

# Chapter 11: Organizational Change and Change-Related Communication

What we will cover:

- 1) Meanings and levels of change
- 2) Programs for change
- 3) Issues of reflection and resistance

# Chapter 11: Change versus Innovation

- Innovation was typically “housed” in specific departments (like R&D) or in particular organizations (like research labs or advertising firms or high-tech start-ups)
- Change is now seen as an imperative and a celebrated value that embraces everyone in the organization (and in the society in general)

# Chapter 11: Change as Opposed to What?

- Permanence
- Stability
- Routine
- Continuation
- Boredom
- Lack of Advancement/Progress

# Chapter 11: A Model of the Change-Related Communication Process\*

Formulation →

← Implementation →

← Institutionalization →

← Dissemination →

\* adapted from Lewin and others

# Chapter 11: First-Order and Second-Order Change\*

- First-order changes are relatively minor adaptations of a system. Often these are changes to prevent change, in the sense of avoiding wholesale reform of a system.  
*Think of some examples.*
- Second-order change involves the system becoming something wholly different or new. This change may be driven by primarily external or internal forces.  
*Let's consider a few examples.*

\*Bateson (1972)

# Chapter 11: Types of Change in Organizations\*

Organizations can adapt or change:

- Technology
- Administration/Managements
- Products and Services
- Human Resources
- Image

*For any of these types, change may be material, symbolic/discursive, or both.*

*\*adapted from Daft (1989)*

# Chapter 11: Management Trends, Fads, and Fashion

- Q: What are some management trends you have heard about or experienced?
- Q: How do some of the same themes or ideas get repackaged with new labels?
- Q: How do “boil trends down” to their essential elements?
- Q: How can we decide when a new trend is truly relevant to our organization or not?

# Chapter 11: Analysis of an Organizational Change

- To what extent is it intended or planned in the first *place*—*change happens vs. change is created*?
- What is the timing of the change—e.g., *sudden, short-term, gradual, etc.*?
- Where was the impetus for the *change*—*externally or internally*?
- How much control over the change is exercised by the organization— *from programmed to adaptive*?

# Chapter 11: What Makes Organizational Change Efforts Successful?

- Is there widespread *acceptance* of the change?
- Is there *fidelity* to the change as designed?
- Is there *uniformity* in the application of the change?
- Are there seriously negative *unintended consequences* for the change?

# Chapter 11: Communicating Large-Scale Change to Employees\*

- Communicate “just the facts,” not values.
- Whenever possible, communicate face to face.
- Target front-line supervisors or team leaders for their involvement.

*Q: What do you think of these recommendations?*

\*Larkin & Larkin (1994)

# Chapter 11: Communicating Change to Stakeholders (especially outside the organization)\*

## *Models:*

- Equal Dissemination
- Equal Participation
- Quid Pro Quo
- Need to Know
- Marketing
- Reactionary

\*Lewis, Hamel & Richardson (2001)

# Chapter 11: Resistance

- Resistance to change can be overt or covert, widespread or localized, temporary or ongoing.
- Resisters to change are often portrayed as “dinosaurs,” as disruptive, or even as “terrorists” in organizations.
- *Q: How do we know when resistance is good—that it actually calls the change into question in ways that are important for all to notice?*