

Research on Communication Management in Organizational Change

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Abstract. With the continuous change of internal and external environment, if still keep a kind of inertia and rigid to cope with the market and the challenges of its own, it is difficult to adapt to the fierce competition environment, therefore, according to changes in the environment, choose the suitable transformation model becomes the breakthrough organization choice. In this process, around how to change the target effective communication management has become an important way to successful change. This article from the communication management impact on organizational change with the analysis of the problems existing in the management of communication in organizational change, finally puts forward solutions targeted solutions.

Introduction

In the face of new changes in the market, the organization should be adapted to local conditions, explore suitable for their own internal structure and external environment change mode, to the organizational structure itself, changes in personnel reasonably change, in order to meet the needs of long-term development. As a kind of inevitable business behavior, this change will often bring conflicts in the long-term development of the organization target and employee self development goals. Therefore, we need top management organization attaches great importance to the training of employees and improve communication skills, using appropriate means of communication to resolve all kinds of conflicts in organizational change, organizational change to eliminate the uncertainty, realize organizational change goals.

The Significance of Communication Management in Organizational Change

The process of organizational change including the change, and then freeze thaw in three stages, each stage has effect. Thaw is the preparation stage, the change is the implementation phase, and then freeze is strengthening stage, three stages are indispensable. Has an important influence to achieve effective communication on the goal of each stage.

The Significance of Thawing Stage .The thawing stage is the mental preparation before change. Means of thawing, break the established pattern of interests, from the aspects of consciousness for organizational change to create a psychological support firm. Effective communication provides a basis for the necessity of change, increase the change of psychological support. Whether managers or employees, due to the limited the reason of the people there, at some point, do not always grasp the true direction, therefore through various communication can provide valuable advice for various changes. When the decision to get more information from other people, can understand the different angles, different levels of ideas and suggestions, provide more reference and basis for the for the organization, managers at all levels to develop a system, measures to guarantee the validity of the method. Expect good effect to change through communication, to provide the heart for the next step of reform Rationale

The Significance of Change Stage. Change is stage of organizational change behavior in the transition phase, thaw phase of preparation, this stage is the implementation of various reform activities. Stage of organizational change between various departments timely eliminate

misunderstanding, close cooperation, not only in relation to the solidarity among colleagues, but also related to the company of the successful completion of the work, will be a serious affect the organization's existence. For example, organizations are facing structural changes, the existing pattern will be broken, increase the existing system of people under the uncertainty, anyone in the face of uncertainty will inevitably have fear, mutual understanding and communication can bring various departments, managers and employees define their respective responsibilities, obligations and rights. Effective communication face differences, promote unity and cooperation between departments, to avoid unnecessary losses, contribute to organizational change smoothly. At the same time, through organizational change Communication can enhance their recognition of organizational change, according to the different circumstances of each employee to take different way of communicating care, encourage them, their performance time certainly, maintain a high degree of confidence, promote the realization.

The Significance of freeze again Stage. The freeze again stage is to strengthen the stage, through the change of driving force and binding to a new state of equilibrium, kept relatively stable. Can not change the results in the thawing period for the change of power to the people described in the show, going through the psychology and behavior of many strengthening means to disperse the suspicion mentality, let employees that change will be achieved. The communication control and all this depends on the change in later stage. Must communicate to convey the corporate policy to the staff, and the staff's complaint feedback to management, to timely adjust and control the realization of effective communication. The company's decision-making be understood quickly. To be implemented. In practical work, only after such an effective communication process, the new company decision-making in order to obtain accurate and effective implementation, organizational change can be completed smoothly.

The Problems of Communication Management in Organizational Change

Poor Awareness of Transform Communication. Although the necessity for managers to understand the change, but because of the urgency of the organization and the internal and external environment change pressure, make the management in the transformation of impetuosity. Whether it is for the change of organization structure or the technology, personnel changes, the most difficult is the key from a fundamental change in ideology, and this depends on the effective communication. But because of the urgency of the reform tasks, so that people in the core of the reform is not other people clear vision and strategy to achieve this vision, not the vision, strategy to communicate enough, even if the communication, there are not enough convincing to persuade people to accept and support, resulting in the lack of change of object persistence and change of the necessity of cognition, become a stumbling block in the process of change.

Inappropriate Choice of Communication Channels. From the process of communication, communication to handle communication, communication channels, communication, communication and feedback between the noise elimination and other related elements. If the communication channels, mode selection, the organizational change target communication fuzzy, uncertain, not in place of the organizational change information feedback is not timely that will increase the differences, to increase the resistance of organizational change. At the same time, extensive collection of change required information, the information and arrangement of scientific subject extraction, these important links tend to be ignored so as to change, can not really understand the communication object, the organization lacks corresponding targeted and appropriate sense of propriety.

Communication And Coordination Channels are Not Smooth. To ensure the organization change smoothly, we must coordinate the interests of all parties, to avoid conflicts. Problems will bring pressure and uncertainties from the appearance, when the power accumulated to a certain extent, becomes the resistance to change resistance. In fact, the most fundamental reason is because of the interest conflict causes. Revolution has changed the original pattern of interests, people from

the psychological, from the aspects of reality is not willing to comply with change. And the internal communication and coordination organization is not smooth, can aggravate the suspicion, especially increase the interests of the injured party suspected and rejected, so that the realization of the target.

The Optimization Strategy Of Communication Management In Organizational Change

Importance Communication Effect In Organizational Change. No communication, no management, no communication management is just an imagination and lack of vitality of the mechanical behavior. Communication is the lifeline of enterprise organization. In the process of organizational change should pay full attention to the importance of communication management, communication management is to create and promote the enterprise spirit and enterprise culture, the main ways and tools to accomplish the fundamental goal of the enterprise management. In the run-up to the change of communication to lay a good foundation for change, formed a favorable change in the environment of public opinion; change in the implementation stage, communication for change to resolve differences, enhance cohesion, stimulate the change fighting and determination; in strengthening phase change, communication for change to consolidate the results, the optimal feedback effect so we should pay attention. Communication, reach a consensus through good communication to promote the management, internal staff to achieve organizational change benefit by mutual discussion, the goal.

Choose The Right Ways And Means Of Communication. The importance of clear management communication, not just stop at the concept level, and should implement the operational level, must pass within the external communication mechanism to assist in the implementation of external communication, public relations organizations should focus on the selection and appointment of outstanding ability, active thinking, flexible, good at innovation staff to serve as the organizational change of external propaganda. Communication matters, let the external environment of the organization in all kinds of public understanding, support the goal of the reform. The internal environment is the main position of organizational change. Change, the organization to assess changes in the environment, identify the basic situation of reform reform supporters, opponents and supporters of a neutral, strive for and organize, monitor and guide the change opponents. Because each stage of organizational change has certain difference, therefore need to select suitable means of communication. To be specific to the object according to the different features of the communication This arrangement is targeted, in order to maximize their support. In the preparation stage of change, this time is to find a breakthrough point in the reform of the existing psychological environment, the collective mass communication is necessary, necessary will change through group meetings by means of leaders preaching through a series of data, video, and even through the internal discussions presented in front of the staff, to understand the urgency of change. And in the implementation phase of reform, the organizational change in the enterprise is bound to form attitude of different groups, especially for the opposition of employees is needed through one-on-one communication to resolve the conflict.

Strengthen The Cultivation Of Good Psychological Environment For Employees. Clear consciousness, choose the channels and methods, also need to communicate with the incentive to reform. To leaders of the informal organization of communication power. Consciously communicate with informal organization leaders, for these key personnel to understand and support the change. Once these informal group leaders to accept and support change, tend to multiplier effect. Or set up psychological training of small institutions, for employees in the work, all kinds of psychological problems encountered in life timely guidance, constantly improve their psychological endurance, while in real change comes, it can actively cooperate with the organization in the employee's psychological level difference, so as to promote the realization of goals of change.

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