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LAURIE K. LEWIS

# ORGANIZATIONAL CHANGE

CREATING CHANGE THROUGH  
STRATEGIC COMMUNICATION



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# Organizational Change Creating Change Through Strategic Communication

**Marshall Scott Poole, Andrew H. Van de Ven**

## **Organizational Change Creating Change Through Strategic Communication:**

**Organizational Change** Laurie Lewis, 2011-03-21 Organizational Change integrates major empirical theoretical and conceptual approaches to implementing communication in organizational settings Laurie Lewis ties together the disparate literatures in management education organizational sociology and communication to explore how the practices and processes of communication work in real world cases of change implementation Gives a bold and comprehensive overview of communication research and ideas on change and those who bring it about Fills in an important piece of the applied communication puzzle as it relates to organizations Illustrated with student friendly real life case studies from organizations including organizational mergers governmental or nonprofit policy or procedural implementation or technological innovation Winner of the 2011 Organizational Communication NCA Division Book of the Year Organizational Change Laurie K.

Lewis, 2019 A comprehensive guide to essential theories and practices of change creation and implementation Organizational Change provides an essential overview to implementing deliberate and focused change through effective communication strategies Author Laurie Lewis integrates academic rigor with real world case studies to provide a comprehensive examination of both theoretical and pragmatic approaches to alterations and modifications of organizational structures Emphasizing the importance of formal and informal communication in implementation of change this text investigates methods of information dissemination and examines various channels for communicating change Coverage of stakeholder relationships concepts of uncertainty and resistance assessing change outcomes and more provides readers with a solid foundational knowledge of change dynamics in organizations Extensively revised and updated this second edition provides new case studies on topics such as design of input solicitation and current research in areas including the persuasive effects of sidedness or inoculation and socially supportive communication Improved pedagogical tools streamlined organization of topics and additional charts graphs and images reinforce efficient presentation of material and increase reader retention and comprehension Examines empirical theoretical and conceptual approaches to strategic communication during organization change Explores key elements of change appropriate communication strategies and outcome evaluation methods Presents adaptive and programmatic strategic implementation models Provides studies of real world companies and actual research on organizational change Debunks popular myths and clarifies misunderstandings of research and theory on implementation of change Demonstrates how Individuals groups and entire organizations can create change and influence implementation Organizational Change provides a thorough survey of the communication and implementation strategies methods and conceptual foundations of change in public and private sector organizations suitable for undergraduate and graduate study and practitioners with interest in complex change implementation The Oxford Handbook of Organizational Change and Innovation Marshall Scott Poole, Andrew H. Van de Ven, 2021 Why and what organizations change is generally well known how organizations change is therefore the central focus of this Handbook Leading scholars focus on processes of change and

the factors that influence these processes with the organization as the central unit of analysis     **Strategic Communication**  
Jesper Falkheimer,Mats Heide,2022-08-17 This textbook provides an overview of the core concepts theories and methods in strategic communication using examples from research and experiences from practice Strategic Communication begins by explaining the fundamental concepts related to communication organizations and strategy and then explores the communication processes within leadership reputation crisis and change The authors work to present a framework for the future underpinned by the concept of Communicative Organizations The content of this 2nd edition has been fully updated to incorporate the latest research and practice examples including a new chapter on The Future of Strategic Communication The new edition also features enhanced pedagogical features to aid learning such as key takeaways and new international case studies and examples throughout After reading the book the student or reader will be able to define and reflect upon strategic communication as an academic field and professional practice describe relevant theories and apply these to communication problems It is primarily aimed towards Undergraduate students studying Strategic Communication Corporate Communications Public Relations and Marketing as well as reflective practitioners looking to gain a more thorough and applied introduction to the field     **Organizational Communication Theory and Research** Vernon D. Miller,Marshall

Scott Poole,2024-07-01 The Handbook of Organizational Communication Theory and Research offers concise but thorough reviews of important research on traditional and emerging areas in organizational communication Section One Theory and Methods provides an overview of the field s history prominent theories and methodologies Section Two Processes focuses on primal processes such as leadership organizational entry conflict power and inclusion Section Three Contexts focuses on the settings where organizational communication occurs including teams and workgroups networks and organizational structure Section Four Technology considers the development and introduction of new media and intelligent technologies into organizations The final section Emerging Areas addresses communication issues associated with changing environmental social and political upheavals including wellness corporate social responsibility and crisis response The Handbook of Organizational Communication Theory and Research covers topics of pressing interest to current scholars and practitioners many of which have not been addressed in previous handbooks     **The Handbook of Public Sector Communication**

Vilma Luoma-aho,María José Canel,2020-03-24 A multidisciplinary collection on global public entity strategic communication Research into public sector communication investigates the interaction between public and governmental entities and citizens within their sphere of influence Today s public sector organizations are operating in environments where people receive their information from multiple sources Although modern research demonstrates the immense impact public entities have on democracy and societal welfare communication in this context is often overlooked Public sector organizations need to develop communicative intelligence in balancing their institutional agendas and aims of public engagement The Handbook of Public Sector Communication is the first comprehensive volume to explore the field This timely innovative volume

examines the societal role environment goals practices and development of public sector strategic communication International in scope this handbook describes and analyzes the contexts policies issues and questions that shape public sector communication An interdisciplinary team of leading experts discusses diverse subjects of rising importance to public sector government and political communication Topics include social exchange relationships crisis communication citizen expectations measuring and evaluating media diversity and inclusion and more Providing current research and global perspectives this important resource Addresses the questions public sector communicators face today Summarizes the current state of public sector communication worldwide Clarifies contemporary trends and practices including mediatization citizen engagement and change and expectation management Addresses global challenges and crises such as corruption and bureaucratic roadblocks Provides a framework for measuring communication effectiveness Requiring minimal prior knowledge of the field The Handbook of Public Sector Communication is a valuable tool for academics students and practitioners in areas of public administration public management political communication strategic and organizational communication and related fields such as political science sociology marketing journalism and globalization studies

Origins and Traditions of Organizational Communication Anne M. Nicotera,2019-06-14 Origins and Traditions of Organizational Communication provides a sophisticated overview of the fundamentals of organizational communication as a field of study examining the field's foundations and providing an assessment of the field to date explaining and demonstrating a communication approach to the study of organization It provides a set of literature reviews on focused topics written by experts in each area and links organizational communication theory and research to practice In reviewing foundational management theory the book analyzes how early to mid 20th century management theories shaped contemporary organizations providing students both with background knowledge of these foundational theories and an understanding of their influence on our thinking and our organizational world Written at an accessible level for early graduate students yet still sophisticated enough for doctoral students the book is ideal for students and teachers of organizational communication and communication history Downloadable ancillary materials include chapter PowerPoints and a set of instructors materials containing chapter abstracts glossaries discussion questions annotated supplementary readings lists and practitioners corners Please visit [www.routledge.com/9781138570313](http://www.routledge.com/9781138570313)

Strategic Communication During Whole-system Change Francis Martin Duffy, Patti L. Chance, 2007 Readers of this book will be able to provide effective leadership to transform their school systems in ways that improve student faculty and staff and whole system learning

*Resistance to organizational change. Successful implementation of change through effective communication* Sonia Mushtaq, 2020-01-27 Research Paper postgraduate from the year 2020 in the subject Business economics Business Management Corporate Governance grade 1 International Islamic University language English abstract Organizations have been passing through transition phase over time Some organizations have failed to transform while others have successfully implemented their desired change Previous

literature has focused on the rationale behind the failure as well as the success of these organizations. Literature concluded that the resistance of employees serves to be a major factor behind the failure of any organization willing to implement change. Further researchers found that this resistance can be lessen by applying suitable communication techniques to align employees with the coming change according to the culture of organization and employees. For the purpose of alignment a charismatic leader is required who has the potential to eradicate the gaps between the concerns of top management and its employees. This paper draws attention towards the causes of resistance the impact of culture dimensions on organizational change and management decisions and examines how communication being a major factor can overcome resistance by employees. This article eventually recommends that a charismatic leadership can bring change with the consent of the followers and that is mainly due to the attributes associated with leader's traits. Consequently this article proposes the methodology that brings a happy ending to a change process. This study provides future research and implications for managers dealing with change.

**Organizational Behavior** Robert Kreitner, Angelo Kinicki, 2007-10-09  
*Organizational Behavior* Eighth Edition continues in its tradition of being an up to date relevant and user driven textbook. Kreitner and Kinicki's approach to organizational behavior is based on the authors belief that reading a comprehensive textbook is hard work but that the process should be interesting and sometimes fun. Thus they consistently attempt to find a way to make complex ideas understandable through clear and concise explanations, contemporary examples, a visually appealing photo art program and or learning exercises. With every edition the authors make every effort to respond to user feedback and ensure the text covers the very latest OB research and practices. The cover again depicts the well known Wolf brand but this time with a black and white illustration of two wolves. This remains a central theme because Kreitner and Kinicki see wolves as an instructive and inspiring metaphor for modern Organizational Behavior. Wolves are dedicated team players, great communicators and adaptable. These are key success attributes in today's workplace.

**Managing Organizational Change** Bill Leban, William V. Leban, Andy Klein, Romuald A. Stone, 2005-08-26  
*Description* Organizations must evolve to keep up with today's dynamic and competitive environment. This book explores a set of concepts, theories and techniques that address the successful planning and implementation of change across an organization. It focuses on why a company needs to change, what can be changed and how to appropriately plan and implement that change. The authors also explain how individuals, groups and the organization can improve their ability to move through the change process. The text was written to help the reader be more comfortable with the uncertainties of change. *Chapter Format* The beginning of each chapter provides highlights of the chapter. *Chapter at a Glance* a Vignette to provide a real world perspective on the subject areas addressed and a brief summary of what will be covered in the chapter. *Chapter Perspective* The main text of each chapter covers concepts, theory and techniques that apply to the subject areas covered and include brief real world examples that relate to that content. At the end of each chapter there are readings and cases. 22 total readings and cases that allow for discussion of the application.

of the concepts theory and techniques covered For each reading and case the authors have provided a focus questions and linkage to the chapter This format enables the reader to focus on key topic areas and to then apply them to real world situations This combination of content and application enables the reader to draw upon their own experiences and therefore results in optimal learning Chapter Appendix Content Chapter 1 The pace of economic global and technological development coupled with hyper competition in today s world makes Confronting the Realities of Change an inevitable feature of organizational life Chapter 2 If we really want to Understand How Organizations Should View Change we need to use change models that can guide managers in planning and implementing change Chapter 3 We can use four Dimensions of Change Management strategy resources systems and culture to plan and implement a desired and feasible future state Chapter 4 Leadership is critical to the success of any change initiative By understanding differences between management and leadership attributes of transactional and transformational leadership styles and key factors in Leading Change you can better understand what needs to be done to successfully lead change Chapter 5 Managing the Evolution of Change means that you will need to understand the rational reasons for change and the behavioral states that one goes through how different levels of the organization move through change and how employees and management can work together during change Chapter 6 Change initiatives often flounder because not enough attention is given to Developing and Communicating a Shared Vision Chapter 7 In this chapter you will explore Aligning Strategy and Culture and how important it is for the beliefs guiding values and behavior norms of the organization to support the goals and objectives of the strategic change initiative Appendix A Historical Seeds of Change Management provides an overview of the evolution of organizational change from the late 1940 s to present Appendix B The Managing Change Questionnaire Subset MCQ Answer Key with Comments

**Strategic Communications for Nonprofit Organizations** Janel M. Radtke, 1998-04-21 Create an effective comprehensive communications strategy in an age of information overload Fax e mail 1 800 numbers the Internet infotainment with so many new and traditional media available it should be easy for a nonprofit to connect with its constituents Yet each new technology brings new challenges adding more messages more voices and more information to the clamor Nonprofits now have to compete harder than ever to win the attention of a media jaded public That s why it is crucial that today s nonprofits develop comprehensive coordinated communications plans that are detailed enough to cover all the bases yet flexible enough to compensate for the unexpected Strategic Communications for Nonprofit Organizations shows you how In this book Janel Radtke introduces all important communications concepts and issues in plain English Taking a wholly practical in the trenches approach she combines expert insights real life case studies and clear step by step instructions to demonstrate nonprofit communications strategies that work She provides An easy to follow 7 step program for developing a comprehensive multifaceted communications plan A disk containing all the worksheets forms surveys and self assessment tools you need to create a total communications plan Techniques for matching the message with the medium and

for adapting both to specific purposes such as fund raising advocacy public education PR and more Strategic Communications for Nonprofit Organizations helps you coordinate and streamline communications efforts It provides proven techniques for guaranteeing that you send the right message to each constituency group or audience and that you hit your mark every time E-business M. Papazoglou,Pieter Ribbers,2006 Two significant factors combine to drive the phenomenon of e Business Competition constantly motivates companies in their marketplaces while rapidly developing information technologies offer new opportunities and challenges For Mike Papazoglou and Pieter Ribbers both business and technology are integral to e Business They demonstrate here how a solid understanding of business organization management and technology is crucial to an understanding of what e Business is today and how it is going to be shaped in the future e Business Organisational and Technical Foundations focuses on the development of e Business between and within enterprises In particular it addresses how enterprises collaborate what coordination mechanism are necessary and how this is reflected at the technical infrastructure level It includes Abundant real world examples to encourage readers to understand and appreciate real life e Business An analytical and critical approach to understanding business issues decision making and technology use and development Extensive end of chapter discussion questions and assignments for students A companion website at [www.wiley.com/go/ebusiness](http://www.wiley.com/go/ebusiness) with additional exercises for students and PowerPoint slides and solutions for lecturers

*The Journal for Quality and Participation* ,2001 *3rd International Symposium Communication in the Millennium, May 11-13, 2005* ,2005 *The Talent Manifesto: How Disrupting People Strategies Maximizes Business Results* RJ Heckman,2018-12-28 Rethink Everything You Know about Managing Talent in Today's Disruptive Landscape A Vice Chairman at Korn Ferry KF the world's largest talent advisory and executive search firm RJ Heckman has helped many of today's most successful companies develop talent management strategies that ensure corporate success through good times and bad Now he shares his breakthrough methods with you The Talent Manifesto reveals proven talent strategies and innovative recruiting and retention methods gleaned from nearly three decades of consulting with the world's leading organizations Heckman identifies the most common pitfalls in HR today and delivers an actionable program for avoiding them He shows how to generate reliable data and use it to make the best decisions He reveals all the game changing HR strategies at your disposal and how to use them to drive superior business performance As organizations across industries experience faster cycles of disruptive change one factor looms above all others as a portent of their future success whether they can recruit develop and retain top talent better and faster than their competitors With The Talent Manifesto you have everything you need to redesign your HR strategies reshape perception of talent management and measurably contribute to your organization's ability to compete now and in the future

Use of Public Relations in the Facilitation of Organizational Change Amy Michele Brandais,1995 Strategic Organizational Communication Charles Conrad,1994 **Examining Human Resource Department as a Tool in Influencing Employee Performance and Organisational Change in**

**Small and Medium Size Enterprises in Cameroon** Coretta Abiyah,2018-11-12 Doctoral Thesis Dissertation from the year 2018 in the subject Leadership and Human Resources Miscellaneous grade Atlantic International University course HUMAN RESOURCES language English abstract The objective of this study is to show the role Human Resource Departments plays in influencing employee performance and organizational change in small and medium size enterprises and to create awareness on the importance and role of this department to small enterprises who think this department is a waste of resources People are the most important resources and the most challenging to manage in every business In order to successfully manage people you need to understand that they are not machines they do not respond or react in a predictable or consistent manner Human resource management was formally called personnel administration It is said that personnel administration exist since the 1920 s and it had as technical aspect hiring evaluating training and compensation of employees HRM developed as a result of the substantial increase in competitive pressures American business organizations began experiencing by the late 1970 s These pressures occurred because of factors such as globalization deregulation and rapid technological change Human resource management HRM also called personnel management consisted of all the activities undertaken by an enterprise to ensure the effective utilization of employees towards the attainment of individuals groups administrative and organization goals Historical background of personnel management before arrival at the name HRM has experienced various change of names and forms due to social economic technological evolution The first form of HRM was known as industrial welfare in the 1860 s when the 1st trade union held its 1st conference it discovered that industrial welfare workers had grown and there was a need for a leader to take care of their working conditions

**Strategic Communications Management** Jon White,Laura Mazur,1995 Examples of the best practices

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