

Managing Change in Organizations
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Lecture – 26
Communication and Change

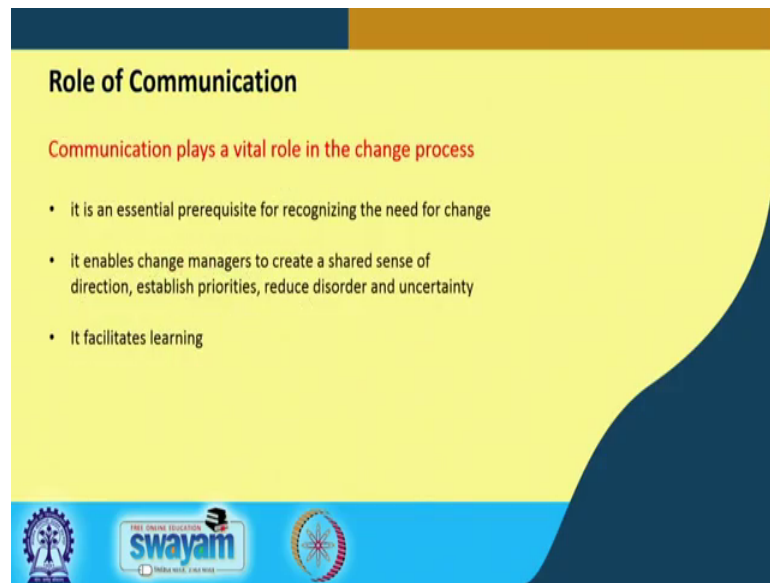
So, welcome you to this course on Managing Change in Organization. And now we are going to run into 6th week of this course. And I hope that you have been doing well in this course on managing change in organization. And we have discussed lot of issues and addresses a number of problems which are important in the case of change management.

Now, we are going to move further to discuss about another important issue after we have discussed about; how to manage the resistance, how to implement change, how to see that leaders are able to successfully implement and manage the political behaviour of the employees. Moving further one important aspect that need to be addressed is that; how we are going to communicate change to the employees.

So, it is very very important that when you initiate any change effort you need to engage support and commitment from the employees. And in order to get their support and commitment you need to regularly communicate with the employees; what is happening in relation to what is happening related to the change basically what kind of change you want to bring, why want to bring. So, you need to regularly communicate with the employees about the various aspects of the change that you want to proceed with.

Now, there are lot of issues related to change and its communication to the employees in the organization. Especially the stakeholders and most important stakeholder in organization is employees because they are the person who are going to be directly affected by the change. So, in this lecture basically we will start discussing about the communication and the related issues of change.

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Role of Communication

Communication plays a vital role in the change process

- It is an essential prerequisite for recognizing the need for change
- It enables change managers to create a shared sense of direction, establish priorities, reduce disorder and uncertainty
- It facilitates learning

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Now, what we are going to discuss is the role of the communication in the change management process. Now, if you look at communication it definitely plays a very important role because you need to engage with the employees if you want to garner their support, if you want their commitment and change. Then definitely you need to communicate regarding all the issues and aspects of the change right.

So, it could be considered to be one of the prerequisite you can say for change right. So, the moment you identify that yes you need to go for a change this need to be communicated to the top management. And then when you are going to initiate the process again you need to communicate it with the employees that yes you want to go for a change; because if you do not communicate then probably you will not be able to get support.

And there is a possibility of employees engaging in political behaviour there is a possibility of engaging and not being engaged with and committed to the change right. There is a possibility of opposing the change right or resisting the change. So, all these possibilities are open if you are not able to communicate effectively related the change. So, you also need to the strategies that how you are going to communicate so, that you can get their commitment and support.

And that is why communication becomes very very important in the change process. So, the role of the change managers is not only to manage the political view and resistance,

but also engage with them, communicate with the employees you can say more effectively. So, that you are able to create a sense of shared sense of direction it means that you can get along with everybody; everybody knows what is being done right you are able to establish a priority by taking say concern of other people.

And also you will be able to reduce this sudden uncertainty which may arise because you want to go for a change and it would also facilitated learning because in the process people would learn what is happening in the organization and how they are going to benefit out of it. So, role of communication is very very important.

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Role of Communication in Change

- Explain **why** change is happening:
 - Ensure people understand the rationale for change
 - Talk about the benefits / consequences
 - Emphasise what's not changing
- Show people **where** they are going:
 - Map out the process of change
 - Identify and recognise key milestones; celebrate success
- Show people **how** they will get there:
 - Break it down into clear, simple steps
 - Give practical examples
 - Be directional

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So, what we are going to discuss in this lecture basically that how it is going to help the organization to facilitate effective change. So, three things are important, though we will discuss it further again in detail. But these three things are very very important to start with; the first one is that you need to explain why change is happening right. Say for example, you want to go for a technological change or you want to go for restructuring organization or you want to change your supply change management system or you want to change your performance management system, recruitment policy want to go for a change.

So, that it your entire recruitment system is going to change. For example, you want to move from an offline to an online recruitment system right or you want to go for a bringing about a change you know technology. So, the moment recognize the need for

change and you say that you need to initiate this right. You need to communicate it with the employees that why want to go for a change right. And you need to make them understand that this is the rationale for which we want to go for a change.

Say you want to introduce a new technology or you want to replace your old technology with a new technology. Then people will; obviously, question that why want to go for this kind of change, we have been productive, we have been maintaining quality, we have been doing well. So, why there is a need for change? So, you need to provide some kind of logic or argument to the employees that this is the reason that why want to go for a change.

The reason could be better in terms of quality, more flexibility in terms of producing, a different kind of products right, this would help you to maintain more accuracy in terms of quality. So, you need to make them understand by telling them the benefits of the change; that why want to give bring about this kind of change. And how this change is going to benefit the organization in terms of their effectiveness, performance, repetition, all kind of things, all parameters of organizational performance you can think about it.

So, unless their convince about it they would not go for it ok. So, the most important thing is that you need to communicate why want to go for a change. So, you will explain why change happening right. So, you need to talk about the rationale for the change, the logic and argument you need to provide going for a change. You also need to talk about the benefits and consequences. If you say that with this technology we will be able to produce more products variety of products which would increase our revenue right.

So, this is a kind of benefit and consequences a bringing about a new product right. For example you say want to go for restructuring of the organization. So, you also need to talk about the benefits and consequences that you want to do away with (Refer Time: 07:12) system, you want to be more open right transparent in your system right in your communication in your coordination that is why want to move to a more horizontal system of a structure right.

So, you need to talk about the benefits and consequences along with the motive for going for a change right and that is where need to communicate. And you also need to communicate what exactly you want to go for a change and what is not being changed

right. And then once you bring about the change you also need to tell people or show people where they are going right.

So, you tell them about the process of the change right. And you also say that these are the key milestones in the change process and this is how we are going to celebrate right. Say for example, you want to bring about a more flexible manufacturing system. So, how this flexible manufacturing system is going to benefit you in terms of more productivity better quality more enhanced efficient production system right.

Similarly, with this whether you are able to produce more products variety of products. So, that you can capture better markets more markets. Then you also need to tell them that how this technology is going to work and benefit us, right. So, you say that at the first stage probably you will be able to maintain more accuracy in terms of quality. It is going to increase your productivity level because at the same time you can increase variety of products at the same time. Because the earlier technology you can have only one product.

So, for each product you had a (Refer Time: 08:50) technology. Now, all the products can be produced with this technology. So, that is the benefit that you are going to tell right. So, you tell about the process, you also tell about the benefits, consequences, motivation. But all these need to be communicated to the employees so, that they go for it right and then show how they will get there.

So, break it down into very clear simple steps locate, this is how we are going to proceed, this is what is going to happen, and this is the direction of the process, this is how we are going to reach to that particular state. So, that once we are able to establish the new technology this is what is going to happen to us. So, if it is communicated properly probably you can reduce the political behaviour uncertainty and anxiety in the minds of the people. And that would result in very less resistance among the employees and you would be able to successful implement the change.

But if you do not communicate then it is going to be very very detrimental, people will have lot of questions right. Because they do not know what is happening, why it is happening how it is going to benefit us, how it is going to benefit the organization. So, all these issues need to be resolved by the change managers and the only option here you

have communication. So, you need to communicate to the employees about everything that is happening related to the change.

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Communication Process

- The way change is communicated is important to the success of the change program
- The communication process, or mix, includes elements such as content, voice, tone, message, audience, medium, frequency and consistency.
- There are many problems can disturb the process of communication:
 - message overload
 - message distortion and
 - message ambiguity

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Now, how you are going to communicate the first point I made here is that yes you need to communicate, but you as you need to adopt a process to communicate which is going to more effective right. So, how this change is going to be communicate is more important than the success of the program right. So, you need to adopt a communication process, how you are going to communicate in terms of content, voice, tone, message, audience, medium, frequency, consistency, right.

For example, how you are going to communicate it? What would be the content of the communication? How are going to use it whether is going to be through email in terms of medium or face to face or through a circular right. Who is your target audience to whom you are going to communicate? Maybe if you are going for a technological changes then you target audience is going who is going to be most directly affected is the production department.

So, are you going to communicate with the target audience are going to your target audience is going to be all other departments as well right. How frequently you are going to communicate this message and how consistent you are in a message, whether you are going to communicate the same message time in again or different kind of messages.

So, all these issues need to be looked into when it comes to the communication process right. And also need to look at some problems related to the communication like they should not go to be the message overload or distortion and ambiguity because if these problems occur then there could be a big problem.

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Problems of Communication

- **message overload**- occurs when information acquisition is overbalanced compared to an individual's response capabilities
- **message distortion**- occurs when meanings are misinterpreted through intentional or unintentional problems relating to the sending or receiving of the message and
- **message ambiguity**- occurs when an organization has a vision but is not prescriptively clear on how to

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Let us look into these problems again message overload. When message overload happens? When you are going to provide the same message time and again right; it means that there is a more message that a person can read and respond to compared to the message that is being received by him right. So, if there is a message overload probably you will not be able to read interpret and respond to these messages, so this is output.

If the messages get distorted how the meaning of the message is being interpreted through various channels right. Because the interpretation of a message is dependent on the receiver right. So, the sender who is sending a message has a content, has a medium, has a channel, through this is being communicated to a target audience. Now the target audience is going to interpret the message and if you misinterpret or distort the message at its level and they send it further.

Now it gets further distorted right. So, it comes to sending or receiving of the message and you have a new need to ensure that the message does not get distorted across levels in the hierarchy are when it is misinterpreted by a one person or the other person right. And

then clarity of the message message ambiguity that is equally important. So, when we are talking about message ambiguity it happens when you do not have a clear vision right. And everybody looks at things in a different way, it means that the message that is being communicated is not clear ok.

So, if you want to go for a change so must makes sure and communicate the kind of change that you want to bring, why you want to bring it make it clear. So, that people do not make different kind of interpretations and very clearly state what kind of change you want to bring and who is going to affect it directly and indirectly by this kind of change right so, that you are able to reduce these kind of problems related to the communication.

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The What, Who, and How of communication

What: Managers can communicate about anything but they cannot communicate about everything - so, implicitly or explicitly, they make choices about communication content.

Who: They also take decisions or unconsciously act in ways that impact on the shape of communication networks.

For example, they may communicate with some organisational members but not with others and they may authorise or encourage certain others to communicate with each other.

How: They may also influence, if only by example, preferred channels for passing on particular kinds of information

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Next what, who and how of communication. What: what is being communicated right. Managers can communicate about anything, but they cannot communicate everything. So, implicitly or explicitly they need to make a choice about what is to be communicated right. So, they need to communicate something which makes sense which could be understood and interpreted by the people in the organization those who can understand it better.

So, there is no need to communicate everything and anything, you need to communicate only the relevant thing. So, this point makes the sense that is we always need to communicate which make sense in terms of its content. Then who: how it is going to

impact the person who is being communicated right. So, what kind of network we are going to follow to communicate to a person right.

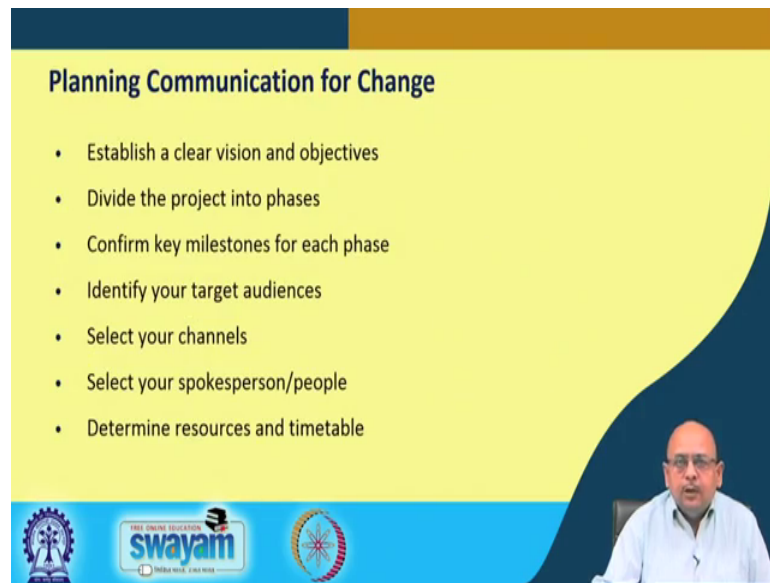
So, they also take decisions always that who is going to impact the communication network. Suppose is a hierarchical system and it is being communicated from the top management to the person who is on the bottom line. So, it is coming through a hierarchical channel or a network of communication which is vertical in nature.

Then how this come the message is being say communicated and you also need to ensure that this message that is being delivered through a network channel does not get distorted or it is very very clear ok. Similarly who are the members with who are going to communicate or you going to communicate with everybody or you are going to communicate with some people. A general messages can be circulated to everybody.

But suppose you want to bring about a change in one part of the organization then you need not communicate with everybody you can communicate only with that particular department right. For example, you say that you want to bring about a new recruitment system. Then you can communicate with the line managers of all the departments and then HR department regard the most directly affected right.

Then how you are going to communicate? What is your preferred channel ok? And that is very very important because the channel sometimes create noise sometimes try to distort the message so all these things must be kept in mind when it comes to communication.

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Planning Communication for Change

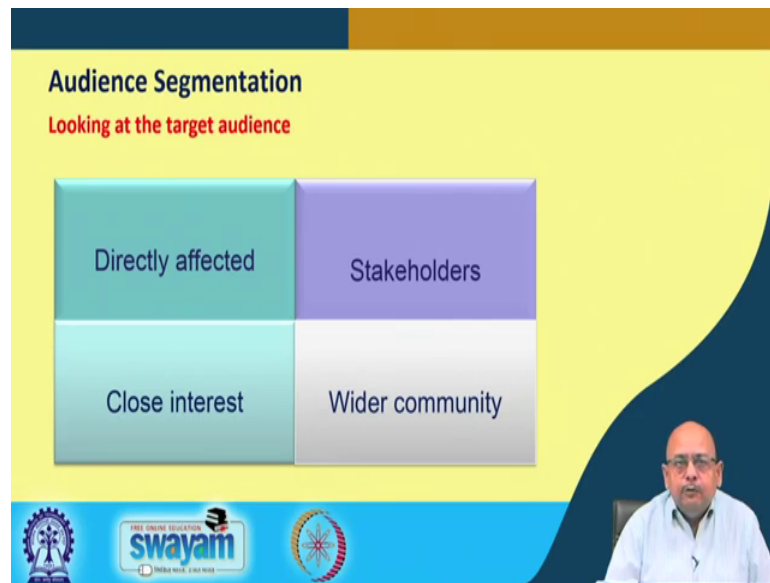
- Establish a clear vision and objectives
- Divide the project into phases
- Confirm key milestones for each phase
- Identify your target audiences
- Select your channels
- Select your spokesperson/people
- Determine resources and timetable

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So, moving further what we are going to discuss is related to these issues that yes you need to ensure that when you are going to plan your any kind of communication related to change you need to decide about a lot of issues that may come across. For example, in the earlier sites we have seen that you need to identify what is to be communicated, with whom to be communicated and how it is to be communicated right. So, when you are going to plan a communication for change you must have a clear vision objectives for change right.

And if you are very clear vision and objective for change then you talk about the project related to the change identify key milestones of each stage of that particular change, identify your target audience who is going to be affected directly, indirectly in whatever way. And identify your channel for communication, identify who is going to communicate with that is going to be changed manager, line managers, are you have a spokesperson on the behalf of organization who is going to communicate this information to the employees. And what could be the resources and time frame for the project this is what needs to be communicated right

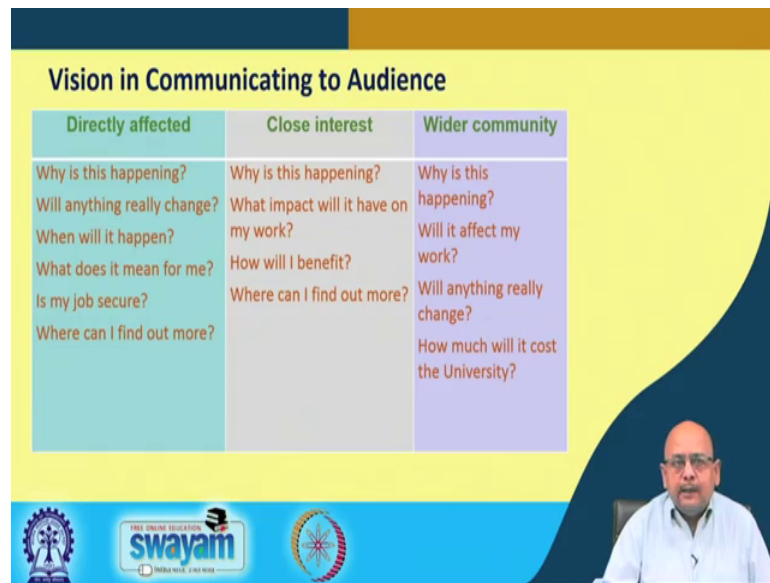
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So, moving further the first one that we need to identify that looking at the target audience, who is to be communicated; so, the most important thing is the first point that I want to make here is that you need to segment your audience with who you are going to communicate. Whether you are going to communicate with the wider community everybody employees, stakeholders, vendors, suppliers, or you are going to communicate it with the parties which are going to be affected by the change only.

So, those who are going to be directly affected by the change or those who are having closed interest in this kind of thing line managers, HR managers or the stakeholders various stakeholders in the process. So, you need to identify who is going to be the target audience for the change and then you need to focus upon them right. So, audience segmentation is very very important.

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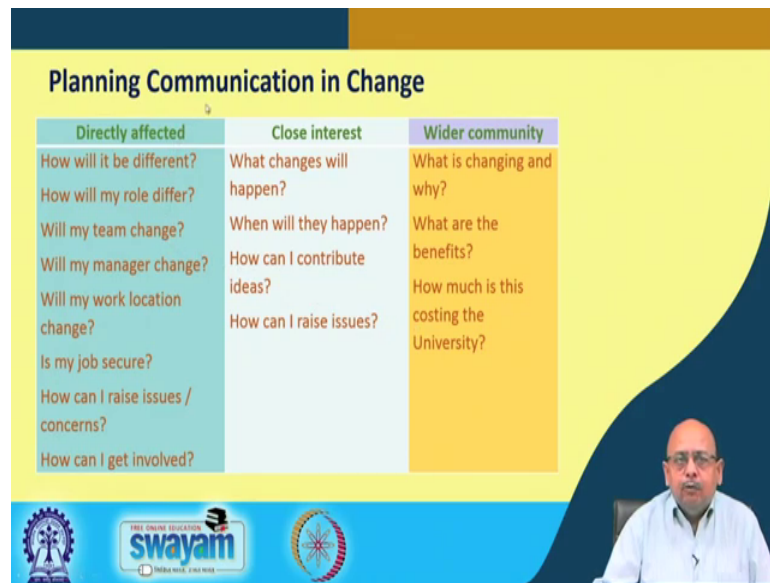


Directly affected	Close interest	Wider community
Why is this happening?	Why is this happening?	Why is this happening?
Will anything really change?	What impact will it have on my work?	Will it affect my work?
When will it happen?	How will I benefit?	Will anything really change?
What does it mean for me?	Where can I find out more?	How much will it cost the University?
Is my job secure?		
Where can I find out more?		

Moving further what we are going to talk about is that yes. Apart from a stakeholders when you are going to communicate change to those who are going to be directly affected. So, what we are going to tell them? Why is this happening resting for the change, what is going to change, when it is going to change, how it is going to affect you, your job and what will happen to me? Because they are going to be directly affected. So, this is what needs to be communicated to those who are directly affected those who are having close interest.

The again some questions how it is going to affect their work how what is the benefit for them, and how I can get more of it. Then wider community certain questions like why it is happening? How it is going to affect their work? Whether the things would really change? And what would, how would it cost says if you have taken the case of university how would it cost to the university? I mean what is the cost of the change that you also need to communicate to the employees.

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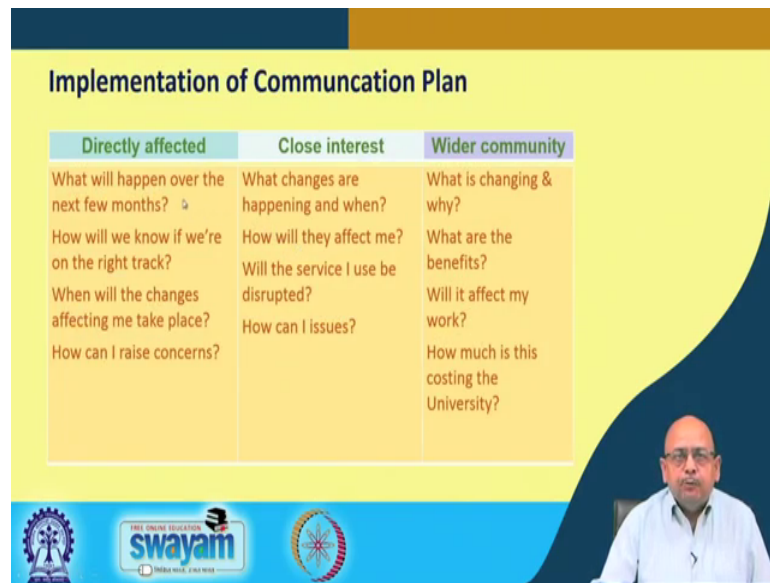
Directly affected	Close interest	Wider community
How will it be different?	What changes will happen?	What is changing and why?
How will my role differ?	When will they happen?	What are the benefits?
Will my team change?	How can I contribute ideas?	How much is this costing the University?
Will my manager change?	How can I raise issues?	
Will my work location change?		
Is my job secure?		
How can I raise issues / concerns?		
How can I get involved?		

Next stage when you are going to plan communicate to the change again the same questions, directly affected. I mean what kind of change you want to bring them? For example, how it will be different this technology the new technology that you need to communicate what would happened to my role? Whether my team would change? Whether my manager would change? Will my work location would change job security issues? Where I can raise issues or concerns related to this change? How I can get involved?

So, you need to be communicated along these lines those who are closely interested with project related to the change some questions that could be ask this relate to this one and then similarly some question can be asked to the wider community community right. So, you need when you are going to plan the communication related to the change you need to identify your target audience right.

Who are going to be directly affected closely interested a wider community. Because for each or one of them you need to have a different communication plan where you are going to communicate things related to the questions that have been addressed here ok. And then you need to resolve the issues related to these questions that is going to be addressed to directly affected closely interested or wider community people.

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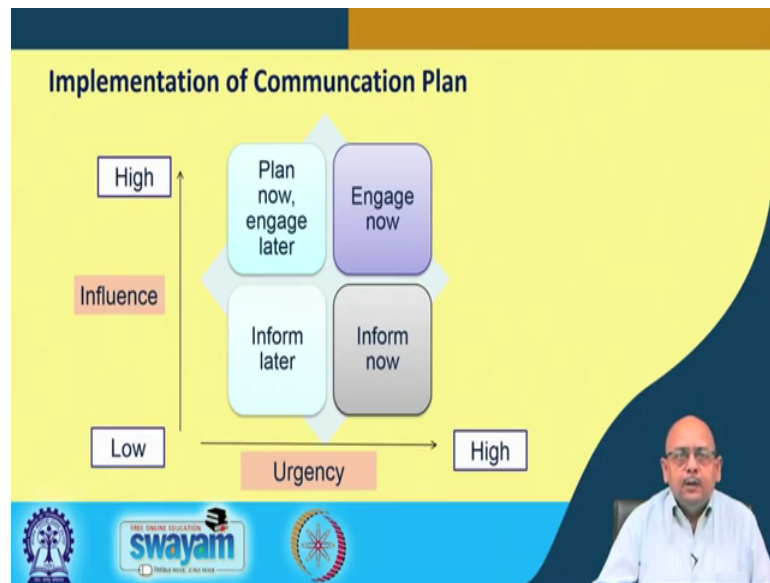
Directly affected	Close interest	Wider community
What will happen over the next few months?	What changes are happening and when?	What is changing & why?
How will we know if we're on the right track?	How will they affect me?	What are the benefits?
When will the changes affecting me take place?	Will the service I use be disrupted?	Will it affect my work?
How can I raise concerns?	How can I issues?	How much is this costing the University?

Now, moving further, when it comes to implementing the communication plan again you have to tell them what will happen over the next few months, how it is going to what would the process. Basically how will know if you are on the right track? How we are going to monitory the progress, when will the change affect my taking me taking place in at what it is I am going to be affected.

And what it is I am going to take part in this right. Similarly those who are closely interested, what changes are happening and when how will they affect me, will the services I use will be disrupted, how I can raise the issues? And then community will ask questions a general community related to the organization last these questions, again what is changing and why what are the benefits, how it is going to affect my work, general employees right how much it is going to cost.

So, all these questions must be addressed whether it is related to planning communication right. Implementing are implementing in the communication plan for the organization. So, you need the content that you are going to decide what is to be communicated it depends upon with whom are going to communicated. So, what you are going to communicated, content with whom are going to communicated that is also very important. And then third point that we discuss is the channel of communication that will take up later right.

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So, we will move to the third point say here. If we look at this graph related the implementation of communication plan this talks about the influence, on the one side you have influence and the other side you have urgency right. When you are going to communicate it right? At different time periods you are going to inform them or communicate with them right. So, if you look at this if the highly urgent and highly influential then you need to engage them, it means these are the people who need to be communicated first immediately right.

Then these people inform, now then these people high influence, but low agency you can plan about them, but you can engage them later they need to be communicated. And these people should be communicated the last. So, this talks about the preference who is to be communicated when right. So, those having high agency and high influence, it mean those who are directly affected people they need to be communicated first right.

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Paper	Website	Face-to-face
Best for: digesting complex information	Best for: retrieving factual information	Best for: difficult messages; changing people's behaviour or attitude
When to use: to support face-to-face communication, esp when there are complex messages	When to use: when people need to find small pieces of information quickly	When to use: primary channel for change communication
Avoid: Relying on paper as a primary channel	Avoid: Relying on the web as a primary channel; sensitive information; changing behaviour	Avoid: communicating very complex or detailed information

Then the close interest people and then the other people. Now, we are going to talk about the third point that is related to communication channel. Paper based communications through websites or the most important is face to face communication right. So, if you are going to use a paper based communication system so, it is good for digesting complex information if you need to provide lot of information in detail, then you go for this right it could be used along with face to face communication.

Suppose there are complex messages which you want to say inform to the employees right. You should not only relying on paper based communication, because sometimes people do not treat some people sometimes send them in trashes right.

So, it is it should always be complemented with face to face communication. Website: if you want to provide factual information ok. If you want to provide information quickly because the information already in the website right, it could be a primary channel. But you cannot communicate sensitive information I does not provide the any information about the behaviour of the employees right.

And the best one is face to face communication for difficult messages right it is related to bring about a change in the behaviour and the people. So, it is the best form of communication right and it has to be used as a primary channel of communication right. But very complex or detailed information must be supplemented by paper based

communication. Because the details can be given there and then you can explain them face to face what is happening right relate to the change.

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Primary channel

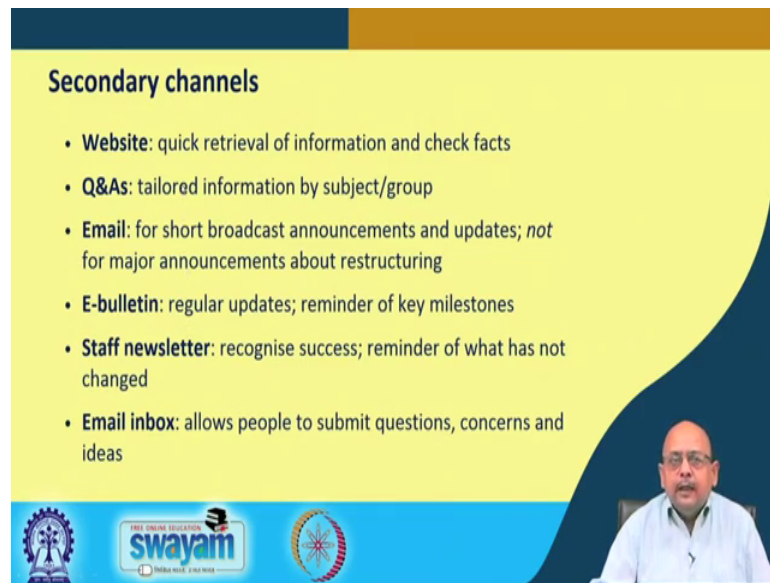
- **Face-to-face** allows you to:
 - Articulate the end vision
 - Use the appropriate tone
 - Gauge reactions
 - Check understanding
 - Correct misconceptions
 - Provide reassurance

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Now, moving further we will talk about other issues like face to face channel which is the most primary channel, the benefits of the primary channel is that yes you will be in a position to articulate well whatever you want to communicate in terms of content right. You can use the appropriate tone, you can look at the reactions of the employees because you can guess the normal behaviour of the employees are well. You can check whether the people have really understood the issues are not.

And you can take corrective action in terms of say certain misconceptions which have come out among the employees ok. And you can also reassure them if they are certain issues or if they have a addressed certain concerns that can be taken care by the change managers. So, the primary channel the face to face channel has certain advantage who are other channels.

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Secondary channels

- **Website:** quick retrieval of information and check facts
- **Q&As:** tailored information by subject/group
- **Email:** for short broadcast announcements and updates; *not* for major announcements about restructuring
- **E-bulletin:** regular updates; reminder of key milestones
- **Staff newsletter:** recognise success; reminder of what has not changed
- **Email inbox:** allows people to submit questions, concerns and ideas

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But when using secondary channels like; websites, question and answers, email, E-bulletin, staff newsletter, and Email box. It also has certain benefits, but compared to say primary channel that is face to face communication it is what that advantages. So, the benefits like website provides quick information you can check facts and figures. Question answers are given to tailored information related to the subject right, what will happen.

So, you can say the kind of change that you want to have and various facts and answers related to that can be given. And then you can email because it is used to communicate through email everything. For example, if you want to bring about certain updates you can provide, but if you want to go for restructuring, then if you are sending a mail then there could be a lot of apprehension among the employees.

E-bulletins can be used for regular updates to tell them over the milestones that have been achieved during the change ok. You can also circulate through staff newsletters right. Tell them your successes, failures also right. Or email box where you can ask them over the questions concerns ideas related to the change. So, secondary channels also have benefits.

So, what we can do that let us go for primary channel which could be supplemented by the secondary channel right to provide for facts and figures. And the milestones and other issues that may come in across change. Moving further sorry. So, when we are going to

talk about the secondary channel we have to decide that why we want to use a particular channel and when.

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Primary channel

- **Face-to-face** allows you to:
 - Articulate the end vision
 - Use the appropriate tone
 - Gauge reactions
 - Check understanding
 - Correct misconceptions
 - Provide reassurance

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So, let me give you some example. For example, if you take the primary channel when we are talking about face to face which allows you to have this. So, if we are going say for bringing about a change in the technology of you are going for each structuring exercise right.

So, what kind of channel need to be used to communicate well. In my opinion if you want to go for restructuring as suggested then you should go for a combination of both primary channel as well secondary channel. So, through secondary channel or paper based information what you can do; you can provide lot of information related to the kind of change that you want to bring about.

The details about the change, how it is going to impact and benefit? What is the (Refer Time: 28:48) for the change? All these information can be communicated easily. But if you go and tell people using this particular medium that is face to face channel probably you will be in a better position to articulate and communicate with the employees, the reason for going change right. And your verbal and nonverbal language that we use your voice message right, content all this will matter.

Especially in face to face channel, in other channels other my other channel as secondary channel what happens these things are absent. So, the kind of queues that is given by these face to face channel is not available in secondary channels right. For example, they would be in a better position to gauge your reactions if you are going for some kind of radical changes a technological changes or when you are going for a restructuring size or business process reengineering right.

So, you will be in a better position to address their concerns if that is raising an issues, they have certain questions that could be answered immediately. But if you use secondary channel what will happens? Suppose you sent a mail, that organization have decided to go for restructuring and this is how we are going to proceed. So, it looks more like adopting a direct approach when you say that; ok, we want to go for this kind of change let us accept it right.

And they could be lot of issues that need to be resolved right. There could be issues related to the systems, there could be issues related to power base right. There could people might engage in political behaviour right. Mangers intend to engage in this kind of behaviour if they status and power is disturbed right. So, the basic objective of communicating is to manage resistance and to ensure that people do not engage in political behavior.

And the third reason is that you can get there support and commitment to the change right. So, these are the three primary reasons because of which we need to go for communicating the change right. So, you need to adopt a medium of communication that is very very important ok.

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Communication channels

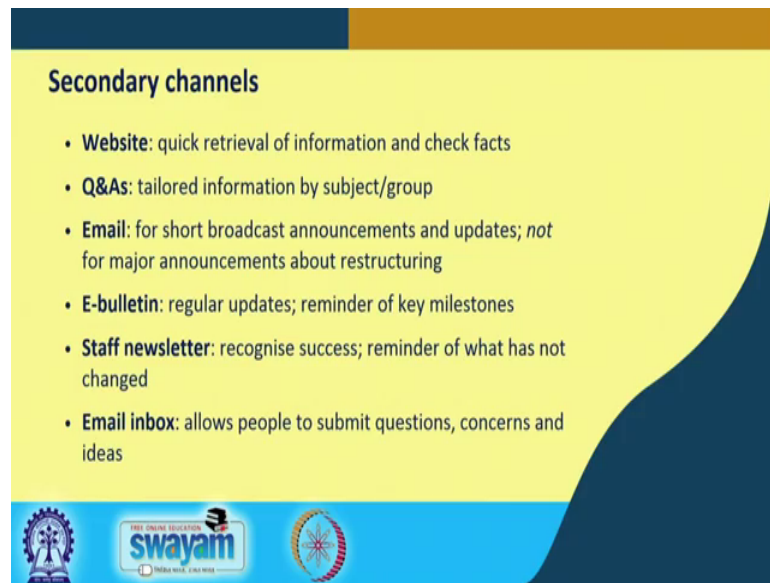
Paper	Website	Face-to-face
Best for: digesting complex information	Best for: retrieving factual information	Best for: difficult messages; changing people's behaviour or attitude
When to use: to support face-to-face communication, esp when there are complex messages	When to use: when people need to find small pieces of information quickly	When to use: primary channel for change communication
Avoid: Relying on paper as a primary channel	Avoid: Relying on the web as a primary channel; sensitive information; changing behaviour	Avoid: communicating very complex or detailed information

The slide also features logos for Swamyam and other educational institutions at the bottom, and a small video inset of a speaker in the bottom right corner.

And that is why when we were talking about these three kind of channels ok. Then the best is what you call the face to face channel. Then the next best is this one and finally, this. The use of websites should be minimum, because website is used only to provide information right.

But if you are using primary channels it is always good. Because you can clear a lot of dust in the air you will be able to tell them everything that is coming in their mind. And they would be you can get better support for the change compared to any another method.

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Secondary channels

- **Website:** quick retrieval of information and check facts
- **Q&As:** tailored information by subject/group
- **Email:** for short broadcast announcements and updates; *not* for major announcements about restructuring
- **E-bulletin:** regular updates; reminder of key milestones
- **Staff newsletter:** recognise success; reminder of what has not changed
- **Email inbox:** allows people to submit questions, concerns and ideas

The slide features a yellow background with a dark blue curved shape on the right side. At the bottom, there are logos for 'swayam' (Free Online Education) and 'Media Note, 2014-15'.

Comparatively if you are using secondary channels then it would create a lot of problems. So, what needs to be done that you use primary channels, but in addition to primary channels what you need to is that you also adopt secondary channels; to ensure that your communication is more effective. And if your communication is effective in the sense you have decided about the content. What is to be communicated? Whom to communicate? Whether going to communicate it with the only selected stakeholders are to everybody.

So, you need to identify your target audience and then what kind of channel you are going to use for communication. Then if you all these three parameters if you have been able to do your homework probably you will be in a better position to communicate effectively right. So, in this lecture what you have discussed is that when it comes to communicating change what needs to be done and how do we go about it ok.

Thank you very much.