



REPORT CARD

RAPID GRADE

Treasury suggests RM5.4bil budget cuts for health, higher education ministries



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	Optimization intent present (cost containment, restructuring), but major mismatch between transformation goals and shrinking capacity	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	Task force signals intent, but lacks credible safeguards; risk of morale erosion and staffing strain persists	C-
Political Frame	Power, stakeholder engagement, negotiation, and management of	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	Abrupt rollout, limited consultation, and perceived burden-shifting create a clear trust deficit;	D+

	competing interests						approach appears reactive	
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	Messaging around protection and prevention is coherent but risks being perceived as performative without execution backing	B-

Reference

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