

**MSOL Written Assignment 4**

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When it comes to the growth and development of an organization, Eric Eisenberg, author of the book “Organizational Communication: Balancing Creativity and Constraint”, explains that there are four “stages of the business life cycle” (Eisenberg, E. M., Trethewey, A., LeGreco, M., & Goodall, H. L. (2017)). More specifically, he explains that in the adolescent stage of this life cycle, businesses face competition for clients and resources. “As a result, the original strategy no longer functions as a competitive advantage, and the company must work to change or fine-tune it accordingly.” (Eisenberg, E. M., Trethewey, A., LeGreco, M., & Goodall, H. L. (2017)). But how does a business or organization go about accomplishing this in an effective manner? According to Eisenberg, he believes that “this may require paying special attention to both internal and external communication” (Eisenberg, E. M., Trethewey, A., LeGreco, M., & Goodall, H. L. (2017)). In other words, an organization can properly adapt to competition by focusing on how to increase the effectiveness of the product or services inside and outside the organization such as cutting costs and the promotion of the organization to the broader society. This paper will discuss what external communication and how external communication contributes to the success and effectiveness of an organization

In a journal article from the Journal of Business Communication, the authors define external communication as a form of communication that is “critical to enhancing innovations since they provide opportunities for learning and for securing resources and for the diffusion of ideas between and within organizations.” (Johnson, J. D., & Chang, H.-J. (2000)). In other words, external communication is significant because it provides an organization with the opportunity to inform and gain support from the community and the broader society it is trying to serve. For example, The Salvation Army has been able to create and support our communities

across the United States and beyond for decades due to the support and generous donations from our communities and the broader society. However, in order to make this happen, The Salvation Army has had to rely on various methods of external communication such as the promotion of our programs and services on facebook, Magazines, TV commercials, newsletters, letters in the mail, partnerships with various local organizations, and various fundraising events to inform and promote their mission, values, programs and services. All of which contribute to the overall positive representation or image of the organization as a whole.

But why is the image of the organization important? In order to answer this question, I believe it is important for us to first understand what a task environment is and how it can affect the success and effectiveness of an organization. In the book “Social Worker as Manager: A Practical Guide to Success” by Robert Weinbach and Lynne Taylor, they explain that a task environment “consists of any persons, organizations, or groups on whom it is dependent for goal achievement and who have the potential to support or interfere with its efforts to achieve its goal.” (Weinbach, R. W., & Taylor, L. M. (2015)). In summary a task environment is a person group or organization whose success and effectiveness of services are dependent on others. However, it is important to note that when it comes to task environments, there are friendly and hostile task environments which can greatly affect the effectiveness of an organization. At the end of the day, it comes down to the overall image of an organization. If an organization provides services that are useful, reasonable, desirable, has little to no cost, and aligns with societal values, it is bound to have more support from the community and be more effective than an organization that engages in more undesirable qualities. However the alternative doesn't necessarily mean that they are doing anything wrong. For example Weinbach and Taylor explain that examples of a hostile task environment could include Temporary

Assistance for Needy Families (TANF) or Child Protective Services. Both are important and beneficial programs, however, the overall image of these organizations make them less favorable because they cost taxpayers money and engage in activities that are not consistent with societal value (i.e separating children from their families). (Weinbach, R. W., & Taylor, L. M. (2015)). When it comes to these hostile task environments who receive little support from the broader society, it makes external communication even more important. This is due to the fact that these organizations can use external communication to try to help bring awareness to the importance of what these organizations do and possibly change this negative image.

In conclusion, external communication plays an important role in the overall image, success and effectiveness of an organization. External communication can include websites, letters in the mail, newsletters, magazines, blogs and other forms of promotion. This form of communication is important because it allows an organization to share with the broader society the organization's mission, values, programs, and services, ultimately increasing the level of support and effectiveness of the organizations. This communication is also important for hostile task environments as well because it allows these organizations to try to improve this community support.

### References

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