



## TenStep Supplemental Paper

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### Strategic Communication

Department heads rarely communicate, either because of the location of their workstations, because their department profiles are so different that professional interaction is not required, or because they are all hard pressed for time. Unfortunately, this hinders growth in the organization. Department heads understand the needs of both the individuals and the organization as an entity. They are the ones who interact with their team members on a regular basis and also have a rapport with top management.

Developing communication between the department heads improves relationships between departments. Every organization has a process that allows interdepartmental interaction. However some processes may not allow contact with other departments, and this is where the gap exists. For instance, a process in a telecom company allows the marketing team to interact with Finance, HR and customer care. The process, however, does not define the team's interaction with the technical department. Thus, the technical department head and the marketing head never got a chance to interact on a day-to-day basis. There existed a gap between the flow of information from the marketing team to the technical team. This hindered the development of new products because the technical team never understood what the customer needed in terms of output.

One important component in improving communication between department heads is Change Management. Working together, forming focus groups for different activities, determining employee concerns and having brainstorming sessions regularly are the only ways to improve interdepartmental communication. Suggestions given by the team members of different departments should be discussed and implemented by the concerned department heads. Employees should be involved in decision-making. Communication should necessarily be measured in performance reviews.

Strategic Communication is another component that can improve interdepartmental communication. This involves bringing together managers at different locations to discuss interdepartmental problems. This enables managers to share ideas and provide more inputs towards problem solving.

Strategic communication and change management provide solutions for improving communications between department heads.