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EDUD 732: Transformational Change & Innovation

**TCP 7: Communication**

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Communication is integral to the human experience because it drives how humans meet their needs. From very basic to highly complex, communication is vital throughout the process. To be able to communicate effectively, one needs to have a clear understanding of the initiative. Being a dually licensed professional on the team with extensive expertise in the substance use/abuse domain, I will need to communicate from a professional position to both superiors and stakeholders the need for the particular service. Communication at every level is essential. Chance (2009) points out that “as a catalyst, the change agent pressures for change, upsets the status quo, and energizes the problem-solving process” (p. 202). Healthy communication is necessary for every facet of the process, from building relationships, diagnosing problems, gaining appropriate resources, coming together on the solution, gaining acceptance, and stabilizing the process.

Because of the different agencies potentially to be considered in the decision-making capabilities entailed, it is appropriate to consider the organizational structure and types of communication channels to use. Chance (2009) highlights two significant forms of formal communication to consider: formal communication flow, which is vertical communication that contains downward communication in the form of directives, regulations, procedures, feedback of evaluations, and messages to subordinates (p. 157). The author notes horizontal communication consists of peers/associates with the same level of knowledge, skills/expertise, and authority, which serves as emotional and social support (p. 158). Considering these obstacles in communication, it will be important to be clear and concise to avoid information overload. Chance (2009) notes Miller (1960) that omission, error, queuing, filtering, approximation, employing multiple channels, and escape can be either adaptive or maladaptive, with omission, error, and escape as fundamentally dysfunctional to organizations (Chance, 2009). So, more planning will be necessary to carry out the objectives currently to align with court, prosecution, defense attorney, and Integral Care FACT Team objectives.

The level of communication will consist of standard reporting procedures already in place. However, a tracking system and tally will be kept and counted so that the clients selected can be monitored and assessed for the initiative. The reporting procedures will be tallied by the actual readings from official court proceedings and will be part of the clients' official records. Bryson & George (2024) note: "Creating and communicating meaning is the work of a visionary leader" (p. 401). Crosby & Bryson (2005) and Scharmer (2016) both highlight in their works how leaders become visionary when they play essential roles in interpreting current reality, formulating a mission, laying out clear strategies, and shaping a sense of the future (Bryson & George, 2024). Being able to articulate the current status of how habitual repeat offenders consistently fail urinalysis tests for cannabis, gaining buy-in, finding out what motivates FACT clients for behavior change, and "selling" a brighter future to clients as their life optionality will have increased due to being substance-free.

Being part of a multi-faceted team with various responsibilities and duties of the members communicating across different mediums is necessary for a cohesive network within the department. Communicating across social media networks, such as Teams, is essential for team members to speak with one another in real-time using Microsoft Teams and PowerPoint. Bryson & George (2024) state, "Presentations can be saved online in cloud storage so they can be accessible at any time from any Internet-connected device" (p. 489). FACT staff can access the Internet with their company laptops from anywhere in the county if they have access to their company cell phone, another vital communication device indispensable to carry out daily tasks with the FACT Team.

Communication is a vital component in the helping professions and is necessary for all involved to meet their unique needs. To record and report progress changes and constantly improve processes, leaders and stakeholders will have to meet, at least quarterly, at the Program level to assess progress and identify places for improvement. Records will be kept for the initiative to thrive, and reporting will help identify actions to promote Integral Care's vision of "Healthy Living for All."

## References

Bryson & George (2024). Strategic planning for public and nonprofit organizations (6th Ed.).

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Chance, P. L. (2009). Leadership: Influencing Behavior, Relationships, and School

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