DISCOURSE ANALYSIS

Uncovers the role of discursive practices in the maintenance of unequal power relations and whose goal is social change.

1. **Orders of discourse** – configuration of Discourses within a social field (e.g., environmental science)
2. **Genres** – use of language to constitute a social practice (e.g., public scope meetings)
3. **Texts** – Speech, writing, or images (e.g., GEIS transcript)
4. **Communicative event** – An instance of language use (e.g., the giving of testimony to create transcript)

FOURTH OPTION: CRITICAL DISCOURSE ANALYSIS

Uncovers the role of discursive practices in the maintenance of unequal power relations and whose goal is social change.

Fairclough: Every instance of language use is a communicative event consisting of three dimensions:

1. It is a **text** (Linguistic features? structure, arguments, terms, etc.)
2. It is a **discursive practice** involving the production and consumption of texts (processes related to production and consumption: formal recording, Freedom of Information Act)
3. It is a **social practice** (what is the wider social practice to which the communicative event belongs? Giving testimony for DEC decision making on fracking)

FOURTH OPTION: CRITICAL DISCOURSE ANALYSIS

Fairclough: Every instance of language use is a communicative event consisting of three dimensions: text, discursive practice, and social practice.

- 1. Interdiscursivity** – occurs when different discourses and genres are articulated in communication events (e.g., science, environment, law Discourses with testimony and public scope meeting genres)
 1. Looks for creative combinations to drive change or conventional combinations that reinforce the status quo
- 2. Intertextuality** – the drawing upon earlier events and prior texts (e.g., the GEIS, supplemental GEIS, DEC website)

A FOURTH DISCOURSE OPTION: CRITICAL DISCOURSE ANALYSIS

Key Questions 1: What is the relationship between power and knowledge in public scope meetings?

Focus on what knowledge counts as justifications: local/experiential, expert (engineering, etc.), historical, and/or on whether or not knowledge about what has occurred in New York is relevant to assessing the use of high volume horizontal hydraulic fracturing (or if it should come from another place where development is comparable to future development in New York). The resolution of the tension rests on whether or not this technology is considered new/unconventional or old/the same thing that has been going on in NY for decades. The former is often associated with environmental organizations/individuals, the latter with those who favor development

A FOURTH DISCOURSE OPTION: CRITICAL DISCOURSE ANALYSIS

Key Question 2: *How does fracking as a social practice get normalized (i.e., made to appear 'natural' and uncontestable), and what is DEC's role in it?*

Strong assumption that DEC is legitimate as (at least part of) a technocratic process for determining what should happen (this also gets challenged later by arguments that justify a decision based on a normative argument that citizens do not want fracking for myriad reasons: health, climate change, justice, etc. —> it becomes no longer a technocratic, scientific question but a normative one.)

FOUR DISCOURSE OPTIONS

1. Framing analysis
2. Rhetorical analysis
3. Paradoxical tension analysis
4. Critical discourse analysis (Fairclough)
 1. Favored theory: Critical theory, poststructuralism (Foucault), hegemony (Gramsci)
 2. Useful when interested in power dynamics
 3. Fairclough's many books are useful resources (e.g., *Language and Power*, 3rd ed., 2014).
 4. For leadership using CDA, see Wodak, Kwon & Clarke (2011) in *Discourse & Society*.

YOUR QUESTIONS?

