

Organizational Behavior

communicating change

Tomáš Ondráček

ondracek.t@mail.muni.cz

Faculty of Economics and Administration, Masaryk University

2020

The Need

some functions

- directing
- feedback
- emotional correction
- persuasion (motivation)
- information seeking
- ...

factors

- directionality

- roles

- contents

- channels



- communications strategies

basic communication strategies

- With whom will executives communicate?
- How will employees and executives communicate?
- When will employees and executives communicate?
- Where will employees and executives communicate?

- Who versus what.
- When versus how.
- Why versus what.

(Clampitt, Dekoch, & Cashman, 2000: 42–43)

some problems

- honesty
 - silence
 - relevance
 - certainty
 - misunderstandings
- ↓
- communications strategies

Directionality

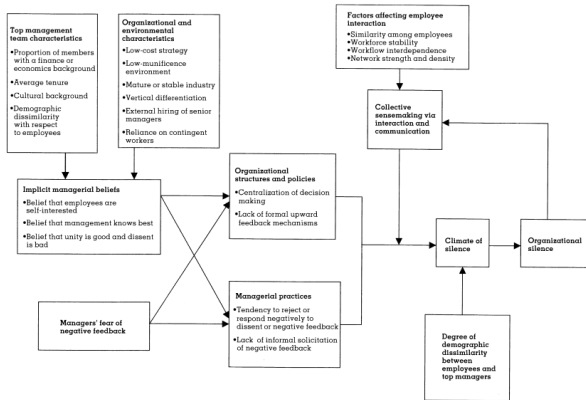
direction

- top-down, downward
- bottom-up, upward
- lateral

- one-way
- two-way
- more-way

dynamics of organizational silence

FIGURE 1
Dynamics Giving Rise to Organizational Silence



(Morrison & Milliken, 2000: 709)

Roles

roles

- isolation (participant)
- boundary spanners
- gatekeepers
- playmakers

(Hayes, 2014: 220–221)

aspects

- inter-group
- intra-group

trust

TRUST

Contents

need/want problem

need to know
vs.
want to know

internal/external information

internal and external information

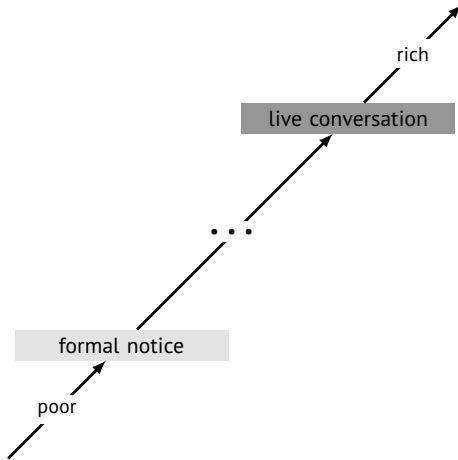
fairness and justice

- distributive justice
- procedural justice
- informational justice
- interpersonal justice

(Colquitt, Conlon, Wesson, Porter, & Ng, 2001)

Channels

examples of channels



efficiency/effectiveness dilemma

efficiency vs. effectiveness

Strategies

basic communication strategies

- spray and pray
- tell and sell
- underscore and explore
- identify and reply
- withhold and uphold

(Clampitt et al., 2000: 47–48)

efficiency/effectiveness dilemma

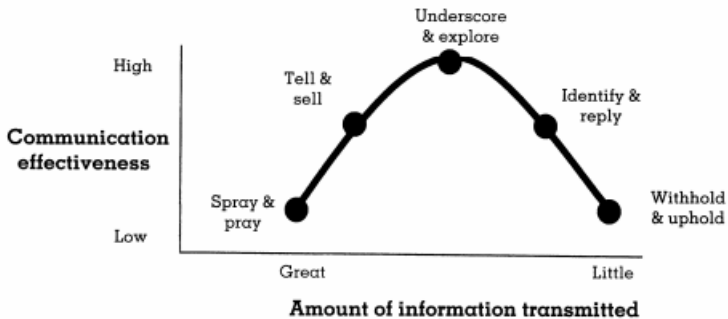


FIGURE 2
Communication Strategy Continuum

(Clampitt et al., 2000: 48)

developing communication strategies

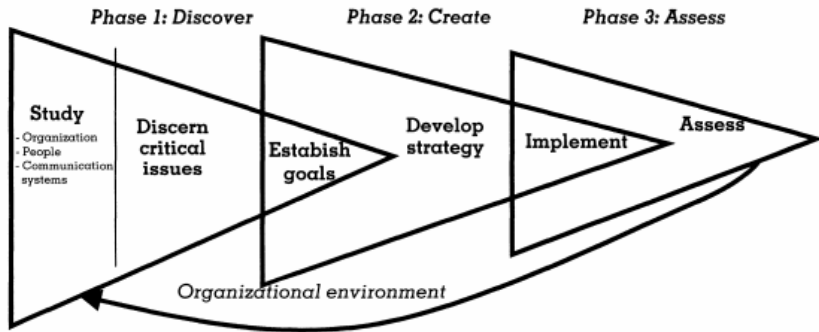


FIGURE 3
Developing a Communication Strategy

(Clampitt et al., 2000: 49)

auditing of communications

- Who is communicating with whom?
- What issues are they talking about?
- Which issues receive most attention and arouse most anxiety?
- Do people receive all the information they require?
- Do people understand and use the information they receive?
- Do people trust and have confidence in the information they receive?
- From what sources do people prefer to get their information?
- Which channels are most effective?

((Hargie & Tourish, 2000) via (Hayes, 2014: 229))

Sources

- Clampitt, P., Dekoch, R. J., & Cashman, T. (2000). A strategy for communicating about uncertainty. *Academy of Management Perspectives, 14*.. doi: 10.5465/ame.2000.3979815
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of applied psychology, 86*(3). doi: 10.1037/0021-9010.86.3.425
- Hargie, O., & Tourish, D. E. (2000). (2000). Handbook of communication audits for organisations.
- Hayes, J. (2014). *The theory and practice of change management*. Palgrave MacMillan.
- Morrison, E. W., & Milliken, F. J. (2000). Organizational silence: A barrier to change and development in a pluralistic world. *Academy of Management review, 25*(4). doi: 10.5465/amr.2000.3707697

M A S A R Y K O V A
U N I V E R Z I T A