

## Comm 306 Exam 3

### Chapter 13-Change.

#### Communication Network-

- consists of a system of communication links among individuals, workgroups, and organizations
- this is how change is communicated
- formal and informal

#### Formal Communication Network

President-Vice President-customer service representative manager, HR manager, assistant CS manager, shipping manager

- Gatekeeper: disseminate information to others, person who regulates the amount of information that goes throughout the organization, decide who “needs to know”

#### Informal Communication Networks

- take place with peers
- ex: lunch with peers
- important because this is where you learn about the organization

#### Change/Innovation

- an innovation is an idea, practice, or object that is perceived as new by an individual or an organization

#### Why do people resist change?

1. fear of losing position or status
2. satisfaction with current routine
3. past failure experiences
4. fear damage of economic position
5. fear of chaos

#### Innovations

- the willingness to change or adopt an innovation
- can be best illustrated through the diffusion of innovation (Everett, 1962)

#### Diffusion of innovation

Innovators-approx 2.5% of population

- people who are cutting edge
- “venturesome”
- people who first introduce an idea on a reasonably broad scale (although they don’t have to come up with ideas)

Early adopters-show they are comfortable trying out new technology

- know it comes after innovators
- legitimize the innovation

-make it acceptable to people in general

Laggards-approx 16%

-the last group to adopt the innovation

-labeled "traditional"

-ex: a business that doesn't have computers, you don't want to work for a computer like this

Stages of adoption process:

1. knowledge stage-what value it may bring to an organization, ex: when you don't know, you won't buy
2. persuasion stage-want to feel confident about decisions, ex: buy a new car, want to feel comfortable about it (work in companies too)
3. decision stage-look around and make your decision, ex: employees → either buy into change or they don't
4. implementation stage-do what needs to be done to make the change, ex: may result in losing jobs
5. confirmation change-where you see the benefit of the change

Attributes of Innovation:

1. relative advantage-the idea has to be an advantage to the change (ex: car-wouldn't buy car that may break down)
2. compatibility-goes with organization goals, if it doesn't agree won't be accepted
3. Complexity-so complex, who wants to take the risk?
4. trialability-if it would work or not has to make money
5. observability-watching the possible product

Conditions necessary for change:

1. must have resources: have to have the money, no value without money
2. must have support: if others don't think idea will work → won't; if they think it will → success
3. involvement by personnel: must have management in agreement
4. the change must be adaptable to your organization: has to fit within organization
5. must show positive results: for change to be effective must be good and fit purpose, and advantage for company

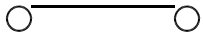
Chapter 13-Communication Networks.

Communication network-consists of a system of communication links among individuals, workgroups, and organization

Network analysis-is a way of taking a pictorial view of the communication involved with the organization

- node=unit of analysis (can be people, electronic devices)

————— Link=mode of communication, connects 2 people communicating



2 nodes communication

### Network analysis key terms:

- cliques-close group of friends
- isolate-people who don't communicate with anyone
- attached isolate-that 1 person you talk to
- isolated dyad-2 people only talk to one another
- tree node-like attached isolate, additional scripter
- bridge linker-person that is attached to 2 cliques
- bridge link-the bridge link who connects 2 cliques
- liaison-normally a boss, communicate with 2 different clique but not in any cliques
- boundary spanner-a person who communicates outside the organization, permeable (ex: someone in sales department)

\*\*PICTURES

Ethics-what is right or wrong, appropriate or inappropriate, or unacceptable or acceptable?

3 assumptions of communication ethics:

1. Every communication decision is an ethical decision (e.g. to speak, to listen, to be silent)
2. Communication ethics involves both individuals' motives and the impacts (behaviors)
3. content must be considered (e.g. who, what, when, where)

Whistleblower-someone who goes public about organization abuse or negligence

Leaks-"anonymous" whistle blowing

Gossip/three ways information is distorted

1. leveling-details of the original message are left out
2. sharpening-certain parts of the message are overly highlighted
3. assimilation-the message is twisted to support one's view

Sturcturation theory

-groups and organizations create structures, which can be interpreted as an organizations rules and resources. These structures, in turn, create social systems in a organization that guide the behavior of its members (ex: library-card catalog)

-groups and organizations are produced and reproduced through the use of rules and resources: current communication between individuals is based on pas experiences involving those individuals (e.g. how an organization communicates today is based on its past)

-pg. 175 "every episode of interaction has 2 aspects: it "produces" the practices of which it is part (e.g. finding books), and it "reproduces" the system and its structure, usually in a small way, as changed or stable"

Vocabulary for Sturcturation:

- System-an organization and the behaviors engaged in pursuit of goals
- Structure-the rules and resources used to sustain the organization
- Rule-any principle that guides people's action
- Resource-anything people are able to use in action
- Reflexivity-a person's ability to monitor his or her actions or behaviors
- Disembedding-when structure is set up similarly to allow someone new to use the structure more easily
- Distanciation-the construction of new space and time arrangement for an organization
- Organizational climate-a structure of rules and resources present at a deep level underlying organization interactions

Three dimensions of actions: (these dimensions are evident in every interaction)

1. meaning-what is the person actually saying
2. power-what is the power of the source and receiver in the interaction
3. norms-is the action/communication an organizational norm