
MSL668

Leadership and Organizational
Change

Belhaven University

Unit 7

- Communication

Introduction

Well, you know what the change should be. You know why the change should take place. You even have a plan for making it happen. There's still one thing missing . . .

How am I going to get everybody on board with this?

Unit Topics

- Elements in the change communication process
 - Role of gender, power and emotion
 - The power of language
 - Channels for communicating change
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Unit Objectives

In this unit, you will:

1. Understand the role of communication in leading change.
 2. Understand how gender, power and emotion affect change.
 3. Learn techniques for communicating during the change process.
 4. Create a communication plan for change.
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Wisdom From the Bible

Again, if the trumpet does not sound a clear call, who will get ready for battle?

I Corinthians 14:9 (NIV)

Communication Has a Purpose

1. Organize and direct the people and the change (director).
 2. Impart the nature of the change (navigator).
 3. Impart the reason for the change (caretaker).
 4. Identify the change with shared values (coach).
 5. Keep everyone informed during the change (interpreter).
 6. Reassure the change participants (nurturer).
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The Communication Process

Where Communication Can Break Down

Juncture	Problem
Pre-transmission (coding)	Faulty message (inaccurate, imprecise, poor language skills, wrong messenger)
Transmission	Wrong channel, distractions, poor delivery
Reception	Misunderstanding by receiver (decoding problem)
Feedback	Lack of feedback; assumptions of sender and receiver
At any point	Noise, distractions, competing messages, gender issues, power issues, emotions.

Gender Differences

Men

- Express greater confidence
- Play down doubts
- As managers, may interpret questions as sign of knowing less

Women

- Emphasize their uncertainty and doubts
- Ask more questions

Dealing With Gender Differences

1. Acknowledge that it exists.
2. Know your audience and your fellow communicators.
3. Practice emotional intelligence.
4. Adopt an effective communication style.

Power in Communication

1. Power differentials exist. Acknowledge it.
2. Huge power differences impede the flow of information.
3. Power is expressed by:
 1. Language used
 2. Posture
 3. Register and volume
 4. Involuntary physical responses
 5. Actions

Emotion

Communication has a(n):

- Cognitive component
- Affective (emotional) component

Cognitive	Affective (Emotional)
Provides facts	Communicate vision
Provides direction	Communicate urgency
Provides structure	Engages (or alienates) the heart

Controlling Emotion

- Perspective: think about how the receiver takes the message.
- Avoid threatening behavior
- Review and reflect. Practice the A-O-R method (action, observation, reflection) and make changes if necessary.

Language Matters

1. Communicate clearly and precisely.
 1. Avoid weasel words
 2. Avoid jargon
 3. Be specific
2. Use words and images that the receiver understands.
 1. Think of the receiver.
 2. Respect the receiver

Language Matters, cont.

3. Make sure you understand the purpose of the communication
4. Choose the right medium
5. Choose the right communicator
6. Respect the receiver, use EI
7. Tailor the message to the stakeholder

The Power of Language

Watch the following video and observe the power of word choice and emotions.

<https://www.youtube.com/watch?v=HX5aRzXUzJo>

Before you saw the end, what did you think she wrote on the sign?

Stakeholder Differences

- Every stakeholder group will see change differently. Therefore, each one requires different communication.

Stakeholder	Focus
Upper management	Return on investment, hitting organizational goals
Middle management	Hitting periodic goals
Line supervisor	Smooth operations; effect on my area
Line employee	Will this impact my job? WIIFM?
Customers	Will this affect how I buy?
Suppliers	Will they still buy from me?

Styles of communication

Style	Leadership	Characteristics
Commanding	Clawson Level I, II Transactional	Performance and results oriented. Directing people toward tasks.
Logical	Clawson Level II Transformational	Strategic. Explanations of why change is needed and describing long-term goals.
Inspirational	Clawson Level III Transformational Charismatic	Focuses on the future. Creates trust, mobilizes people around the change effort.
Supportive	Clawson Level III Servant	Creates consensus and open environment. Involvement is the main communication process.

Styles and Stages

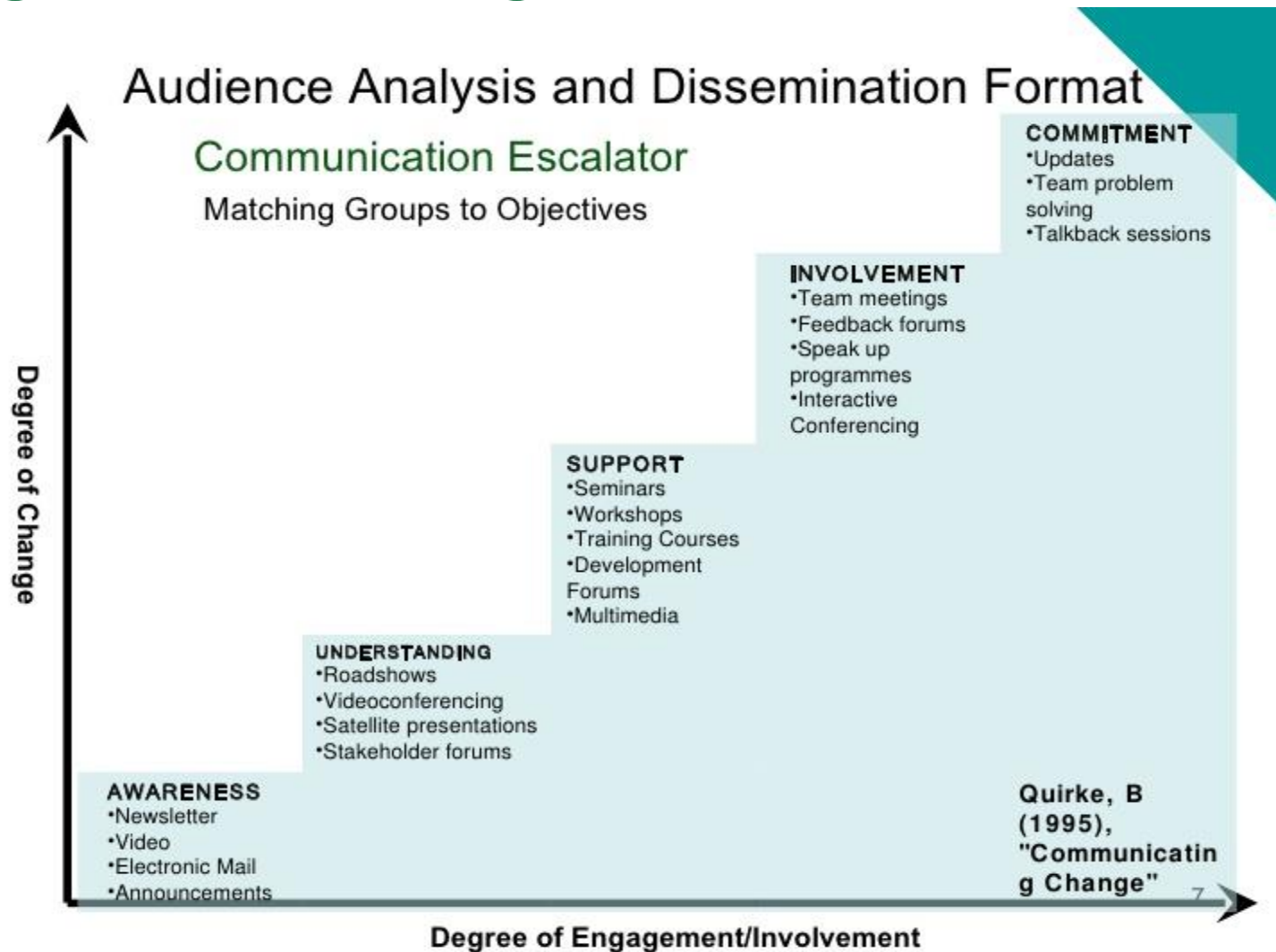
Stage or Style	Commanding Style	Logical Style	Inspirational Style	Supportive Style
Planning	X		X	
Enabling		X	X	X
Launching	X	X		
Catalyzing			X	X
Maintaining			X	X

Communication Plan

1. Focused on stakeholders and addresses their concerns.
2. Makes actions clear
3. Use all mediums necessary
4. Assign responsibility

The communication plan is a plan within a plan.

Degree of Change (Quirke)



Sample Communication Plan

Sample change plan for adopting a new insurance program:

Stakeholders	Audience Background and Possible Reactions	Communication Objectives	Responsibility (who will be the messenger)	Medium or Channel	Timing or Frequency
HR Department	Understands the environment. Wants to help enroll and advise employees.	Understanding the need for the change. Knowing the details. Commitment.	VP for HR	1. Staff meetings 2. Email 3. Training sessions 4. Blog	Staff meetings daily. Training to be scheduled. Blog and email continuous.
Staff Employees	Liked old plan. May be resistant to new cost structure and skeptical of the plan's rules.	Reassurance. Knowledge to work the plan. Understanding.	HR Staff, Supervisors.	Meetings. Small sessions. Brochures.	Meetings to be scheduled. Brochures continuously available.
Upper Management	Will see the change but will answer questions from staff. Want them to be supportive.	Knowledge enough to (a) communicate and support the change and (b) guide employees to help. Support.	President, VP for HR	Summary memos, staff meeting	Memo drafted April 1
Board of Directors	High level decision makers; not involved in operations.	Awareness.	President, VP for HR	Briefing and report.	Next quarterly board meeting before the change.

RAISM (from Orridge)

Remember **RASIM**

Who is **R**esponsible for communication?

Who is **A**ccountable for the outcome?

What **S**upport is needed?

Who needs to be kept **I**nformed?

Who needs to be **M**anaged?

Who Should Be Responsible

WHO	WHY	Why Not
CEO	Signals top-level support for the change.	Lack of familiarity. Others may have more “trust capital”. Can take away from supervisors’ authority.
Line Supervisors	Knowledgeable. Familiar with staff. Trust factor.	Does not signal the top level support. May not be skilled communicators.
Mixed	Match to the situation	

Thoughts on Media Richness

1. Match the media to the message and the objective.
2. Match the media to the audience.
3. Mix the media.

What's next?

- Complete reading assignments.
 - Complete writing assignments.
 - Answer discussion questions.
 - Complete unit quiz.
 - Finalize your portfolio project.
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References

Purplefeather. [rss]. (2011, June 17). *It's a beautiful day, and I can't see it...*[Video file]. Retrieved from <https://www.youtube.com/watch?v=HX5aRzXUzJo>

Image References

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