

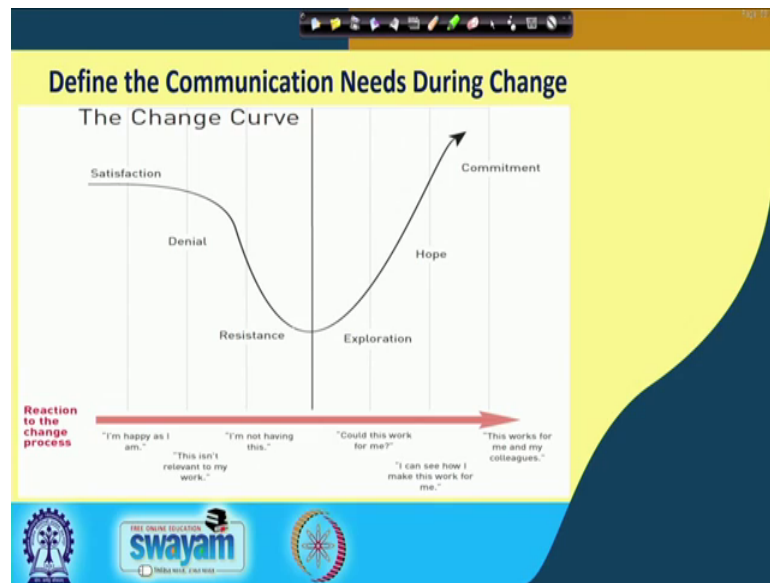
Managing Change in Organizations
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Lecture - 27
Communication and Change (Contd.)

So, welcome back to the 6th week of this course on Managing Change in Organisations. And in this week to start with we had been discussing about how we are going to communicate at various phases of change, because communication is very very important in the sense that we need to communicate when you are going to initiate the change, we are going to communicate when you are going to bring about the change or implement the change. So, at each of the stages of the change management, we need to communicate with different set of stakeholders to ensure its successful implementation.

Now, in the first part of this lecture, we had talked about how we are going to communicate with the change. In continuation of that, now we are going to discuss about the strategies for communicating change. And when you are going to talk about the strategies for communicating the change, the idea here is that what kind of strategies we need to adopt to ensure that when you are going to communicate or whatever we are going to communicate in terms of content, it has intended effect in the sense that it is going to influence the stakeholders, so that we are able to implement change successfully.

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So, in continuation of this discussion on strategies for communicating change of first we have to see that when we are going to communicate and what we are going to communicate right. Now, if you look at this, it talks about the communication needs which is going to vary at different stages of the change right. If you look at this curves which says that this is called change curve and this change curve you see that it takes this kind of shape at different time periods right or you can say that different stages of the change.

Now, if you look at the reaction to the change process, you know that to start with you know that you feel happy and satisfied the way you have been working in terms of technology, culture, structure, all kind of things, so you feel satisfied with that one. But what actually happens when the change is initiated, the first stage then you are in the denial mood ok. So, you say no this not required, this is not related to me and you make all kind of excuses relative this one.

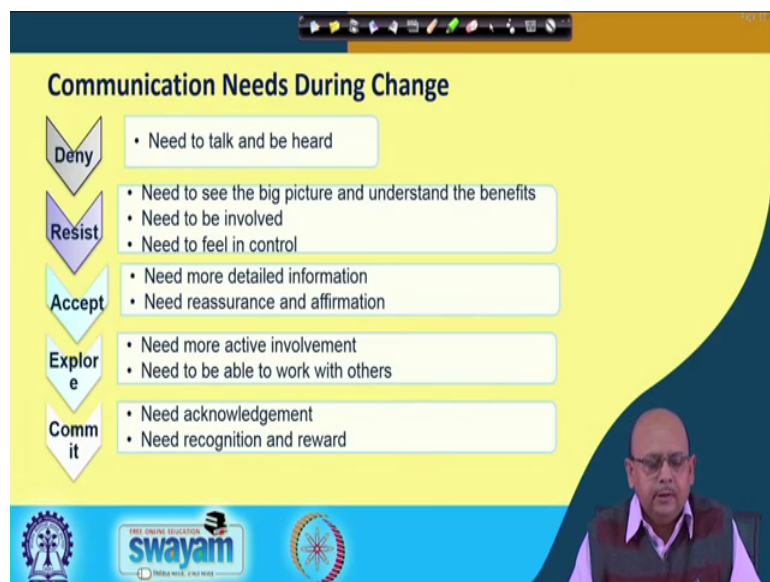
Then if once you come to know that, it is going to affect to somewhere directly and indirectly, then the resistance comes in right. Then you move further exploration stage, then you try to see that how it is going to affect you. And finally, you find certain hopes, you see that this is good, this could be good, this is going to effective in a more positive way. You think that this is going to influence your work. And if that happens then you

move to the next mode that is commitment. So, we have already talked about this denial, resistance, exploration, commitment.

So, we have to see that in what way you are going to communicate at each of these stages that matters. This first stage you need to communicate why we want to go for it. Denial stage which is very very important because they are not able to listen, so you need to establish support, you need to create some kind of link with your stakeholders including employees, so that they are ready to listen to you. At this stage you need to manage resistance, you need the change managers need to communicate to the employees and other stakeholders to reduce the level of resistance right.

At this level you need to tell them to benefits about it; at this level again you see that how you are going to be useful for them in their work. And at this level you need to ensure that they are committed to the change right. You communicate this is how this is how it going to work for you. So, if you look at this curve change curve and at different stages of the change what you find that the communication needs keep on changing. And accordingly you need to decide about your strategies right.

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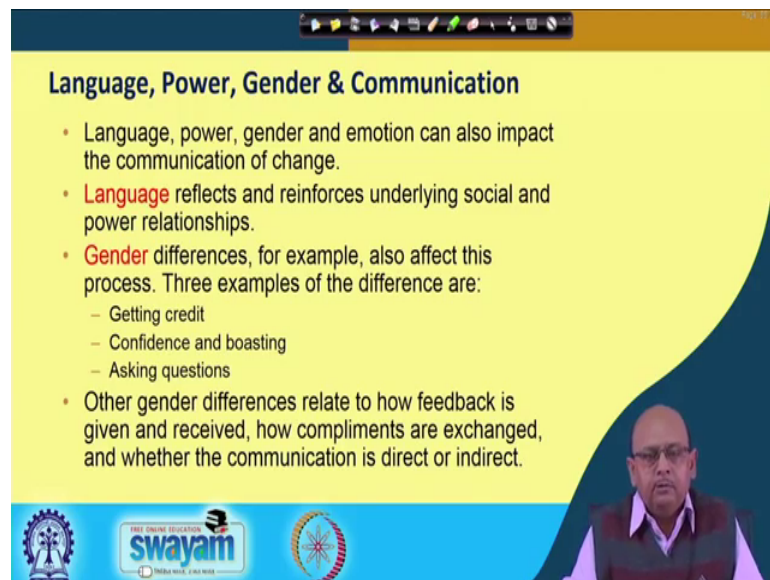


So, this stage basically what actually happens you need to talk and to be heard. Resistance stage you need to tell them the one the big picture, tell them the benefits, you also need to be involved and you also need to that yes there in control. It means that

implies resistance can be removed if we are going to communicate in terms of the content these things.

Then next stage where there somehow start accepting that you try to give more and more information, more reassurances, more affirmation from the change managers. And the exploration stage you need to actively involve them, so that there become the part of the process of the change and they are able to work with others. And finally, you need to acknowledge their efforts, the commitment for the work and you also accordingly reward and recognise people who have been actively participated and work for the change to be successful. So, you can see that the communication needs at different stages are going to change.

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The slide features a yellow background with a dark blue curved border on the right side. At the top, there is a navigation bar with various icons. The title 'Language, Power, Gender & Communication' is centered at the top in bold black text. Below the title, there are four bullet points. The first bullet point states that language, power, gender, and emotion can impact the communication of change. The second bullet point, with 'Language' in red, says it reflects and reinforces underlying social and power relationships. The third bullet point, with 'Gender' in red, says it affects the process and lists three examples: getting credit, confidence and boasting, and asking questions. The fourth bullet point states that other gender differences relate to feedback, compliments, and communication style. In the bottom right corner, there is a small video inset showing a man in a white shirt and dark vest speaking. At the bottom of the slide, there are logos for 'swayam' and 'THE OPEN UNIVERSITY'.

Language, Power, Gender & Communication

- Language, power, gender and emotion can also impact the communication of change.
- **Language** reflects and reinforces underlying social and power relationships.
- **Gender** differences, for example, also affect this process. Three examples of the difference are:
 - Getting credit
 - Confidence and boasting
 - Asking questions
- Other gender differences relate to how feedback is given and received, how compliments are exchanged, and whether the communication is direct or indirect.

Now, when you are talking about this, the other factors which also matters, for example, the language, the language is very very important. And when you are going to develop your strategies related to language, you need to use such a language which reflects and reinforces the relationship with the stakeholders. Then power is another important factor, because the power relationship keep on changing depending upon the structure, the status quo that you are going to maintain, the kind of relationship that you have.

Then gender, gender also it is important factor because you have to see that when you are going to communicate with different set of people will say male and female, your strategy should be different with males as well as females.

And so what we are going to talk about here is the how these things are going to impact the communication, any communication which is related to change. So, as I told you that language is very very important, what you kind of language you are using in terms of the content and the structure of the content, in terms of words and other things that you are using. It reflects and reinforces the social and power relationship.

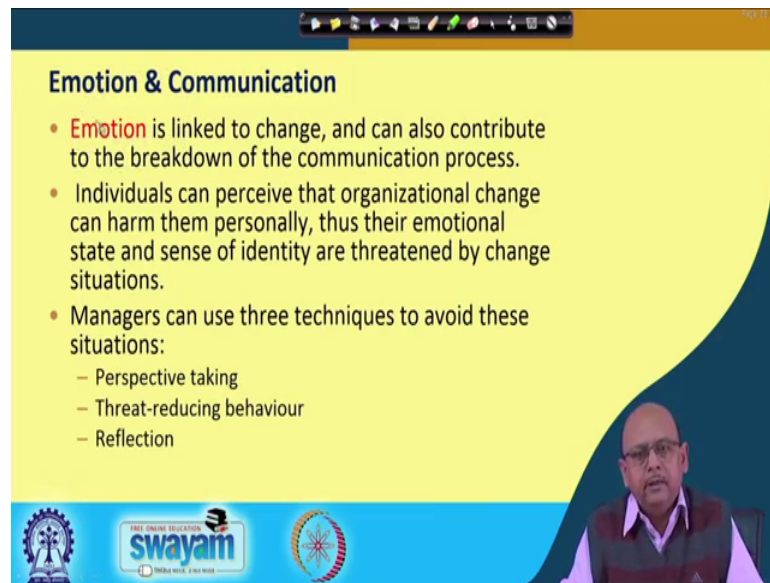
For example, if the content is coming from the top management that shows, yes, we are going for it. So, it is also reflects basically not one the social relationship with the power relationship, who is communicating with whom that is very very important. If the communication is coming from the top management and communication is going from the people who are working at the ground level.

Then gender differences right. Gender differences means the when you are going to communicate who gets the credit, getting the credit. Most of the case is you will find that it is the male who stating the credit compared to the female right. When it comes to confidence and boasting, it is found more in female. It coming to asking questions basically it is the male sorry the female who ask more question the proving questions. So, accordingly you need develop your strategies when you are going to deal or communicate with male and female employees. Similarly, you also need to understand the kind of language that you are going to use while communicating right.

Other differences include how you are going to give in feedback that is also important right because give feedback to the people the kind of language that we use, with whom your communicating it, all these the thinks are very very important right. And then whether you are going to communicate directly and indirectly right, because direct communication has more influence, it is more powerful compare to indirect communication right.

So, what you we discussed is that when you are going to develop strategies you need to keep in mind the needs of the communication at what stage you are going to do and then what kind of language your using and with whom you are communicating and what kind of communication is whether it is direct or indirect.

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Emotion & Communication

- **Emotion** is linked to change, and can also contribute to the breakdown of the communication process.
- Individuals can perceive that organizational change can harm them personally, thus their emotional state and sense of identity are threatened by change situations.
- Managers can use three techniques to avoid these situations:
 - Perspective taking
 - Threat-reducing behaviour
 - Reflection

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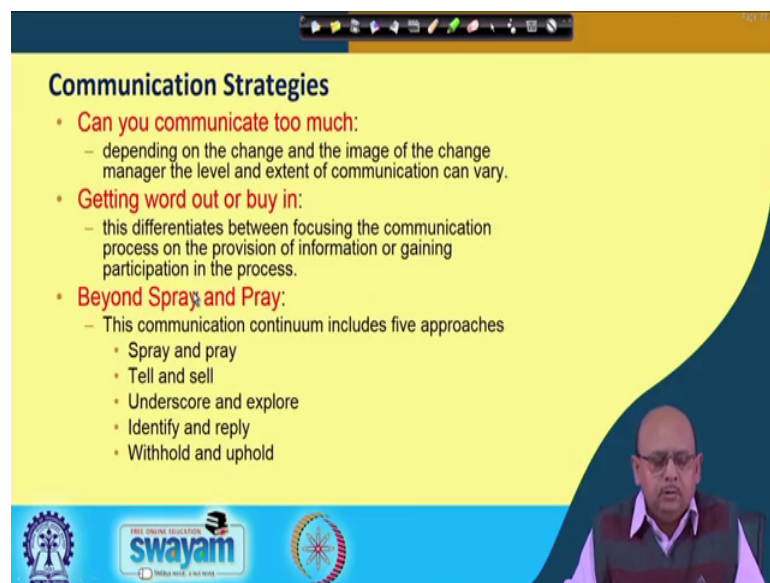
Another important factor which is linked with communication is known as emotion. Emotion is basically the kind of feeling that people have right. It is also related to moods of the people ok. So, moods and feelings are two important factors related to emotion. So, it also communicates sorry it also contributes to the communication process. Because if you are going to communicate with a tone of emotion, then probably it could have a better influence right compared to if it is emotionally. So, when you are going to communicate related to change, then you have to see that whether it is going to affect, how it is going to affect people ok.

So, whether the emotional state and identity is going to be influence by this or not. If it is not influence then you find that this is going to work for it means that they would be in a positive mood. And if they find that this kind of change is going to affect their emotional state, then it is not good and then they would take it in a different way right. So, when you are going to communicate regarding change to the employees, you need to avoid certain things or you can say that you need to adopt certain strategies which is going to be more effective when while communicating. So, here three different methods have been use like perspective taking. It means you need to talk from both the perspectives you are own perspectives, from the management perspective that how this change is going to be good for the organization.

Similarly, you also need to talk about the change from the employee's perspective, because the moment you change the perspective things become different or how you are going to perceive things become different. So, you look at it from their perspective. Similarly, you also use such a language which does not include any kind of threat right, because if you are using certain actions or say language which somehow includes threat, then it is not good.

Then you are basically forcing employees to have certain kind of feelings and emotions which could be termed as the negative not positive right and they would reflect upon. Reflection is the sense that you communicate. And then you ensure that the person has understood well; if it is not possible, then you need to reflect upon and then recommunicate in a different way, so that the person is able to understand what has been said. So, emotion is very very important for that matter.

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Communication Strategies

- **Can you communicate too much:**
 - depending on the change and the image of the change manager the level and extent of communication can vary.
- **Getting word out or buy in:**
 - this differentiates between focusing the communication process on the provision of information or gaining participation in the process.
- **Beyond Spray and Pray:**
 - This communication continuum includes five approaches
 - Spray and pray
 - Tell and sell
 - Underscore and explore
 - Identify and reply
 - Withhold and uphold

The slide also features a video inset of a man speaking in the bottom right corner and logos for 'swayam' and 'Digital India' at the bottom.

Now, coming to adopting different strategies, let us see that how we are going to communicate. See it all depends on number of factors that we have been talking about, the need for change right with whom you are going to communicate, at what time you are going to communicate with, which stakeholder you are going to communicate right and then how much you communicate right.

So, if you communicate too much then what will happen, then it may not be good right, people might feel irritated right. So, you communicate as per the requirement. And you

also ensure that the communication is very very relevant depending upon the requirement of the people and that depends upon first the kind of change that you want to bring, and then what is the timing of the change depending upon at what stage of change you are there right. So, accordingly you need to ensure that there is a lot of variation about the extent of communication and how much you are going to communicate right.

For example, if you are going for say radical changes or transformation changes, then that need to be communicated over and over, more and more, so that people are able to understand it. But if you are going from short incremental changes, if you are not communicating too much even then it is good. Similarly, at what point of time you are going to communicate change say at what stage of change. So, in the beginning, you need to communicate more. And as you go along with then the content the language keep on changing and then accordingly you need to change your strategy that how are going to communicate with them.

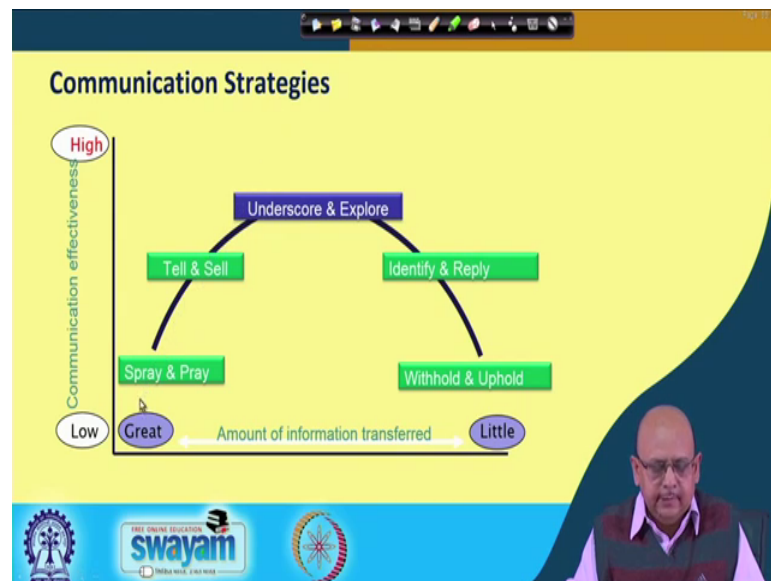
Then another point is getting word out or buy in or buy in. What does it mean? So, whether you are going to communicate just to pass on certain information related to the change or you want to communicate to ensure their participation in the process right. So, it is a intended change, in most cases will go for planned changes what happens top managers communicate the intention to go for certain changes and it is communicated down the line. So, it is kind of information that you are providing to the people down the line that we want to go for this kind of change right, but this does not ensure participation as well as acceptance of change ok.

So, the best way is that you are going to communicate to ensure better participation from the employees in the process of the change right. So, you need to communicate in such a way, so that you are not only going to provide information related to the change, but also ensure that they are able to participate right. And then these are the different methods that could be used to communicate, spray and pray. You just spray the rumour and then see that what happens or you tell and sell you tell people what you are going to do and then you market it ok, you have to go for it right.

First you underscore and see what happens and then explore see how people are going to react. Then identify and reply; identify such people who are the stakeholders are those key stakeholders who are likely to resist more, and then you tell them what is in store for

them when they are going for a change right. Or sometimes you withhold certain information some people not necessary that you are going to provide all kind of information to the people or sometimes you uphold it means in provide this information. So, both you need to the identify with whom and what kind of information you are going to provide, or what kind of information you are going to uphold.

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Related to this if you see this the communication strategies it depends upon to dimension that is how much information you want to transfer more information to less information; and similarly whether you want it to be more effective or less effective right. So, you can see the five methods that we talked about here talks about spray and pray ok. Here you want to provide more information, but it is not going to be effective.

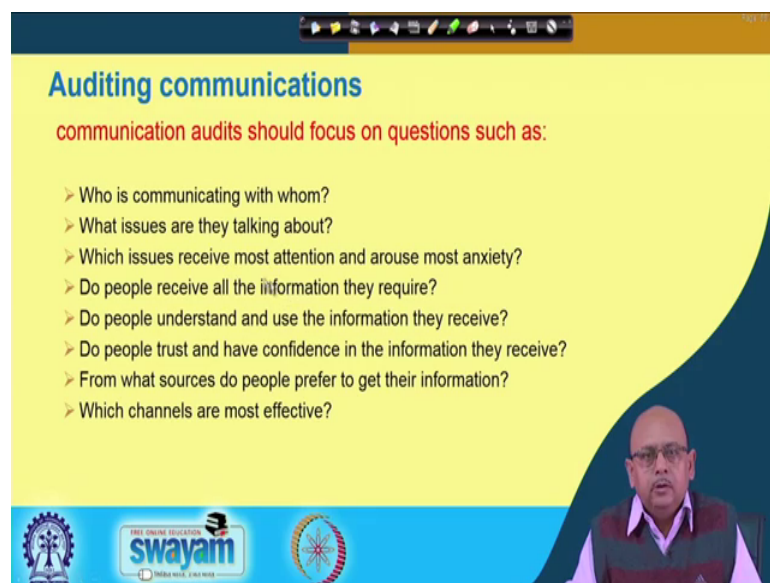
Similarly, if you tell and look at tell and sell here also you will find that it is more effective compared to other methods, but underscore and explore is optimise in the sense that in this level you will find that communication is more effective, wild amount of information that is being transmitted or transformed is average.

Similarly, if you go here, you will find the identify and reply it mean that you are able to identify key stakeholders or key people with whom you are going to communicate and would have more intended results. Here either are going to provide enough information or not at all. It means here basically you are trying to uphold information like this one

and but it is not going to be effective at all. So, these two while information is amount of information that is being transferred is more or less, these are not very good strategies ok

These are average and this is the best strategy underscore and explore it means that first you see that what is the situation what is the need for the change and then accordingly you decide with whom you are going to communicate and then explore what is to be communicated right in terms of how much information you want to provide and I have to see that what to do with its impact right.

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Auditing communications

communication audits should focus on questions such as:

- Who is communicating with whom?
- What issues are they talking about?
- Which issues receive most attention and arouse most anxiety?
- Do people receive all the information they require?
- Do people understand and use the information they receive?
- Do people trust and have confidence in the information they receive?
- From what sources do people prefer to get their information?
- Which channels are most effective?

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Moving further you also need to see whether the communication has its intended effect or not. So, the lot of question that you can ask from the various stakeholders like who is communicating with whom, whether it is top management communicating with the people down the line and whether it is change managers or the line manager or supervises who are communicating with this subordinate staff, then what issues they are talking about.

When you are going to the initiate a change are they talking about issues, a problems at might come up are they talking about whether it is going to successful or not how are they talking about how it is going to be implement are they talk about what would be there in a stake for them if it is going to there is going to be a change right.

So, lot of issues could be talked about when we it comes to communication. Then what are the issues which is receive more attention and arouse most anxiety right. Those issues which are going to affect individual and their status in the organization, there is a more attention and it would card more identity among the employees.

Now, another issues related to this is that do people receive all the information that the required, not necessary. So, when you are going to communicate something you will also need to ensure that how much information is to be provided and to whom. So, are we going to be selective while providing information because you can a provide all the information to everybody, because you do not know how it is going to impact or whether it is going to bounce back or not. So, you need to ensure that only relevant information is provided to those who required.

Then you also need to ensure that whether people have trust and confidence especially those who receive the information, how they take the information. If the person who is providing information is trustworthy, then people will have more trust or if it is coming from the top management, then they would have more trust. For example, if it is given by the immediate supervisor or top managers, then that makes a difference. Because if it is coming from the top management, then they would have more trust and confidence information and the information that there is say right.

Then who is the source, because source is very very important what is the source of information right. If the source is more authentic, then it is good and if the source is not authentic, then it is not good. Then how you are going to communicate, what channel whether going to use face to face, whether going to use emails, whether going to use other mediums right, so that also makes a difference. So, based on that you can measure you can also measure whether the communication is going to have its intended effect or not.

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The importance of upward communication

Often change managers pay more attention to communicating their message to others than listening to what others have to tell them

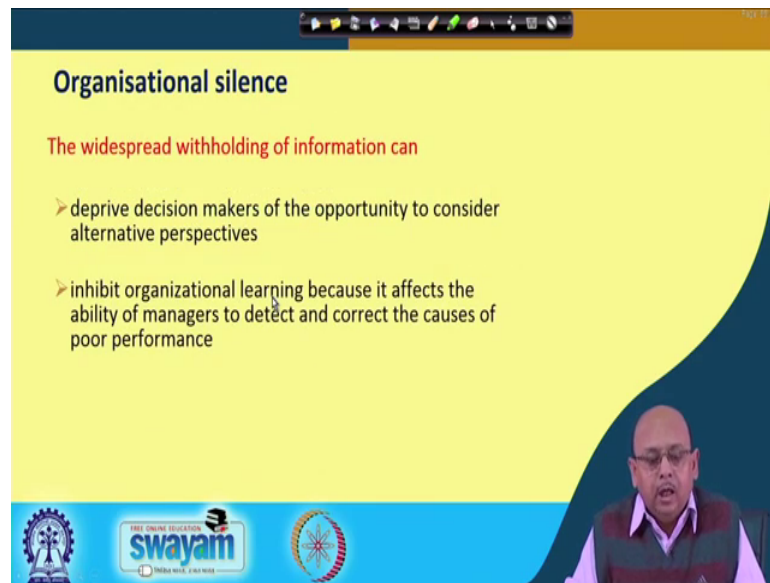
Top Level Management
Middle Level Management
Lower Level Management
Workers/Employees

The slide features a yellow background with a dark blue curved shape on the right. A stick figure manager is shown pointing towards a line of four smaller stick figures representing employees. To the right, a vertical hierarchy diagram shows four levels: Top Level Management, Middle Level Management, Lower Level Management, and Workers/Employees, connected by upward-pointing arrows. At the bottom, there are logos for Swamyam and other educational institutions, and a small video inset of a man in a vest speaking.

Moving further, if you look at upward communication, you will find that it is more effective compared to downward communication right. So, you need to ensure that the communication is happening starting with the workers, employees to the lower level to the middle level and then the higher level right, because if it is going in this way probably you will find that they less and more right and it would high more intended effect.

So, you need to ensure that the change managers are paying more attention to communicating their message to others than listening to what others have to tell them, so that is a that makes a difference. So, if you look at this figure, you can see that how the change managers are going to talk to a set of employees right.

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Organisational silence

The widespread withholding of information can

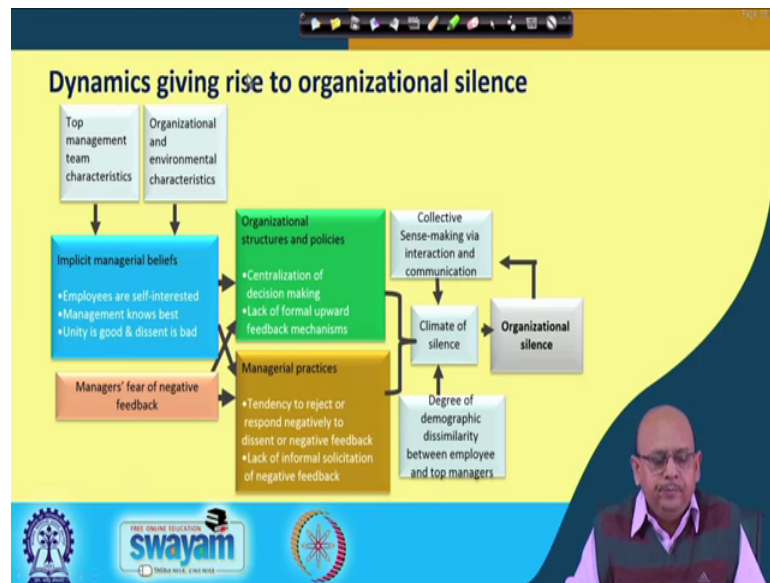
- deprive decision makers of the opportunity to consider alternative perspectives
- inhibit organizational learning because it affects the ability of managers to detect and correct the causes of poor performance

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Now, beyond that upward communication, another important factor that comes in is silence. You will find that if you are going to withhold information that creates a kind of silence in the organisation. It means if you are going to create a situation where people are not going to speak about it right, so that is what we know as the silence. So, organisational silence is something that is not good. And it happens if you are going to withhold information loosely on account of certain things because you do not want others to know about what is happening right.

And that helps that does not that is not good in the sense that in that case change, change managers or decision makers loses the opportunity to consider alternative perspective. Because once they have decided to go for it, they go for it without telling others ok, creating some kind of silence right. It also inhibits learning because it affects the ability of the managers to detect and correct the causes of performance. So, some you are creating this kind of silence by withholding information from the employees down the line then that is something that is not good.

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So, what needs to be done basically when it comes to silence, why it happens. It depends upon the top management and the environment both the organisations the environment. So, top management and the organizational environment is such that management development certain beliefs about the employees. And these beliefs are related to something that is not positive, that is negative in nature.

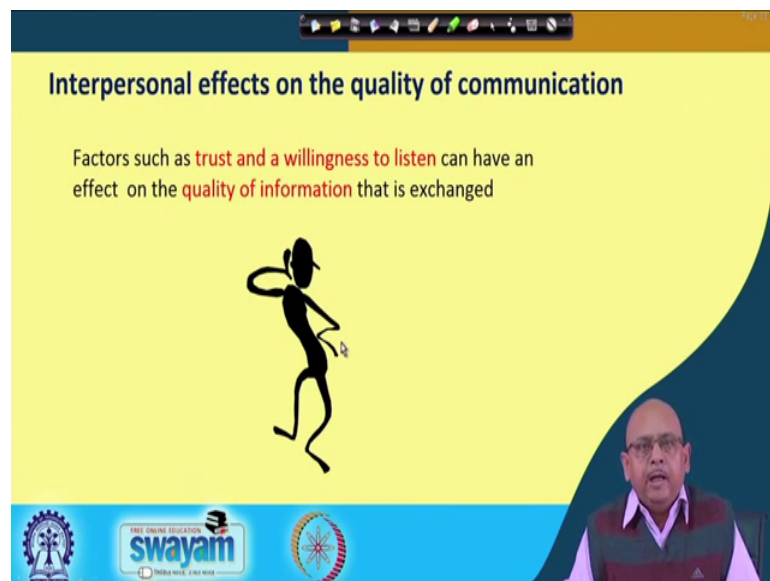
For example, they think that employees are interested in themselves only, management is more knowledgeable compared to the employees right, unity is good and dissent is bad it means that if we tell then there is a dissent, which is not good for the organisation. So, these factors are percolating from where it depends upon how the top management is going to perceive and look at the employees right.

So, all these is going to again lead to the structure and policies which is decided by the organization. In terms of that you can say that they would try to develop a structure where there is a possibility of holding information like they go for most centralize decision making ok. They do not have any kind of upward feedback mechanism, so that they do not get any information from the employees down the line right. And then management also adopt certain practices which is which can cannot be considered as good like rejecting feedback or if there is a decent or negative feedback not accepting then ok.

Or there is no informal solicitation of negative feedback, you do not ask for any kind of information from the employees right. So, all these the policies and the managing practices basically create a climate of silence. It means that you are depriving others to provide any kind of feedback to you; you do whatever you want, you withhold information ok.

And this is going to be influence by sense making, collective sense making via interaction communication, and the degree of demographic dissimilarity between employees and the top managers ok. If there is more, then the climate of silence that is created is very high right. And then ultimately it leads to what you call organisational silence which could not be termed as something that is good for the organisation. So, you need to ensure that we should not withhold last set of information we should provide relevant information to the relevant stakeholders which is good. So, the kind of strategy that then in organisation adopts they need to ensure that they are not going do anything like that one right.

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Interpersonal effects on the quality of communication

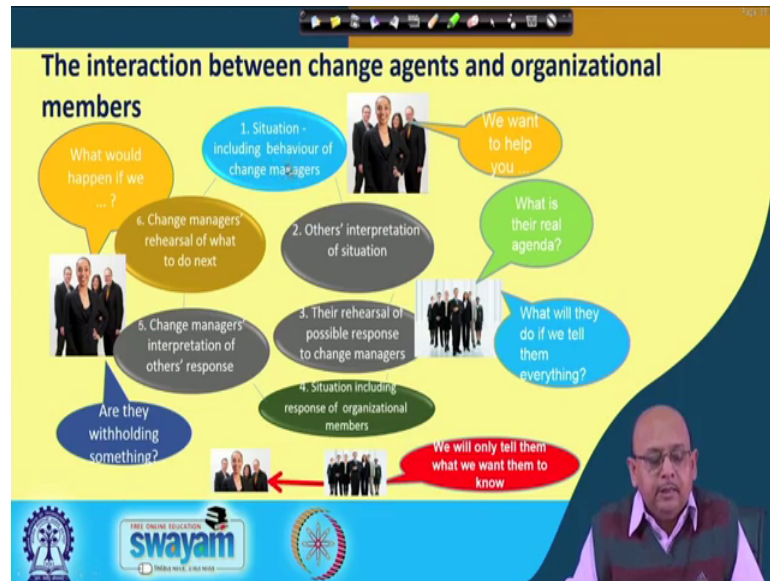
Factors such as **trust and a willingness to listen** can have an effect on the **quality of information** that is exchanged

The slide features a black silhouette of a person listening intently. At the bottom, there are logos for 'swayam' and 'All India Institute of Management'.

Another important factor is interpersonal effects that is also important I mean the relationship that you have like trust and willingness to listen on the quality of information. These are two things important things which is going to basically impact the quality of communication right. So, people have trust and you are ready to listen to each other, it means the interpersonal effects are high.

And if that is so and if you are the kind of information that you are providing that is being change is good, then the quality of communication could be much better right. So, interpersonal effect are relationship also matters because this leads to more trust and willingness to listen. And if you add it further, it means if you provide quality of information, then the quality of communication would lead would be much better.

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So, if you can you can see here that how the interaction happens between the change managers in the organisations and different situation you can look at it. Here you can see situation like including behaviour of change managers, how change manager behave, how and how others interpret the situation right, what could be the possible responses to the change managers, how other members of the organisation respond to them right, how change managers interpret to others responses. And then there is a question whether information is within being withheld are not right and then change managers response how, how what they are going to rest what would happen right.

So, you can say that when the interaction happens, it all depends upon two things the relationship and the trust and the quality of information that is being exchanged right. For example, if you look at this side you can see if you attitude is to help others, you really want to identify the agenda real agenda right. You are telling them whatever is required, then what will happen, the interpretation and the response of both the sides the change managers the employees would be good, because the kind of exchange that is

happening is of quality in nature right and that is why it is written see here of look at the last point says we will only tell them what we want to them. It means that you are going to create a situation which is not good right.

But if you are going to withhold information, you are going to provide selective information, then it is not good because the response to this would be different right. So, you need to ensure what we talked about earlier that trust and willingness to listen is very important. And the second factor is the quality of information that is being exchanged. So, both are of them are equally important.

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Communication Strategies

- Contingency approaches to communicating strategy vary depending:
 - on the type of change e.g.
 - Developmental or incremental
 - Task-focused
 - Charismatic
 - Turnaround (Stace & Dunphy, 2001)
 - on the stage of change e.g.
 - Planning
 - Enabling
 - Launching
 - Catalyzing

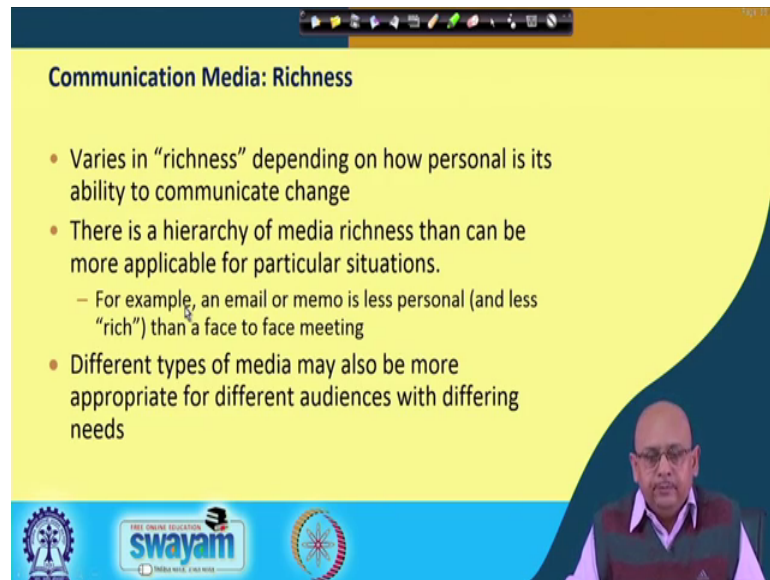
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So, we can also adopt certain contingency approach depending upon the requirement, we can change our communication strategies depending upon what kind of change that you want to have. Whether you want to go for development or incremental changes, whether it is task focused, whether it is charismatic change you want to bring out something that is entirely different or you are going for some kind of turnaround total transformation or these are different stages of the change.

So, it depends upon what kind of change you want to have, and at what stage of change you want to communicate right. So, your communication strategy depends upon these two important factors, planning, enabling, launching, catalyzing. So, these are the different stages planning stage you think about the kind of change. Then here you try to be with them and then actually implemented them. And finally, want to ensure that it is

successfully implemented and it is sustainable right. So, at all these stages of change you need to ensure that what kind of communication strategy would be adopted and then depending upon the kind of change that want to being about. So, you communication strategy depends upon that.

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Communication Media: Richness

- Varies in “richness” depending on how personal is its ability to communicate change
- There is a hierarchy of media richness than can be more applicable for particular situations.
 - For example, an email or memo is less personal (and less “rich”) than a face to face meeting
- Different types of media may also be more appropriate for different audiences with differing needs

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Then you also need to look at the media what kind of media you are going to use right, whether you are going to personally communicate or whether you have hierarchy of media we was which you are going to use for the different purposes. For example, you are using email or a memo right. So, you can use different kind of media say you can use internet, you can use email, you can use for say blocks, bulletins, dashboards right, or you can go for personal communication depending upon the kind of audience that you have. And then you also need to look at the resistance of the media as we have already talked about face to face is the best method to communicate because this is the most rich media when it comes to communication right.

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The slide is titled "Communication Media: Responsibility" and features a yellow background with a dark blue curved shape on the right side. It contains four bullet points:

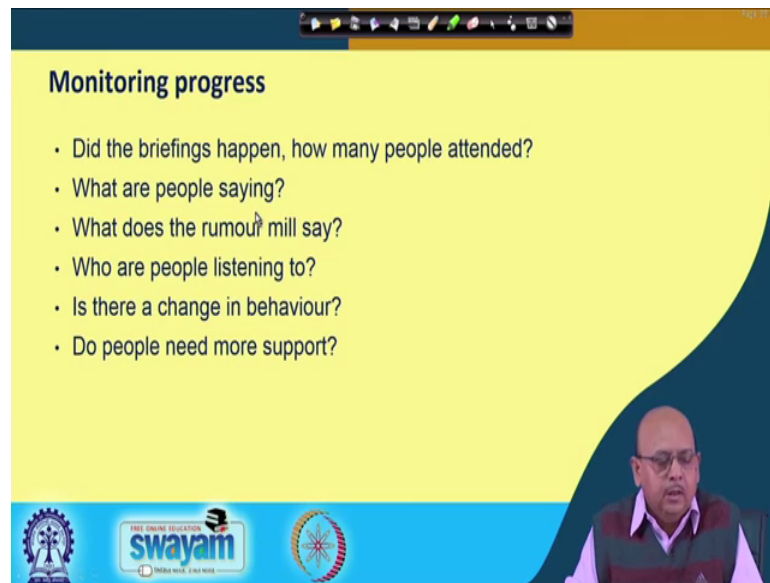
- **CEO:** Many believe that the CEO should be the principle communicator of change.
- Others find lower level managers more trusted by staff and therefore in a better position to communicate change.
- **Tag Teams:** Many organizations now use tag teams – a transition management team.
- The role of this team is specifically to stimulate open conversations through organizational units and dispersing information

In the bottom right corner, there is a video inset showing a man with glasses and a dark vest over a light shirt. At the bottom of the slide, there are logos for "THE ONLINE EDUCATION swayam" and "INDIA WISE 2020 WISE".

Then who is responsible? So, the CEO and the change managers both of them are equally responsible because CEO should be the principle communicator of change. For example, if you remember when there was some kind of terminal going on at Infosys, then Narayan Murthy wrote related to all the employees explaining the situation and what are think that need to be done to the employees. So, basically CEO is actually responsible. And when he is communicating something with the employees that makes much more sense. But if it is done at the lower level, then you have to see whether people trust them or not time, it is not trustworthy then it is am going to have intended effect.

Similarly, the tag team that is the change managers who are basically responsible, because these they are be going for change management right. They also known as transition management team, because they are responsible to bring about the desired change. So, they also supposed to converts through units and information to the people, and they should also be equally responsible while communicating about the change. But if the best thing is that if it is coming from the CEO's, because he is the principle communicator he is should tell what is going to happen and how it is going to affect us and what needs to be done by the us right.

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Monitoring progress

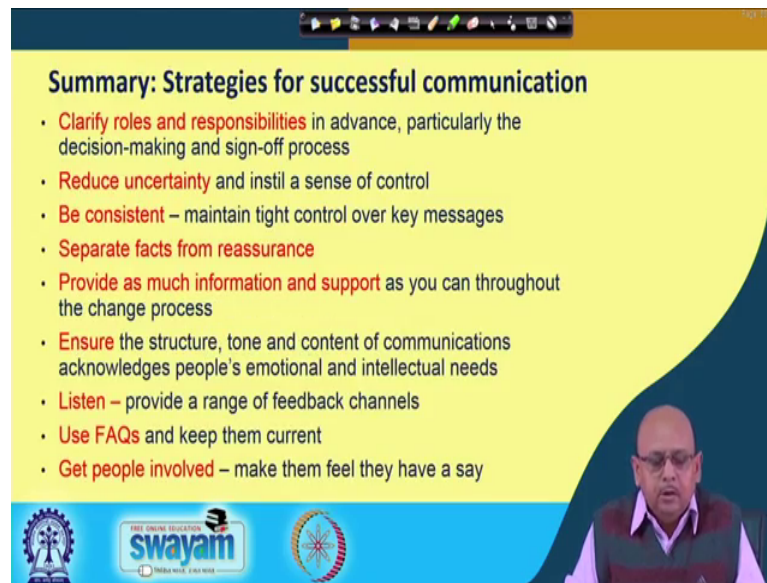
- Did the briefings happen, how many people attended?
- What are people saying?
- What does the rumour mill say?
- Who are people listening to?
- Is there a change in behaviour?
- Do people need more support?

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Then another important issues that when you are going to communicate, you also need to monitor the progress. Whether this communication is having its intended effect or not right. For example, when you are going to for some kind of briefing whether people are attending to it or not, whether people are reactant to it or not, what kind of rumours are coming out right, whether who are the people listening to right because you need to identify those stakeholders who have very strong, strong presence and they can influence the behaviour of the employees right.

And whether they it is bringing about a change in the behaviour or not, because otherwise you will not move from denial to exploration. And finally, to the commitment stage and whether people read other kind of support in addition to communicating information to them or not.

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Summary: Strategies for successful communication

- **Clarify roles and responsibilities** in advance, particularly the decision-making and sign-off process
- **Reduce uncertainty** and instil a sense of control
- **Be consistent** – maintain tight control over key messages
- **Separate facts from reassurance**
- **Provide as much information and support** as you can throughout the change process
- **Ensure** the structure, tone and content of communications acknowledges people's emotional and intellectual needs
- **Listen** – provide a range of feedback channels
- **Use FAQs** and keep them current
- **Get people involved** – make them feel they have a say

Logos at the bottom: Swamyam, and other organizational logos.

So, ultimately what we have discussed here when it comes to strategies for successful communication, you need to clarify roles and responsibilities, who is going to do what who is going to, what is to be communicated, what not is to be communicated right. So that the basic idea is that you are able to add the reduce uncertainty and instil a sense of control among the employee that is the basic objective of communication. And you need to be consistent in your communication. It does not mean that you are communicating something today and tomorrow you are going to communicate something different. We make sure that you are going to be consistent.

Your communication means the over key messages are going to be consistent. Assurances and facts should be separated ok. You say that the fact is this, but this is the assurances we are which are giving and I cannot guaranty way that is going to happen or not. So, right then provide as much information support as you think is required for the change process. Do not go for silence or do not with hold information or do not provide all the information to all stakeholders that is also not good.

And also ensure that the structure, tone and content, content of communication acknowledges peoples emotional and intellectual needs that is you are going to talked about language, gender and emotional, its role in communication right listening that is important activity. Provider a range of feedback channels, so that you get feedback from the employees that is very very important. You can also use FAQs; FAQs is known

Frequently Asked Questions. So, you create a set of FAQs, communicate it and then update it and then make sure that it is available with all the people related to any change effort, because this is our role to clear the doubt of people right. And then get peoples participation that is very, very important. So, this communication you can ensure that people are able to listen, able to accept and then activity participate in the process of change. With this you are going to close it.

Thank you very much.