



REPORT CARD

RAPID GRADE

High Court rules liquid nicotine was delisted unlawfully



Frame	Definition	A (Excellent)	B (Good)	C (Adequate)	D (Weak)	F (Poor)	Assessment	Grade
Structural Frame	Systems, processes, efficiency, and alignment between strategy and operational capacity	Fully aligned strategy with realistic resources; clear execution roadmap; resilient systems under stress	Mostly aligned; minor gaps in execution or resource allocation	Partial alignment; feasibility concerns under constraints; execution risks evident	Significant mismatch between ambition and capacity; high risk of breakdown	No coherent structure; unrealistic or contradictory strategy	There was a strategic rationale — shifting nicotine from poison control into a regulated commercial framework — but execution sequencing appeared weak. The regulatory architecture was incomplete when delisting occurred, creating operational gaps which was taken advantage by unmitigated market forces.	C-
Human Resource Frame	People, morale, capability, and alignment between organizational needs and workforce well-being	Strong workforce protection; high morale; robust retention and development systems	Adequate safeguards; some strain but manageable; retention strategies present	Basic recognition of workforce needs; limited protective measures; morale at risk	Workforce strain evident; morale declining; inadequate safeguards	Workforce neglected; high burnout risk; attrition likely	Public health professionals, pharmacists, and medical groups expressed concern about youth exposure and addiction burden. Workforce and healthcare implications appeared under-	D+

							addressed. There will be a rise in future health burden in the future as a result of the fallout from this policy misstep.	
Political Frame	Power, stakeholder engagement, negotiation, and management of competing interests	Inclusive decision-making; strong stakeholder buy-in; high trust and transparency	Generally consultative; moderate trust; manageable dissent	Limited engagement; uneven trust; reactive communication	Minimal consultation; trust deficit; visible public/professional pushback	Breakdown of trust; conflict-driven environment; loss of legitimacy	This is probably the weakest area. The move generated visible trust deficits, accusations of inadequate consultation, and later judicial scrutiny. The rollout was perceived by many stakeholders as abrupt and politically driven.	D
Symbolic Frame	Meaning, culture, messaging, and legitimacy of leadership actions	Strong, credible narrative aligned with action; inspires confidence and shared purpose	Generally coherent messaging; mostly aligned with execution	Mixed messaging; some credibility gaps; symbolic intent present	Messaging perceived as inconsistent or performative; weak cultural alignment	Narrative lacks credibility; seen as disingenuous or misleading	The government attempted a modernization/harm-reduction narrative, but messaging became conflicted because taxation and commercialization appeared to outpace safety guard rails.	C

Reference

1. Bolman, L. G., & Deal, T. E. (2026). *Reframing organizations: Artistry, choice, and leadership* (8th ed.). Wiley