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MGM332

Fundamentals of Organizational Communication

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Lecture # 8

Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



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9e Update**

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Chapter 10

**Organizational Innovation,
Change and Communication**



زيادة الإنتاجية



رفع معنويات الموظفين
وتنمية مهاراتهم



تحسين الاتصالات

أهمية إدارة التغيير التنظيمي



خلق بيئة عمل أكثر
إيجابية



تحسين عملية اتخاذ
القرار



تقليل التوتر الناتج
عن التغيير



Learning Objectives



- 10.1** Define organizational change
- 10.2** Describe innovation
- 10.3** Develop an awareness of barriers to change
- 10.4** Describe the importance of value assumptions during change
- 10.5** Identify processes and models for innovation and change
- 10.6** Identify approaches for planned change
- 10.7** Relate effective communication to innovation and productive change

Introduction: Organizational Innovation, Change and Communication

Objective 10.1 Define organizational change

10.1 Introduction: Organizational Innovation, Change and Communication

Point 1 – **Innovation**

- Creativity
- Invention
- Improvement
- Communication

Point 2 – **Organizational change**

- Planned
- Unplanned

Point 3 – **Terms of development due to change**

- Knowledge
- Sensitivity developed
- Skills developed
- Values developed



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The Realities of Innovation and Change

Objective 10.2 Describe innovation



10.2 The Realities of Innovation and Change

Point 1 – **Three factors that affect organizational change and innovation**

- Resources
- Processes
- Values

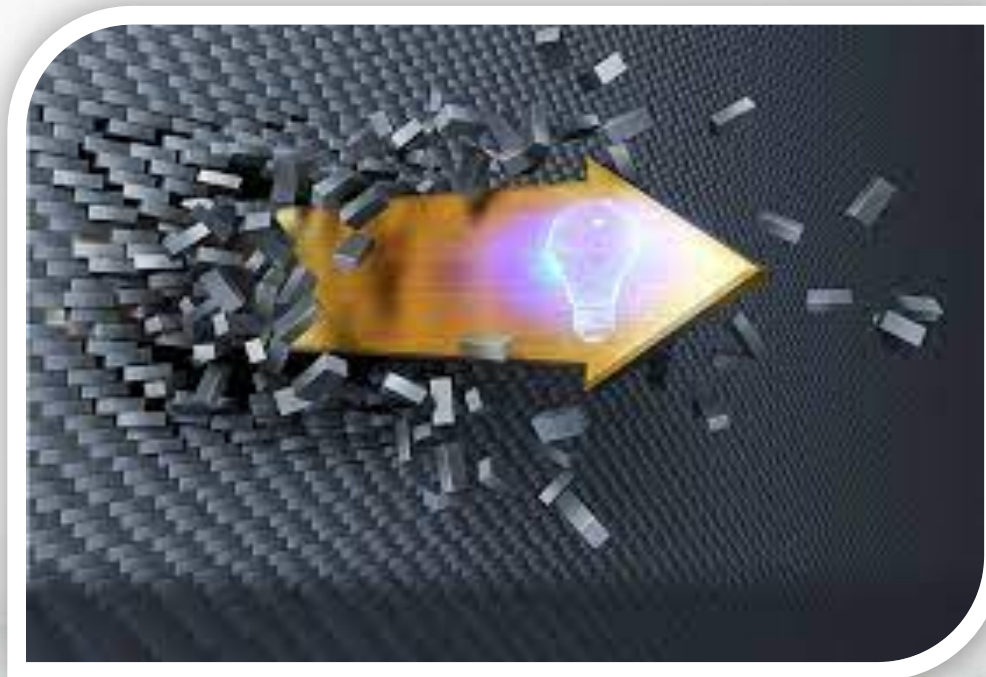
Point 2 – **Sustaining and disruptive innovation**

- Sustaining innovations: evolutionary changes that make existing products or services perform effectively
- Disruptive innovations: create new markets introducing new product or services



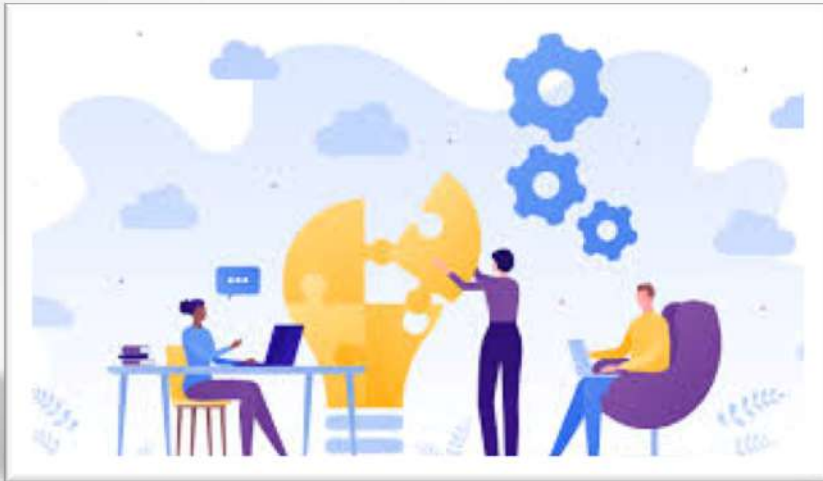
Barriers to Innovation and Change

Objective 10.3 Develop an awareness of barriers to change



10.3 Barriers to Innovation and Change (1 of 6)

- Complacency
 - Definition
 - Effect of complacency
- Organizational Silence
 - Barriers for effective change
 - Beliefs that don't let change happen



Complacency

Point 1 – Definition

- Leaders and managers do not appreciate value of change
- Communicate about change positively

Point 2 – Effect of complacency

- Low performance
- Retain viable resources
- Absent a major or visible crisis

Organizational Silence

Point 1 – Barriers for effective change

- Negligence to observation
- Organizational silence

Point 2 – Beliefs that don't let change happen

- Employees are untrustworthy
- Leaders and management know best
- Unity is important and dissent is to be avoided

10.3 Barriers to Innovation and Change (1 of 6)

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Example



Meta

10.3 Barriers to Innovation and Change (2 of 6)



Knowledge or Information deficits

Point 1 – Barriers for productive change

- Change is not informed by knowledge from individuals
- Change occurs without collecting adequate information

Point 2 – What provides knowledge and information for change strategies

- Speaking
- Broad participation throughout the organization

Risk Perception

Point 1 – Low risk perception

- Changes taken as unimportant
- Changes do not impact directly

Point 2 – Factors that take place during change

- Risk perception
- Wrong perception about its desirability

10.3 Barriers to Innovation and Change (3 of 6)

- **Uncertainty**

- Different responses at the time of uncertainty
 - How to reduce uncertainty

- **Contradictions and Misalignments**

- **Overview**

- Barriers to change between social interactions and materiality

Uncertainty

Point 1 – Different responses at the time of uncertainty

- Some seek to reduce uncertainty by gathering more information
- Some avoid information

Point 2 – How to reduce uncertainty

- Seeking information
- Communication

Contradictions and Misalignments

Point 1 – Overview

- Change can fail
- Confusion occurs when expectations about change do not match direct experiences with the change

Point 2 – Barriers to change between social interactions and materiality

- Contradictions
- Misalignments



10.3 Barriers to Innovation and Change (4 of 6)



- Active and Passive Resistance
 - Positive and negative aspect of active resistance
 - Positive and negative aspect of passive resistance
- Organizational Leaders
 - Factors lead to failure of change
 - Negative approach toward change

Active and Passive Resistance

Point 1 – Positive and negative aspect of active resistance

- Open disagreement
- Mobilizing peers to dissent
- Overt refusal to change
- Slow response to requests
- Voting

Point 2 – Positive and negative aspect of passive resistance

- Ignoring change messages and strategies
- Ambivalence
- Appearing to agree while not actually making the desired change

Organizational Leaders

Point 1 – Factors lead to failure of change

- Inconsistent behavior
- Show marginal support for change
- Unrealistic expectations

Point 2 – Negative approach toward change

- Lack of credibility
- Lack of effectiveness



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10.3 Barriers to Innovation and Change (5 of 6)

Organizational Decline

Point 1 – Overview

- Organization is in danger of losing its abilities and unable to mount productive change
- Decline can be addressed with productive change and not become an insurmountable barrier



Organizational Trust

Point 1 – Factors that affect organization having low trust

- Face difficulty getting customers
- Face difficulty getting employees
- Face difficulty getting stockholders
- Face difficulty getting investors

Point 2 – Dimensions of organizational trust

- Concern for employees
- Openness and honesty
- Identification
- Reliability
- Competence

Point 3 – Problems that affect positive change

- Insider trading
- Misuse of pension funds
- Criminal behavior of leaders

10.3 Barriers to Innovation and Change (6 of 6)

- Organizational Crisis
 - Unplanned change
 - Discouraging facts of crisis

Organizational Crisis

Point 1 – Unplanned change

- Stimulates change that is neither planned nor under the influence of the organization
- Negative disruptions which are unexpected
- Crises are barriers to productive change

Point 2 – Discouraging facts of crisis

- Corruption scandals
- Tragic employee deaths
- Ethical abuses
- Product failures



The Leadership of Innovation and Change

Objective 10.4 Describe the importance of value assumptions during change



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10.4 The Leadership of Innovation and Change

- Three types of organizational space
- Responsibilities of communication specialist

The Leadership of Innovation and Change

Point 1 – **Three types of organizational space**

- Focus on new ideas, processes, products, or services
- Spin a new venture off from the parent organization
- Acquire the capabilities of another organization

Point 2 – **Responsibilities of communication specialist**

- Collects and evaluates data
- Interprets data for those responsible for decision making
- Develops processes and plans for solutions
- Evaluates the results of innovation and change efforts



Models and Processes for Innovation and Change

Objective 10.5 Identify processes and models for innovation and change



10.5 Models and Processes for Innovation and Change (1 of 4)



Accelerators of Innovation and Change

Point 1 – Remove change barriers

- Identify and remove barriers to change
- Work to institutionalize change in the overall culture

Point 2 – Implemented by design

- Successful innovation should be designed and implemented successfully
- Organizations should create a separate network- for innovation and change

Diffusion of Innovation

Point 1 – Process of diffusion of innovation described

- Organizational innovation
- Adoption
- Implementation

Point 2 – Outcomes of innovation

- Routinization of the innovation
- Reinvention of the innovation

10.5 Models and Processes for Innovation and Change (2 of 4)



Stakeholder Theory

Point 1 – Defining stakeholders

- Organizations map the field of potential stakeholders
- Take strategic action in managing relationships with various groups of stakeholders

Point 2 – Roles of stakeholders during change

- Opinion leaders
- Connectors
- Counselors
- Journalists

The Purchase Model

Point 1 – Overview

- Organization requests particular services from a communication specialist to meet a need
- Communication professional may be requested to conduct a training class
- Write a news release
- Design a publication

Point 2 – Positive and negative aspects of purchase model

- Is efficient use of resources if the assignment is well defined
- Specialist can implement the desired request
- Ineffective if client does not understand the requests of the specialist services

Innovation
Models



10.5 Models and Processes for Innovation and Change (3 of 4)

The Process Model

Point 1 – Overview

- Communication specialist guides inquiry and problem solving skills
- Organizational members committed to solutions

Point 2 – Features of process model

- Finds members of the organization working with the communication professional
- Propose solutions
- Implement action
- Evaluate results

The Doctor–Patient Model

Point 1 – Features of doctor–patient model

- Examine symptoms of organizational problems
- Prescribe solutions to meet the identified problems

Point 2 – Problems in doctor–patient model

- Lack of organizational acceptance of proposed solutions
- Results are unaffected if organization does not accept



Professional Responsibilities for Change

Objective 10.6 Identify approaches for
planned change

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10.6 Professional Responsibilities for Change (1 of 2)



- **Gathering Input and Data**
 - Techniques used to gather input
 - Uses of audits
 - Techniques used to gather data
- **Data Evaluation**
 - Important factors in data evaluation
 - Why cost analysis data is used



Gathering Input and Data

Point 1 – Techniques used to gather input

- Audits
- Interviews
- Performance data
- Cost analysis
- Trained observation

Point 2 – Uses of audits

- Design communication strategies
- Assess needs
- Evaluate practices

Point 3 – Techniques used to gather data

- Questionnaires and interviews
- Trained observation

Data Evaluation

Point 1 – Important factors in data evaluation

- Use of appropriate statistical tests
- Understanding of the limits of particular tests
- Ability to translate the numerical data into the essence of the problem

Point 2 – Why cost analysis data is used

- To evaluate communication efficiency
- To evaluate communication effectiveness
- To understand the financial impact of proposed changes



10.6 Professional Responsibilities for Change (2 of 2)



- Planning and Implementing Solutions
 - Responsibilities of communication professional
 - Three basic approaches to organizational change
- Evaluating Results
 - Overview
 - What are the performance measures used by the organization



Planning and Implementing Solutions

- Point 1 – Responsibilities of communication professional
 - Develop and propose plans for change
 - Develop and implement plans
 - Work with other organizational leaders to identify and plan for diverse changes
- Point 2 – Three basic approaches to organizational change
 - Structural change
 - Technological change
 - Behavioral change

Evaluating Results

- Point 1 – Overview
 - Evaluation as the way the process begins
 - Evaluation of change gives new organizational point of reference
- Point 2 – What are the performance measures used by the organization
 - Profit and loss
 - Achievement of goals
 - Donor loyalty and contributions
 - Sales quotas
 - Manufacturing output

Communicating about Change

Objective 10.7 Relate effective communication to innovation and productive change

10.7 Communicating about Change



- Communication design and strategy
- Communication plan

Point 1 – **Communication design and strategy**

- Disseminate information and solicit input
- Explain about organizational change
- Approach for gathering input about the change
- Methods of evaluating the acceptance
- Methods for disseminating change outcomes

Point 2 – **Communication plan**

- Deals with the implementation of strategy
- Incorporates the goals of the strategy
- Crafts messages to solicit input
- Includes analysis of various audiences
- Includes ongoing monitoring of acceptance and resistance to change



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