

# Organizational Behavior

communicating change

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# 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

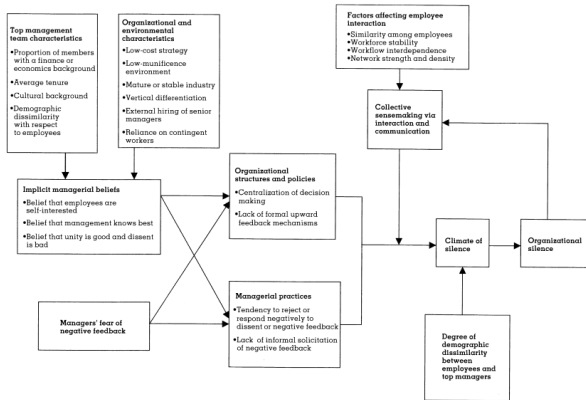
# direction

- top-down, downward
- bottom-up, upward
- lateral
  
- one-way
- two-way
- more-way



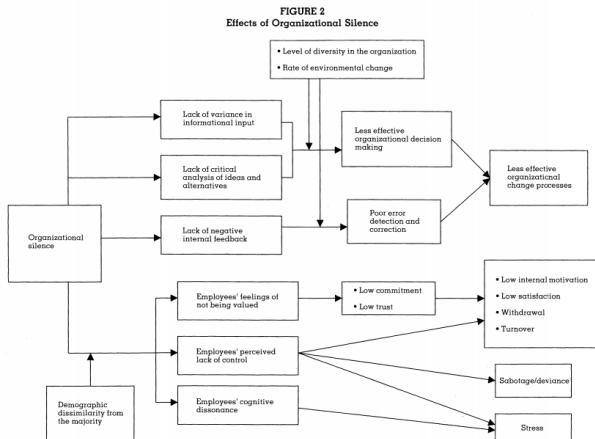
# dynamics of organizational silence

FIGURE 1  
Dynamics Giving Rise to Organizational Silence



(Morrison & Milliken, 2000: 709)

# effects of organizational silence



(Morrison & Milliken, 2000: 718)

# 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

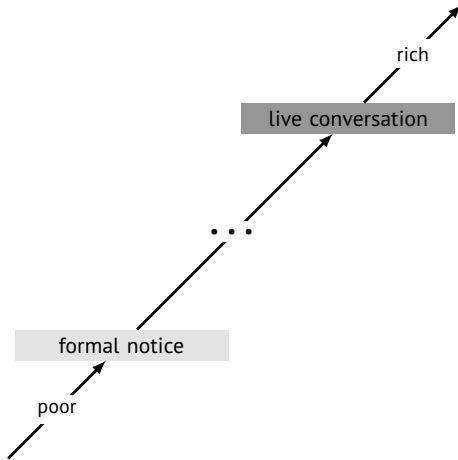
# fairness and justice

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

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

# Channels

# examples of channels



## efficiency/effectiveness dilemma

efficiency vs. effectiveness

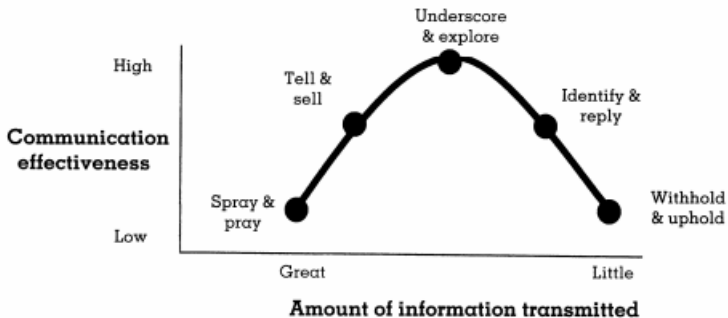
# Strategies

## 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

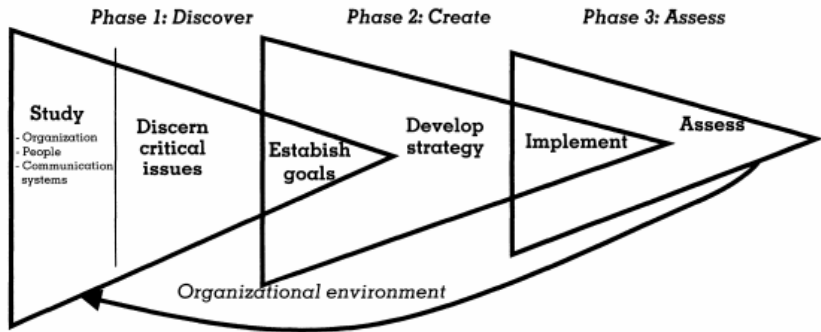


**FIGURE 2**  
**Communication Strategy Continuum**

(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

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