


Workshop Samples 

Communication in organisations


Information sharing

Formal

- How are innovations announced?
- What channels are utilized to provide information about change?
- What type of information is provided about change? To whom? By whom? In what context?

Informal

- How do users share understandings/interpretations of formal information?
- With whom do they share these impressions?
- What makes information credible?
- How is additional information sought out? From whom?

Workshop Samples 

Communication in organisations


Social Support

Formal

- What is said to address fears and anxiety of staff?
- How do implementers monitor reactions to change?
- Should users encourage social support among users?

Informal

- How is supportive and comforting communication accomplished during change?
- Is evaluative information about the change communicated during social support?
- With what effects for users and for change programs?

Workshop Samples 

Communication in organisations


Feedback

Formal

- How is evaluation and feedback sought from and given to staff?
- What means are utilized to address areas of weakness both in staff performance and in change programs?
- How do implementers cope with upward feedback that negatively evaluates change programs?

Informal

- Do staff draw upon peer feedback more or less than supervisory feedback?
- Does informal evaluation of change get transmitted to formal implementers?
- Does informal evaluation lead to reinvention?
- If so, how does communication determine this process?

Workshop Samples 

Communication in organisations


Reward Structures

Formal

- What systems are utilized for distribution of rewards and disincentives regarding participation in change?
- What communication channels are created to maintain reward systems?
- How do users respond?

Informal

- How do organisational members informally punish or reward participants or nonparticipants?
- How are consequences for participation communicated informally?

Workshop Samples 

Communication in organisations


Participatory Structures

Formal

- What structures do implementers utilize to involve lower-level employees in change implementation?
- When are implementation decisions made unilaterally, and when are they participatory?
- What forms of participation are most productive during change implementations?

Informal

- What channels do users/ nonusers create to participate in implementation of change?
- How do non-implementation team members gain access to and influence in implementation decision making?
- How do informal "champions" and "assassins" gain status and influence?
- What forms of participation best address staff effective and cognitive needs?

Workshop Samples 

Communication in organisations

Role Structures

Formal

- How are users/implementers selected and socialised?
- What formal role status is accorded to change agents?
- What support is given to staff who experience significant role transition?

Informal

- What informal socialization do change agent receive?
- What affects the process by which staff adopt new roles?
- What affects the evaluation of users' roles in terms of informal status and influence.