


Managing Change in Organizations
Prof. K. B. L. Srivastava
Department of Humanities and Social Sciences
Indian Institute of Technology, Kharagpur

Lecture – 28
Communication and Change (Contd.)

So welcome back to the next session; just now we talked about the strategies for communicating change and before that we also talked about the communication needs for communication and why we need to communicate change. Continuing the same topic now we are going to talk about, what are the different kind of a skills that is required by the change managers and also the other stakeholders in the communication process while going for a change. So, the next topic that we are going to discuss here is a skills for communicating change that what are the different kind of a skills that people require.

(Refer Slide Time: 00:55)



Communication Skills

- These skills are aimed at involving people and encouraging commitment to the change process
- It may not be possible to overcome some change issues through communication – at times the differences between intended outcomes and internal and external pressures can be too deeply embedded
- Dialogue leads to transforming behaviours, experiences, attitudes

The slide features a yellow background with a dark blue curved shape on the right side. At the bottom, there are logos for IIT Kharagpur, Swayam, and another circular logo.

Now, we are going to talk about communication skills in general right, these skills are in that what involving people and getting the commitment to the change process. So, you need to ensure that you develop those skills so, that you are able to involve people and encourage their commitment in the change process and it are depends upon not your strategies, but what kind of a skills you have to communicate with the people right. You will find that some peoples are good orator some people are bad orators and it is because of their communication skills; so, that they are known and there able to influence others.

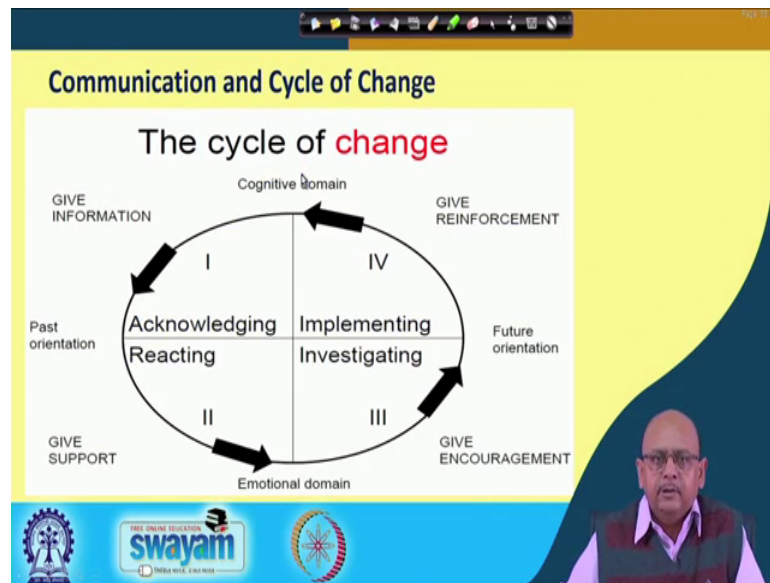
So, the communication skill become very very important especially for the change managers and if they do not have these kind of a skills then they need to ensure that they develop those skills related to the communication. So, that they are able to ensure that people participate in the process and there committed do it right, say it is not very important to ensure that issues related to change can be solved.

The idea of communication as to solve certain problems related to the change process right. The idea here is that you are able to communicate are you should be able to communicate in such a way with the employees using certain skills are your communication skills. To ensure that the intended outcome is achieved and the pressure that is there both internally and externally on the organization to go for a change is reduced to a larger extent. The idea here is that when you are going to communicate you are going to talk about what, what you are going to achieve right. At the same time you also can going to talk about the kind of pressure that you have to go for a change right.

So, the difference between intended outcome that you want to have and the pressure that is there for a change both are to be communicated. So, you need to develop communication skill not only to tell them about the intended outcome of this change that is in what way it is going to be good for both the employees as well as the organization, but also ensure that you are able to differentiate between the outcome and why we want to go for it. I mean what are the forces which are working for the change and we have already talked about the external and internal pressures for the change right.

And the best way to go for it is to have a dialogue so, that you are able to transform the behavior of the people their experiences and also the attitude. So, that they develop a more positive attitude they have a positive thinking, they experience something that is not negative, but positive in nature. And that would help the organization to reduce the end unintended effect and to ensure that this is going to help employees to accept and go for commitment for the change also there able to participate in the process and that is why communication skills very very important ok. Now, we will discuss something related to what are the ways kind of a skills and other issues.

(Refer Slide Time: 04:24)



So, here what I am going to show you is something that how communication basically a different cycles of change takes place, these are the 4 major areas of change that you have been talking about right. It is going like this to start with the first stage where acknowledge and second stage when there is a reaction, the third stage where you go for exploration and finally, the fourth stage where you go for implementation.

Now, if you look at this you can also fine 2 domains: one is from emotional to cognitive domain, cognitive domain whether going to be followed by the logic directions why want to go for it. So, need more knowledge information, here you are going to be driven more by emotion not by logic. Now if you look at this side this is basically the past orientation what you have been doing and then this feature orientation what you need to do in the future right and then you move along this cycle of change now right.

Now, if you look at this at the first stage when you have information about going for a change and your acknowledge that this there is the need to go for a change right based upon the past orientation, here you need to provide information about why we want to go for a change right. So, the kind of a skill that you required would be different compared to the next stage when people start reacting once you talk about going for a change right. At this is stage that not driven by the logic because logic works here ok, there is a pressure and we need to go for a change right. But here when actually go for a change then people may be driven by the emotionally state and here they start reacting what will

happen to them, how it is going to influence them and at this point of time the basic idea of communicating is to provide them support so, that you are able to reduce the resistance right.

At the third stage when they go for exploration right, because you are moving to a future state. So, you need to take them away from this emotional state 2 more cognitive state and here you need to encourage them right. So, that they are ready to accept change because you tell them about the good things which is likely to happen in future after the change is implemented right and then you ask them to explore what is in so for them. And finally, you move to the fourth stage that is implementing where you actually implementing the change and here you need to reinforcement their behavior.

So, that they develop a more positive attitude and that would be more reinforcing for the organization and (Refer time: 07:30) employees because now they have accepted and committed themselves to the change; based on the information that is not driven by the emotion, but by the logic that yes we need to go for it. Because there is a question of growth and development and we cannot remain idol at this stage you need to move to this stage and once this is reinforced then it is always good. So, that you can see here that all these stages the need for communication become different, as you have discussed earlier also that for different stages we go for a different kind of strategies for communicating. Here we are going to provide more logical information to provided case for a change here you need to provide support.

So, your communication strategies accordingly varies, here you also need to encourage them. So, that they take it up more positively and here you inforce such behaviors by communicating into such away by like praising, apprising positively. So, that when you are going to implement them it becomes more successful. So, it is very very important to understand that at various phases of change what kind of strategies you need to adapt and at what kind of skills you need to have in order to communicate at various stages of the change.

(Refer Slide Time: 08:47)

Transition and typical Reactions	
Stage 1 Acknowledging	People are shocked, feel threatened Denial People appear distracted, forgetful Low productivity
Stage 2 Reacting	Various reactions – anger, depression, withdrawal, etc. People try to “bargain” to do things the old way People believe they can wait out the change People go back to stage 1 when their feelings are denied or ignored

The slide also features a video inset of a man in a vest and glasses, and logos for Swamyam and other educational institutions at the bottom.

Now, at the first stage what actually happens, these are a typical reaction that people make there are that shocked feel threatened denial the field is distracted the productivity goes down right. Now at this is stage what needs to be done, you need to provide them why want to go for it, why it is good for you, why there is a need for change. Then they start reacting, reactions could be in terms of anger depression withdrawal and then they start bargaining right and the thing that this not is that we go for change immediately we can wait for it right and then from this is stage they go back to stage one right and then.

(Refer Slide Time: 09:35)

Transition and typical Reactions	
Stage 3 Investigating	People may display grief/sadness over loss but begin to explore future options Mix willingness to explore new options with reservation Emotions range from excitement to anxiety
Stage 4 Implementing	People appear ready to establish new routines, adapt to new systems, help others learn new ways Comfort with change engenders more flexibility, creativity and risk-taking The change is viewed as the way things are done

The slide also features a video inset of a man in a vest and glasses, and logos for Swamyam and other educational institutions at the bottom.

The third stage what happens the display certain behaviors because there is a loss, but they also try to explore future options, mix willingness to explore new options with reservations and there are driven more by the emotions which comes from excitement and anxiety. And fourth stage appear ready to establish new routines adapt to the new systems help others learn new ways right.

So, comfort with change engenders more flexibility creativity and risk taking right. So, at this is the best thing that to go for right now here the changes you something that has already been established in the system. So, you have already moved from the present state to a desired future state and that is what we have been talking about here if you look at this cycle of change right. So, the need for the communication the strategy for the communication and the kind of skills that is required at different level was going to be vary right, so, what is to be done right.

(Refer Slide Time: 10:36)

	Do's	Don'ts
Investigating <i>Give encouragement</i>	Create opportunities to explore Employ participative decision-making Outline pros and cons	Push choices Rush choices Punish mistakes Overestimate or misrepresent future options
Implementing <i>Give reinforcement</i>	Reward effective performance Support risk-taking and innovation Encourage communication Get out of the way	Micromanage Control choices Limit participation

So, these are some certain prescriptions that (Refer time: 10:43) state at least especially at the investigating and implementing stage right, do not push them, then do not rush certain choices ok, do not punish people in this make certain mistake ok. And here you need to go for more micromanaging see what are the choices which there are available and make sure that everybody participate in the process.

And these are the things that need to be done right, create opportunities ensure participation in decision making process also it tell them what are the positive and

negative sides of the change and if at the implementation stage definitely you need to reward. So, link it with the reward if they are taking certain risk with innovation supported right, I encourage communication from their side so, get feedback right.

So, what I am trying to tell you that they have certain behaviors that is expected from the change managers which could be rain forcing in nature and these kind of behaviors are going to damaged the entire exercise way to successfully implementing the change and then it may bounce back. So, it is very very important to communicate them in such a way so, that is good.

(Refer Slide Time: 11:56)

Key Communication Skills

Four key skills for communicating include

- **Listening:** There are four types of listening skills – suspending judgement, identifying assumptions, listening for learning, and reflecting.
- **Telling stories:** This is an effective way of helping employees learn from past changes & painting pictures of the future.
- **Selling change upward:** Issue selling is a way of gaining senior management attention to changes initiated from below.
- **Toxic handling:** Some people in organizations take on a role of handling the ill-effects of change processes and absorbing these as a way of shielding others from their negative impact

The slide also features a video inset of a man speaking in the bottom right corner and logos for Swamyam and other organizations at the bottom.

The question is that how we are going to communicate, what are the key skills that is required right. So, listening is very very important. So, you need to listen to the people the moment to talk about change you look at the reactions. So, there 4 type of listening skills that is required, suspending judgements, identifying assumptions, listening for learning and reflecting. It means when you are going to listen to people or they are going to listen you do not make any judgment immediately, because this is where they are trying to explore the possibilities.

So, do not make any judgment based on what is being communicated, do not make any assumptions also identifying assumptions and listen to learned. So, to increase your knowledge and skill based and reflecting, reflecting means you are able to understand what other person intend to communicate. So, you need to reflect upon that this is what I

mean to say and that is how you are going to reflect. So, listening is a very important characteristics so far as communication skill and it is true for both the stakeholders as well as the change managers so, both side should listen to each other. So, this is a very important communication skills.

Then coming to the telling stories and when you are talking about telling stories this is an effective way of helping employees to learn from the past changes. So, what you need to tell them, the stories successful change stories that have happened in the organization the past right and how it has help organization to grow a further and develop it. So these kind of a stories can be communicated and also based on these you can present a picture of the future, which looks more rosy more beautiful. And you say that if you are going for a change then it is it will be for the better and it would help organization further grow and develop itself right.

So, based on your past changes successful changes basically you communicated to the employees and also create a picture of the future which looks more rosy and beautiful. So, that people are attracted to these kind of things and that is where your communication skill helps that how you are going to tell the stories right. Selling change upward right it means you need to gain the confidence of the top management when you go for a change right. If the changes initiated from the below if it is coming from the top then that is not required right. And the last point is toxic handling, what I mean to say by toxic handling is that yes you know that there are some people who are troublemakers right.

So, they would talk more about the ill effects of the change then the good effects of the change right, you know that people are more acceptable are they listen to such people who talk about the ill effects of the change right. So, you need to shield people in need to ensure that such people who create trouble in the organization by talking about the ill effects are handled properly and they are not going to influence others in the process right. So, you need that is what we call toxic handling. So, do all such toxic people need to be handled and managed effectively so, that they are not going to persuade people and then people are not going to be influenced by such people to negate the change I am not to go for this kind of changes.

(Refer Slide Time: 15:48)

Key Communication Skills- Listening

- **Four types of listening skills**
 - suspending judgement
 - listening for learning
 - identifying assumptions
 - reflecting
- **Five type of listening**
 - Discriminative
 - Therapeutic
 - Appreciative
 - Comprehensive
 - Critical
- Good listening is understanding different points of view
- Perceived lack of listening may endanger relationships
- *Good listeners can recognize and use when and how to use these skills/types*

swamyam

Moving further we have talked about these kind of things, now out of this we have four five type of listening right, we have already that discuss about this. Now five type of listening what are the five types of listening, listening discriminative, discriminative in the sense where you are going to discriminate between two different kind of perspective views right. So, you need to discriminate between what people are saying, what people are not saying, how it is being set.

Then comprehension, comprehending is very very important. So, listen to other and then you are able to comprehend that. So, that it make sense and you find that it is meaningful or not right. So, comprehending is very very important so, once you listen it you should be able to comprehend that. So, that you are able to understand exactly what is being communicated. Then therapeutic listening, therapeutic listening is something different, the idea is to bring about the change in your behavior and that is what we know as therapeutic listening. So, you need to listen and then accordingly it should have some kind of intended effect to bring about a change in your attitude and behavior.

Then critical listening, critical listening something different where you listen and then you try to be more critic at like a critic where you are trying to say that ok, this is what you have said, but these are the points that I would like to make about it right. So, you are going to be critical in you are approach while listening and then you try to evaluate

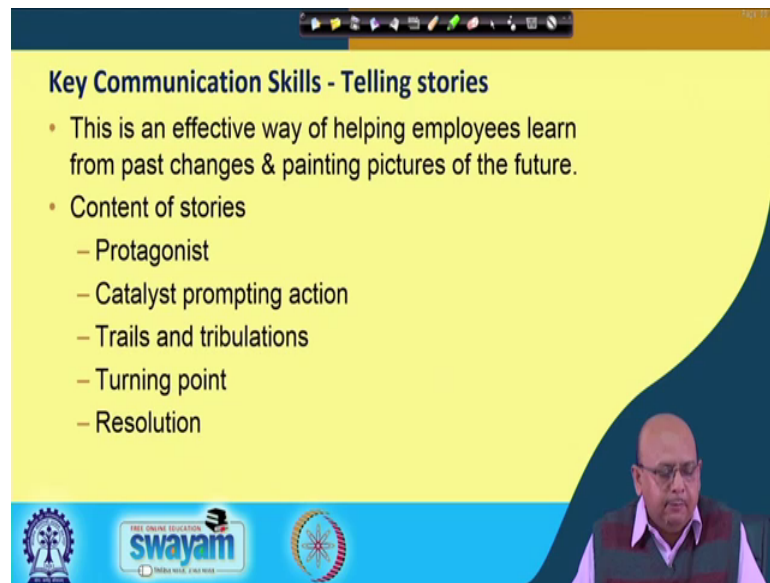
whatever is the content is there because you are not going to be critical unless you are going to evaluate the content that is being communicated to you.

And finally appreciative, appreciative listening is where you are going to appreciate whatever is being communicated and you find that yes it is good for you and you want to go for it right. So, when you are going to talk about appreciative listening that is where you are able to develop a more positive attitude towards the change. Now, the two kind of listening sometimes is a good listener or bad listeners right there something like the good listeners or bad listeners, the thing is the thing that we are talking about here is that when you say good listening in that used it mean that you are able to focus attention on what is being communicated and act upon it right.

Similarly are able to present your perspective after the listening and if that happens it means the listening is good or otherwise not right. Then if there is a lack of listening it means that you are not interested to listen either are you are not thinking that if you are going to listen it is going to make a difference it right. So, perceived lack of listening something that is not good because it is going to affect the relationship, because you do not listen to the other person then the other person will not talk to you right.

So, you need to ensure that you are able to listen and present your perspective to the change managers when you are going to talk about it and that is where you are going to have different type of listening, whether you are going to be critical, whether you are able to understand it, whether going to appreciate it or not or whether able to discriminate between what is being said and what is not being said right. So, the good listeners can always recognize and use when and how to use their skills right and accordingly they would be using these skills to communicate with the change managers.

(Refer Slide Time: 19:21)



Key Communication Skills - Telling stories

- This is an effective way of helping employees learn from past changes & painting pictures of the future.
- Content of stories
 - Protagonist
 - Catalyst prompting action
 - Trails and tribulations
 - Turning point
 - Resolution

The slide features a yellow background with a dark blue curved shape on the right side. At the bottom, there is a blue banner with logos for 'swayam' and 'THE ONLINE EDUCATION'.

When we talked about listening and then the second point is the telling stories ok, when you talk about the past experiences the past changes that has happened right. So, these stories include what the protagonist right, how things and happened, what we did, not, how, where able to reach to that level right, you can talk about certain decisions which have a taken by the organization how this decision has changed the fate of the organization right. Catalyst prompting information, catalyst it means that they do not go for a change, but the each they stimulate change right.

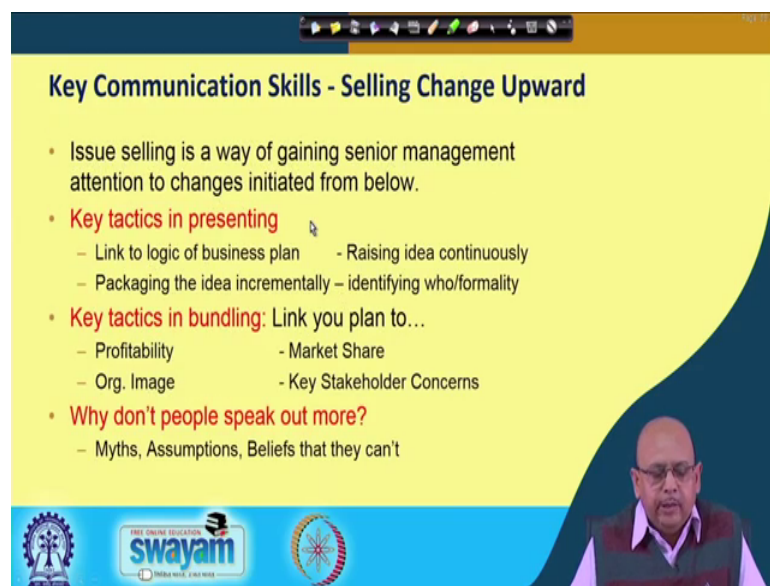
So, how certain activities are events at as catalyst for the organization to go for a change and when we went for a change this is what happened, for example, organizations can say that after this liberalization process when we were supposed to compete with multinationals we took a decision we go went for a change and that actually really help us to grow and develop right.

Then trails and tribulations means, how things have been happening in the past and how it is could be connected with the future and then turning point. They could be certain turning points in the life of the organization which have seen the organized to grow and develop. So, you can talk about those turning point on the diseases that have been taken which could be proved ultimately the turning point for the organization. For example, you have been doing business in one particular area, but you the side ultimately to go for a different kind of products and services, I want to go for a different kind of domain

altogether, it could be turned it could at as a turning point both in good way as well as bad way ok.

So, if it has been successful then you can say one decision to go for a different product has been the turning point for the organization right and then resolution ok, you resolute that yes this is what we need to do and this is how we can proceed for the future. So, these kind of resolutions can be taken based on past experiences that if we go by this probably would a good for the organization right.

(Refer Slide Time: 21:36)



Key Communication Skills - Selling Change Upward

- Issue selling is a way of gaining senior management attention to changes initiated from below.
- **Key tactics in presenting**
 - Link to logic of business plan
 - Raising idea continuously
 - Packaging the idea incrementally – identifying who/formality
- **Key tactics in bundling:** Link you plan to...
 - Profitability
 - Market Share
 - Org. Image
 - Key Stakeholder Concerns
- **Why don't people speak out more?**
 - Myths, Assumptions, Beliefs that they can't

The slide features a yellow background with a dark blue curved shape on the right side. At the bottom, there is a blue banner with logos for 'swayam' and 'MHRD'.

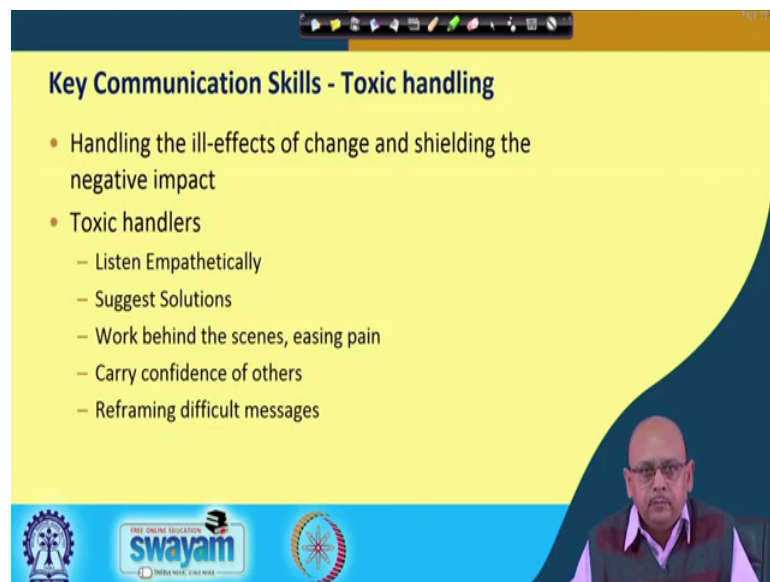
Then the third point that we are going to talk about is selling change upward, it means gaining senior management attention and confidence that is very very important. So, what are the important issues here, how we are going to present something, the logic of going for something that is new right, how you are going to package the idea whether it is who has identified it, how you are going to communicate in the senior management right, who raise this idea, who is going to package this idea.

So, all anything that you are going to present to the top management to must be presented in such a way. So, that looks logical it is presented in such a way so, that it make sense right. And then bundling a not only presenting bundling also how your plan is linked with profit, market share, the image of the organization, how it is going to take care of the stakeholders. Because all these are very important any kind of business man that you want to suggest to the top management, must be linked with the profit structure

sorry market share and the reputation of the organization. And then you have to say that what are the myths, assumptions and beliefs by which people are being guided in the organization

So, these myths assumptions and beliefs are very very important and if people are speaking out down the line then it is good if they are not speaking out if they are not trying to sell it upward then it is not good because if something is coming from the bottom line. Then that makes more sense for the organization in organization should listen to it and go for it provided they find that it has some kind of say commercial value and it could be good to go for implementing this kind of changing in the organization.

(Refer Slide Time: 23:36)



The slide is titled "Key Communication Skills - Toxic handling" and is set against a yellow background with a dark blue curved shape on the right side. It contains the following text:

- Handling the ill-effects of change and shielding the negative impact
- Toxic handlers
 - Listen Empathetically
 - Suggest Solutions
 - Work behind the scenes, easing pain
 - Carry confidence of others
 - Reframing difficult messages

At the bottom of the slide, there is a video inset of a man with glasses speaking. To the left of the video are three logos: the Swayam logo, the text "FREE ONLINE EDUCATION swayam", and the logo of the Ministry of Education, Government of India.

And then toxic handling that is very very important, how you are going to handle toxic handles, you need to listen empathetically you listen to them very well right, ask for solutions right, ask them that what needs to be done, how you are going to solve this problem, work behind the scene right. So, that will going to is your open. So, it is not that you are going to work and ask for solution from them, but you need to ensure that how they are being handled well. So, you need to work behind the scene, you need to talk them separately, you need to convince them that you tell that what is to be done, how it is to be done ok.

And so, that you are able to carry out the confidence in other people otherwise what will happen these toxic handles would create more problem for other people and their if the

certain message which are difficult to every frame in such a way so that these toxic handles are able to understand it right. The idea here is that you are going to handle the ill effects of the change and shielding the negative impact and that is why these toxic handles can create a lot of trouble. So, you need to handle them a very strategically. So, that they are not able to influence that any kind of change effort right. So, these are the 4 type of communication skills that you have been talking about here.

(Refer Slide Time: 24:56)

Change Conversations

- Different conversations used at each stage of change

Initiative conversations <ul style="list-style-type: none"> draw attention to the need for change. Assertions, requests, Declaration 	Conversation for understanding <ul style="list-style-type: none"> communicates the type of changes needed and why Conditions for satisfaction, enables participation, confirms
Conversations for performance <ul style="list-style-type: none"> focus on the actual change that is intended, progress monitored Promises, obligations, accountabilities, targets, deadlines 	Conversation for closure <ul style="list-style-type: none"> signal the end of the change Celebrations, rewards

- Other Issues: defining stages, skills required at each stage
- Power: enforcing vs interpreting understandings?

Now, if you look at the change conversation that happens at each stage of the change that is also important. For example, at the initiated change what happens, you need to initiate the conversations with draw attention to the need for the change and here what you are going talk about is assertions requests declarations are very important.

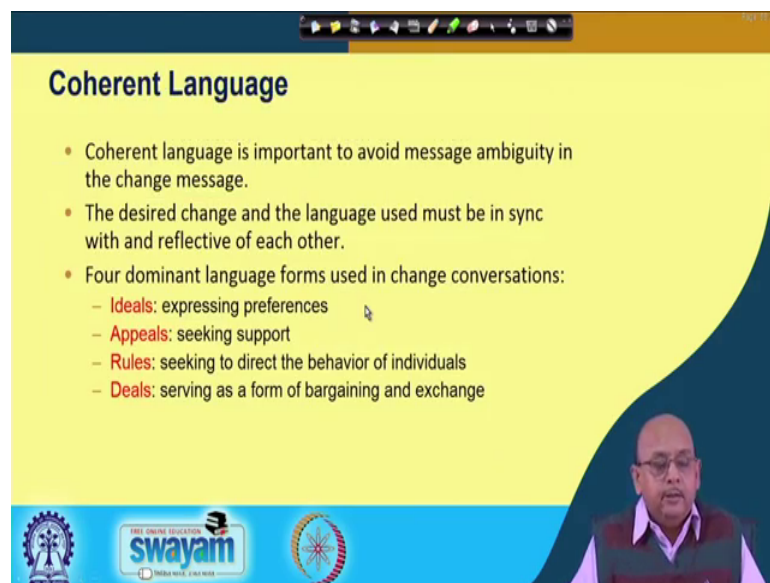
Second stage understanding, communicate the type of change needed and why conditions for satisfaction, participation, these kind of things are important. Then third stage conversation for performance. So, here you are going to have conversations that what kind of change actually is intended, how the progress is being monitored, what are the various applications that we need to meet, who are accountable for what, what are the targets and deadlines that we need to meet right.

And finally, ones the changes is a complete so, then the conversation for closure goes on here you are giving a signal that yes, this is the end of the change and now we need to finished out and then you go for celebrations and rewards ok. So, at each stage of the

change you need to go for different kind of conversation and for each of these conversations the kind of communication skills that you need to identify. Whether you are going for listening, telling stories, selling change upward or and then if there are certain issues related to toxic handling that need to be solved right.

And the other issues like defining stages skills required at each stage. So, at each at each stage of the change conversations you need to identify what kind of communication skills should be required and then the power, who is going to enforce these decisions and interpret understanding, whether it is going to be change managers are somebody else. So, when you are going to for change conversations you need to identify that what is to be conversed, but also the kind of a skill that would require that is stages of this conversation these are the different stages of the change that you have been discussing about.

(Refer Slide Time: 27:01)



Coherent Language

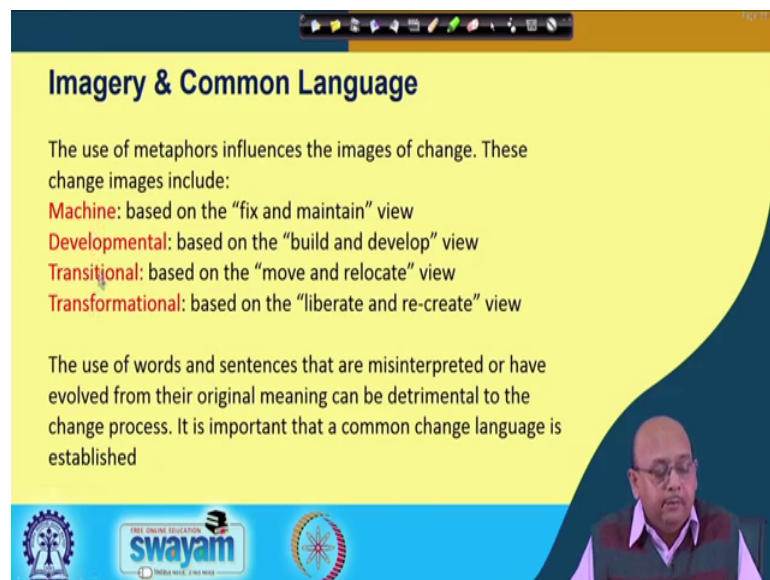
- Coherent language is important to avoid message ambiguity in the change message.
- The desired change and the language used must be in sync with and reflective of each other.
- Four dominant language forms used in change conversations:
 - **Ideals:** expressing preferences
 - **Appeals:** seeking support
 - **Rules:** seeking to direct the behavior of individuals
 - **Deals:** serving as a form of bargaining and exchange

Moving further when you are going to communicate the language we have already talk about is very very important right. So, you need to ensure that you are using a language which is very very coherent which make sense. So, that no ambiguity in the change messages and the language that you are using is sync with the change right with the reflective of each other. It is means that yes the language talks about the change you need to talk about you need to talk in the language that reflects change right.

And these are the 4 formats that could be used in change conversations like ideals, what exactly we should go for expressing preferences, what should be our preferences right. Appeals seeking support right because you need participation from the stakeholders, their involvement in the change process and then where using language which looks more appealing and here you talk about the standards ideas what should what should we do, what should we go for. So, you talk about the preferences.

So, this is a state of affairs in the organization. So, these are our preference preferential stages of affairs that we should go for. So, the kind of language that you are using should be different than the rules are going to direct the behavior of the employees and the deals where going to bargaining and exchange with the employees in the process right. So, you need to ensure that the language that you are going to use is very very coherent that make sense, it does not have any ambiguity it is very very clear you are talking in terms of change language and then depending upon the requirement the language also changes right. So, the seeking support, then use the different language when you ask asking them to follow certain things in terms are rules and regulations use a different language right.

(Refer Slide Time: 28:58)



The slide is titled "Imagery & Common Language" and is presented in a yellow and blue color scheme. It contains the following text:

The use of metaphors influences the images of change. These change images include:

- Machine:** based on the "fix and maintain" view
- Developmental:** based on the "build and develop" view
- Transitional:** based on the "move and relocate" view
- Transformational:** based on the "liberate and re-create" view

The use of words and sentences that are misinterpreted or have evolved from their original meaning can be detrimental to the change process. It is important that a common change language is established

The slide also features a small video inset of a man in the bottom right corner and logos for "swayam" and "INDIA'S CHANGING" at the bottom.

Then moving further you use basically two different kinds of communicate language, that is imagery and common language like using metaphors right influences the image of change, these are the different kind of metaphors that could be use like machine language based on the "fix and maintain" view right (Refer Time: 29:18). So, that is purely

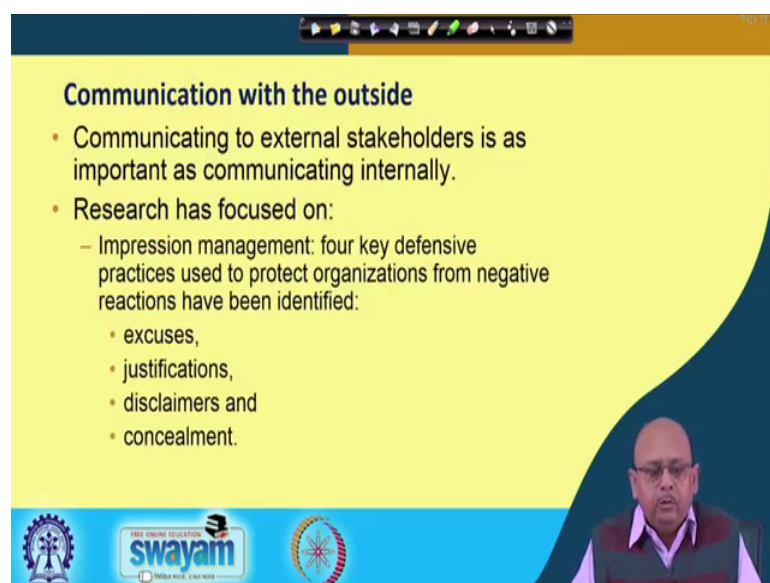
mechanical language that you are using right ok, this is what needs to be done and this is out is to be done so, the why you are going to communicate looks purely mechanical nature right.

Then developmental language “build and develop” view ok, this is where we are and this is where you need to go. So, that is a developmental approach. So, the kind of language that you are going to use and the kind of image of the change that you are going to have would be different. Then transitional it means based on “move and relocate” so, we need to move from this state of affairs to a new state of affairs right.

And finally, transformational which is based on the idea “liberate and re-create” ok, we need to liberate ourselves from what you have been doing and then we need to recreate our business, we need to recreate our process in into recreate our products ok. So, if that is so, then it becomes more transformational. So, these are the four different kinds of change images that could be there.

Now, in order to express the change images what kind of words and sentences are being used where the people. So, that with make sense if it does not make sense then it is going to be detrimental to the process change process. So, you need to use a common change language and depending upon the requirement you need to use language which makes better sense.

(Refer Slide Time: 30:52)



Communication with the outside

- Communicating to external stakeholders is as important as communicating internally.
- Research has focused on:
 - Impression management: four key defensive practices used to protect organizations from negative reactions have been identified:
 - excuses,
 - justifications,
 - disclaimers and
 - concealment.

At the bottom of the slide, there are logos for Swayam (Free Online Education) and other educational institutions. A small video inset in the bottom right corner shows a man speaking.

Moving further what we are going to talk about is, communication with outside, that is equally important it is not that you are going to communicate only internally within the organization, but you also going to communicate with external stakeholders, your suppliers, your vendors, institutional investors right.

So, you are not going to develop strategy for communicating internally, but also externally, now the idea here is that how you are going to communicate externally with other stakeholders in the process who have some kind of stay right. Now if you look at the research one of the things that have been talked about is impression management you need to create impression. So, the basic idea of communicating with outside world is to create a good impression for the organization. So, that the kind of image that you have among the outsiders through communication whether it is through pr, whether it is through media, any kind of area so, that you are able to create a good impression for the organization.

So, you certain impression management tactics or practices so, that you are able to protect your organization from negative reactions right. Because outside world is very very important the what kind of perception and outside world will have are the other stakeholders were outside the organization will have the principle, how you are going to communicate and whether you are able to manage a good impression for yourself among the stakeholders are not right. So, these are the 4 kind of reaction that have been identified that is to be looked into are examine like excuses, do not make excuses right that is very very important.

If in organization starts making a excuses then it is not able to create a good impression about themselves, excuses because you are offering product which may not be good and then you take it back right. So, are the products or services that you offer, it is relate to that one. Then justifications, providing justification for not going certain things then you create a bad image right this is the kind of impression that you are having will not be good and then disclaimers make sure that you are not going to do it because stakeholders are not interested in these kind of things.

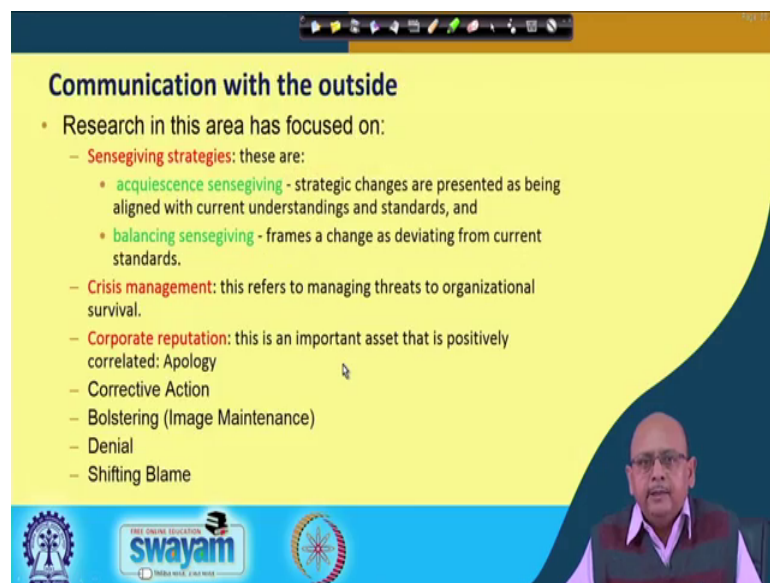
So, you need you also need to take responsible the moment you go for disclaimers certain things need to it would have a negative impact on the impression that they organization is going to have right. So, you need to communicate it in such a way so, that

these kind of negative reactions are not being created in the, is of the stakeholders who could create a bad image or bad impression for the organization. Then concealment, do not hide certain things you need to clearly communicate related to products and services, what you offer what you are not offering, your ingredients related to the products right.

So, that you are able to create a image which is more accurate more transparent and that is how you are going to develop an impression about the organization as such to the outside world and that is equally important. So, the point that we are going to make here is that while you are going to communicate internally to give support and commit from commitment from the employees and then you use certain a skills that we have talked about like listening, telling stories, handling toxic, you also need to communicate with outside world to create a good image.

So, you need to develop a strategy and tactics that how you can create good impression. So, when you are going to create good impression you need to develop certain strategies, what could be these strategies, how you can develop good impression. So, you are going to talk about fraction figures, you are going to talk about you are production services right. So, that you are able to create trust among the people are the other stakeholders were going to buy your production and services right.

(Refer Slide Time: 34:48)



The slide is titled "Communication with the outside" and is set against a yellow background with a dark blue wave-like graphic on the right side. At the top, there is a navigation bar with various icons. The main content is a bulleted list:

- Research in this area has focused on:
 - Sensegiving strategies: these are:
 - acquiescence sensegiving - strategic changes are presented as being aligned with current understandings and standards, and
 - balancing sensegiving - frames a change as deviating from current standards.
 - Crisis management: this refers to managing threats to organizational survival.
 - Corporate reputation: this is an important asset that is positively correlated:
 - Apology
 - Corrective Action
 - Bolstering (Image Maintenance)
 - Denial
 - Shifting Blame

At the bottom of the slide, there are three logos: the Indian Institute of Management (IIM) logo on the left, the Swayam logo in the center, and a circular logo on the right. A video inset in the bottom right corner shows a man with glasses and a dark vest over a light shirt, speaking.

So, communicating with outside world is equally important. So, what are the strategies that could be used, when it comes to communicating with outside. Sensegiving strategies

makes so, you need to ensure that strategic change is that are taking place are aligned with your current understanding and standards and the frames a change as deviating from the current standards.

So, the kind of sense giving strategies are use that is acquiescence and balancing sense giving ok, acquiescence means that is your current understanding and standards are going to be aligned with what you are going to have after the change and then balancing sense giving means that, yes there is going to be change which is deviating from the current standards right. Are you are going for a crisis management that could also be strategies whether going to manage threats for the survival of the organization should try to create an image which is much more positive in nature and then reputation that is very very important.

You need to create corporate reputation ok. So, what you need to go for, corrective actions maintaining or image denial something about the organization, if it is being spayed are you there is certain numerous right. So, to be different media you need to (Refer Time: 36:11) that know you are not going it and then shifting blame, you say that you are not responsible your somebody else is responsible for this. So, these are the corrective actions that could be taken up right to develop a more positive reputation and image for the organization ok.

Thank you very much.