Contents

Part I Internal Communication and Management: A Theoretical Positioning 1

1 Communication-Centered Management: A New Paradigm for Internal Communication 3

1.1 Communicative Action in Organizations: On the Intention and Concept of an Interdisciplinary View of Internal Communication 3

1.2 Internal Communication: Definition and Objectives 6

References 9

2 Internal Communication and Management: Essentials of Communication-Centered Management Theory 11

2.1 Environment as a Landscape of Possibilities 14

2.2 Organization as a Value-Creation System 16

2.3 Management as Reflexive Design Praxis 17

References 19

3 Perspectives on Internal Communication in the Context of Agile Management: A Conceptual Assessment of the Current Positioning 21

3.1 Corporate Management in a VUCA World 22

3.2 Agility as a Response to VUCA Conditions 24

3.3 Communication-Centered Action as a Condition for Agility 27

3.3.1 Key Component Attention 29

3.3.2 Key Component Vigilance 30

3.3.3 Steering Variable Purpose: Meaning and Orientation 31

3.3.4 Steering Variable Mindset: Attitude and Logic of Action 32

3.3.5 Steering Variable Relation: Collaboration and Networking 33

3.3.6 Steering Variable Competence: Knowledge and Diversity 35

3.3.7 Enabler Self-Direction 39

3.3.8 Enabler Leadership 40

References 42

Bibliografische Informationen
https://d-nb.info/1260938581

digitalisiert durch DEUTSCHE NATIONAL BIBLIOTHEK

Part II Management Tasks and the Contribution of Internal Communication 45

4 Goals and Norms 47
4.1 The General Function Profile: Establishing Identity, Defining the Bases for Action and Structuring Legitimacy ... 49
4.2 The Communication-Centered Function Profile: Convincing Internal and External Stakeholders with Purpose, Sensemaking and Mindset ... 53
4.2.1 Environment as a Landscape of Possibilities: Securing the "License to Operate" and Laying the Foundation for Promising Cooperative Ventures ... 56
4.2.2 Organization as a Value-Creation System: Securing Loyalty and Enabling Orientation ... 58
4.2.3 Management as Reflexive Design Praxis: Making the Identity of the Entire Value-Creation System Continuously Visible with the Help of a Meaningful Frame of Reference ... 60
4.3 Case Study ... 63
References ... 66

5 Organization 69
5.1 The General Function Profile: Using the Structural Features of Hierarchy and Heterarchy for Organizational Design ... 70
5.2 The Communication-Centered Function Profile: Understanding Fractal Organizations as a New Paradigm ... 72
5.2.1 Environment as a Landscape of Possibilities: Exchange and Absorption as Existential Organizational Characteristics ... 73
5.2.2 Organization as a Value-Creation System: A Group of Self-Directing Groups ... 74
5.2.3 Management as Reflexive Design Praxis: Shaping and Maintaining Corporate Culture ... 79
5.3 Case Study ... 81
References ... 83

6 Network Management 85
6.1 The General Function Profile: Implementing Different Strategies with Diverse Networks ... 86
6.2 The Communication-Centered Function Profile: Unleashing the Potential of Partial Autonomy and Enabling Collaboration ... 89
6.2.1 Environment as a Landscape of Possibilities: Increasing the Permeability of System Boundaries ... 90
6.2.2 Organization as a Value-Creation System: Networks Enable Dual Operating Systems ... 92
6.2.3 Management as Reflexive Design Praxis: Leading Networks Post-Heroically ... 95

6.3 Case Study 97
References 99

7 Human Resources Management and Leadership 103
7.1 The General Function Profile: Bringing About Participation and a Willingness to Perform and Using Diversity to this End 104
7.2 The Communication-Centered Function Profile: Triggering Reflection on Decision-Making Routines in a Learning Organization 111
7.2.1 Environment as a Landscape of Possibilities: Leveraging Potential by Incorporating Diversity from the Company Environment 115
7.2.2 Organization as a Value--Creation System: Supporting Decision-Making Insights with the Help of Organizational Routines 116
7.2.3 Management as Reflexive Design Praxis: Structuring the Organization's Ability and Willingness to Reflect 118
7.3 Case Study 120
References 123

8 Controlling 127
8.1 The General Function Profile: Deciding as Rationally as Possible and Controlling Without Loss of Control 128
8.2 The Communication-Centered Function Profile: Steering Agilely Through Stakeholder Relationships with Plausible Insights 131
8.2.1 Environment as a Landscape of Possibilities: Steering Through the Stakeholder Environment 133
8.2.2 Organization as a Value-Creation System: Developing Plausible Company-Specific Controlling Models 135
8.2.3 Management as a Reflexive Design Praxis: Understanding the Unplanned as an Opportunity 140
8.3 Case Study 142
References 144

9 Corporate Governance 147
9.1 The General Function Profile: Implementing Binding Rules of Conduct to Avoid Economic Losses and Damage to Reputation 150
9.2 The Communication-Centered Function Profile: Creating a Compliance Culture and Keeping it Alive through Communication 151
9.2.1 Environment as a Landscape of Possibilities: Using Compliance as an Orientation Anchor for Employees' Ability to Cooperate and Thus Strengthening Relationships with External Partners 152
9.2.2 Organization as a Value-Creation System: Understanding Compliance Characteristics and Being Able to Recognize and Avert Company-Specific Compliance Risks 153

9.2.3 Management as a Reflexive Design Praxis: Installing Dialog-Oriented Feedback Procedures in Order to Be Able to Make Sovereign, Morally Supportive Decisions Everywhere in the Company. 158
9.3 Case Study 159
References 161

10 Risk Management 163
10.1 The General Function Profile: Fighting the Loss of Control with Early Detection, Control and Reporting 165
10.2 The Communication-Centered Function Profile: Building Risk Culture and Enabling Risk-Aware Decision-Making 171
10.2.1 Environment as a Landscape of Possibilities: Taking Risks in a Controlled Manner 172
10.2.2 Organization as a Value-Creation System: Communicating Norms and Boundaries 175
10.2.3 Management as a Reflexive Design Praxis: Risk Management Between Defensive Prevention and Offensive Exploitation of Opportunities 178
10.3 Case Study 179
References 181

11 Crisis Management 183
11.1 The General Function Profile: Preparing for Crises with a Crisis Plan and Model Strategies 184
11.2 The Communication-Centered Function Profile: Managing Crises Through Communicative Actions 186
11.2.1 Environment as a Landscape of Possibilities: Crisis Management as Stakeholder Management 187
11.2.2 Organization as a Value-Creation System: Mobilizing Internal Resources for Crisis Management 188
11.2.3 Management as a Reflexive Design Praxis: Maintaining the Ability to Act at All Times 190
11.3 Case Study 192
References 194

12 Knowledge and Innovation Management 197
12.1 The General FunctionProfile: Recognizing and Leveraging Organizational Knowledge as Innovation Potential 198
12.2 The Communication-Centered Function Profile: Supporting Open Innovation Processes and Mobilizing Emergent Forces 202
12.2.1 Environment as a Landscape of Possibilities: Systematic Listening by Means of Outside-in Communication 203

12.2.2 Organization as a Value-Creation System: Strengthening the Absorption and Processing Capacity 207
12.2.3 Management as Reflexive Design Praxis: Innovation Management Between Planning and Emergence 213
12.3 Case Study 216
References 218

13 Change Management **221**
13.1 The General Function Profile: Implementing Change Equally Successfully Under Clear or Complex Circumstances 222
13.2 The Communication-Centered Function Profile: Managing Change with a Focus on Results or Shaping Continuous Change 227
13.2.1 Environment as a Landscape of Possibilities: Shaping Organizational Vigilance in Order to Be Able to Recognize the Need for Change at an Early Stage 229
13.2.2 Organization as a Value-Creation System: Making Reasons for Ambidextry Transparent and Activating a Fascination for Different Procedural Rules 230
13.2.3 Management as a Reflexive Design Praxis: Designing a Change System That Is Capable of Learning and Developing and Keeping It Alive in the Company Through Open Dialog 232
13.3 Case Study 236
References 239

Appendix: From Internal Communication Management to Communication-Centered Management: Conclusion and Outlook **241**