



PARADIGMS CHANGES IN BUSINESS COMMUNICATION IN THE DIGITAL AGE

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Abstract:

The power that communication operates in the contemporaneous world is amazing. This communication must be considered as a basic social process and as a phenomenon that is present in the society and not merely as an instrument of divulgement or transmission of information. It must be conceived as a transversal power that binds the entire world with its social, political, technological and cultural system, with inclusion of the organizations in this scope. The information and communication technologies are definitely revolutionizing the society and its way of life. The digital age arrives with a set of big communication challenges for traditional mainstream media: new relations with audiences (interactivity), new languages (multimedia) and a new grammar (hypertext). But this media revolution not only changes the communication landscape for the usual players, most importantly, it opens the mass communication system to a wide range of new players. As far as enterprises, institutions, administrations, organizations, groups, families and individuals start their own online presence, they become “Self-media”, “sources” for traditional media, and in many cases, they produce strong “media criticism” setting the agenda with certain prime factors and frame opinion about how issues are covered by legacy media and delivering of alternative coverage. Blogs and social media represent the ultimate challenge for the old communication system because they integrate both: the new features of the digital world and a wide democratization in the access to media with a universal scope. Many examples are evident in the cultural industries, in the multimedia, on television (interactive, digital, cable and high definition), on cell phones and in all of the available media interactions (web 2.0, blogs, Facebook, Twitter etc.). All of this media convergence is a reality that is present in these days, influencing the individuals, the society and in all possible spaces – family, work and social participation. Communication itself has not changed, rather the means, which we use to communicate have changed. The manners associated with the ways we communicate with each other continue to be the key to how we understand each other. As new technology emerges, there are new manners associated with the new method of communication. So author aims to understand the paradigms of business communication in the digital age and describe how Internet has changed the public communication ecosystem. The author aims to perform a literature study by analysing the works of many authors on the society of information, of knowledge or digital and that analyze the media, transparent and communications society. Present study has descriptively analyzed and discussed the historical development, changing paradigms, latest issues and challenges of organizational communication.

Indexed terms - Changing Paradigms of Business Communication, Organizational Communication, Challenges in Effective Business Communication

Introduction:

The introduction and advancement of rapidly changing technology in all fields of development, controlled and managed by man, has immensely affected all walks of life of man including communication. The time of slow business communication and snail mail at work place has gone and importance of prompt business communication at work place has become profound. This is the digital era of blended technologies of information generation and computer sciences, where message travels by using the vehicle of electromagnetic radiations with the speed of

electric current. Smart android based phones of third and fourth generation have provided the facility to businessmen to check their emails anywhere at any time, audio-visually in couple or group by conferencing on the phone and also sending text to each other at any time.

Business conduction in huge size multi-national companies is possible with the help of large scale manpower using rigorous communication. And this involves the passing of commands; orders; instructions; preparing and presentation of reports, conveying complaints, brain-storming and discussion about business issues, strategies and decisions, receiving customer's need, controlling of production of goods and services and motivating employees. Management of all these business activities is important and crucial for the smooth and successful running of business. So implementation of latest and modern technologies for business communication is must (Schramm, W., 1954). Interaction with stakeholders of business such as with suppliers, creditors, financiers, vendors, clients, customers etc needs effective and proper lines of communication and these interactions need a concentrated effort from various units of the organization, and this can only be accomplished and managed through proper means of business communication. The importance of business communication in modern-day business and organizations must not be ignored and undervalued, since communication is considered as the life blood of any business.

Review of Literature

Human beings have a well developed communication system which is based upon the unique style of spoken language (Baluska, F.; Marcuso, S.; Volkmann, D. 2006). Man's life has become very complex because of penetration of technology in all walks of his life and management of such a life is possible by effective communication only. Communication helps to inform, motivate, control, share, establish authority and express emotions (Berlo, D. K., 1960). For humans in particular, communication is also essential for creating a sense of social cohesion. Just as mankind has evolved over the centuries, our means of communication have followed suit. What began as primitive cave paintings and signed words has morphed into an endless variety of means to express oneself to others. Communication has existed in various forms from the very beginning of the civilization on Earth. The most well-known form of primitive communication is cave paintings. The method involved creating pigments made from the juice of fruits and berries, colored minerals, or animal blood. The purpose of paintings has been questioned by scholars for years, but the most popular theory states that the depictions were used as a manual for instructing others how to locate and kill the animals and also informing what animals were safe to eat. Other forms of early communication existed, were like storytelling, which was used to pass on important information in the days before the existence of written word. Drums and smoke signals were also used by primitive man, but were not the most practical means of communicating. Both methods could attract unwanted attention from enemy tribes and predatory animals. These methods were also difficult to standardize. Man has depended on communication from time immemorial to relay messages to one another. Nowadays, we use complex technology to send important information to our loved ones, friends and business associates. However, the technologies we use today did not always exist. Human beings have relied on various methods to communicate with each other. These methods have depended on the progress science had made at that time (David D., 1982). Language had not developed to the point at which it was adequate to convey these concepts, so paintings and drawings communicated what words could not (Innis, H. A., 1951). Writing became important as man recognized the need to keep records of property and agriculture based trade. Johannes Gutenberg's invention, the Block printing machine, revolutionized book production, making books affordable and accessible since 1454. (David D., 1982). French scientists invented a communication machine called telegraphing system in the late 18th century and later an American inventor Samuel Morse improved this system by creating a machine that transformed speech into electric signals and back to the written words. (R. R. John., 1995). In 1876, Alexander Bell's invention of telephone again revolutionized the communication field which worked on the scientific law i.e. to transfer sound and pitch across a wire by reproducing sound waves in a continuous, undulating current. This was followed by a new form of communication – the radio, which took the world by storm. The short-wave communication used during First World War blossomed into the hottest communication technology. The technology really revolutionized the field of communication in 1933 when Edwin Armstrong, invented frequency-modulated (FM) radio. Television is a continuous and constant media of communication and entertainment, amusing its audience of all ages and has large an impact on society. Then came principle of Internet in 1967 primarily for military purposes. An Internet technology works when simply two or more than two computers are connected to each other to work simultaneously and independently for sharing of information and data. One of the important functions of internet is transfer of information and data from one computer to other located in near-by vicinity or may be at a distant place. This included electronic mail (email) and the use of sites containing vital information (websites). Once the internet started to catch on it was used primarily by corporations for collaboration purposes. Today the internet is

available everywhere and to everyone. It is used for a variety of reasons including socializing, conducting research, and advertising. It has even surpassed the television as a source of communication because one can receive any information instantaneously. The surge of Social Media and Blogging brought the never before experience and the so called paradigmatic shift in public communicational ecosystem. Majority of the content on the site are to be generated by the user. It should provide ability for high level of interaction between other social media website users. These websites should be easily accessible to other websites. The most popular social media platform is blogging which was first developed in 1997 and is now making strides among socio-electronic groups and created new dimensions to the social relationships.

THE POWER OF COMMUNICATION IN THE CONTEMPORANEOUS SOCIETY AND IN THE DIGITAL ERA

One of the strengths of this media society is the web, the worldwide computers network. According to Manuel Castells, we live in a network society that is dominated by the power of the Internet. In his other book, *Comunicação e poder* (Communication and power), Castells questions “why, how and who constructs and exercises the power relationships in view of the management of the processes of communication, and in which way can the social players that seek the social transformation modify these relationships by influencing the collective mind” (Castells, 2009: 24-25). For him, the “process of communication operates in accordance with the structure, the culture, the organization and the communication technology of a given society”. And today “the concrete social structure is that of the network-society, the social structure that characterizes the society in the beginning of the XXI century, a social structure constructed around the digital communication networks” (Ibid.). This new network-society structure modifies the power relationships in the organizational and technological context that derives from the “heights of the global digital communication networks and is raised in the fundamental system of processing symbols in our era” (Ibid.). Rafael Alberto Pérez (2008) relates the power of communication with the power of strategic communication and summarizes as follows: “communication has a much greater power than we are accustomed to grant to it”. For the author, “this power can be ‘tamed’ if we act/communicate strategically” (Ibid.). Thus it is possible to perceive the relevant role exercised by the players involved in the communication industries and in the spheres of the social, economic and political power. To think communication today remits to analysis of the power of information in the network or digital society with all of the resulting implications.

THE POWER OF THE ORGANIZATIONS IN THE SOCIETY AND THE NEW CHALLENGES

Another aspect that one must also not fail to consider is the power that the organizations exercise in the society and the new challenges that they face. Today the great challenge of the organizations is particularly of excelling that merely economic, technicist vision. It is excelling also that empty speech of social responsibility and sustainability without any public commitment. The environmental issue and the preservation of the planet are part of the agenda of major themes of the contemporaneous society. The climatic alterations, the global warming, the social inequalities, the major natural disasters, among many other problems, are matters that must be faced by all of the agents, comprising the State, the business production sector and the third sector. All of these transformations have completely altered the institutional behavior of the organizations and communication proceeded to be considered in a different way. Such as advertising had a fundamental role after the Industrial Revolution, organizational communication, in the corporate and governmental sense, began to be seen as something essential and, in many institutional realities, as a contemporaneous strategic area. The isolated actions of marketing and public relations communication are insufficient to cope with the new competitive markets and for the relationships with the publics and/or interlocutors of the various segments. These are increasingly more demanding and require from the organizations social responsibility, transparent attitudes, ethical behaviors, respect for preservation of the planet etc., thanks to a more conscious society and an always vigilant public opinion. And, in this context, communication becomes strategic and its management must be seen under a new vision of the world and in an interdisciplinary perspective.

THE PARADIGMS OF THE STUDIES OF ORGANIZATIONAL COMMUNICATION

Throughout history the studies of organizational communication have been developed under certain paradigms. Understanding as a paradigm (Kuhn, 2007) being the vision of the reality, whether implicit or explicit, which influences the concepts and the ways of observance and analysis by a researcher, encompassing beliefs, values and ways of thinking the world and the subject of research, these concepts have oriented the visions and focuses of the studies of organizational communication by a number of authors.

While Eric M. Eisenberg and Harold L. Goodall (2001) present five paradigms: transfer of information; transnational process; control/strategy; equilibrium between creativity and constraint/coercion/subjection; and dialogue effort. Dennis Mumby (2013:15- 28) analyzes five perspectives of organizational communication: functionalist (transmission of information); interpretative (communication as a dialogue and creation of meanings); critical (communication as creation of meanings of ideological systems mediated by the relationships of power); post-modern (communication as an unstable system and the carrier of senses); and feminist (communication as a creation of senses and identity of gender).

ORGANIZATIONAL COMMUNICATION: FROM THE LINEAR FLOWS TO THE INTERACTIVE FLOWS

With the changes of the paradigms that previously were so stagnant, both the studies and the practices, and with all of these new perspectives and trends, the significance of organizational communication has acquired new perceptions and implications. **What would be the principle challenges of this communication and of its players in this whole process? *Firstly it is necessary to replace that linear and instrumental vision of communication by a much more complex and encompassing one.*** Organizational communication needs to be understood in a broad and holistic form. It is possible to say that it is a discipline that studies how one processes the communicational phenomenon within the organizations and all of its **political, economic and social context**. As a phenomenon that is inherent to the nature of the organizations and to the groups of persons that integrate it, organizational communication involves the communicative processes and all of their constituent elements. In this context, *it is necessary to see communication inserted in the symbolic processes and with focus on the meanings of the agents involved, of the interpersonal and group relationships, appreciating the day-to-day communicative practices and the interactions in the various forms of manifestation and social construction.*

Another aspect to consider in its scope is how the various different categories that permeate its conception and its practices are configured. It is what is known as call integrated organizational communication, comprising institutional communication, merchandising communication, internal communication and administrative communication (Kunsch, 2003: 149), which occurs starting with the specific objectives and purposes. The two fundamental areas to direct the organizational communication: public relations and marketing, any effective organisational communication would encompass the institutional communication, the internal communication and the administrative communication. Marketing would be responsible for all of the merchandising communication (Kunsch, 2003: 152-178).

Third aspect is the human perspective: It must be stressed also that the communicative actions must be guided by a philosophy and a policy of integrated communication that take into account the demands, the interests of the society and the requirements of the publics and of the society. In the digital era and that of the social networks and/or media, the organizations no longer have control when the publics see themselves affected. If there is no coherence in the institutional speeches and if there is no truth in its certificate of sustainability or in that of its social balance sheet, this is susceptible of being questioned and reaching the social networks. Companies do not change because they want to, but because of the social and market pressures. This change from the analogical paradigm to the digital one inverts the traditional form of issuing information, of communicating by means of a unilateral flow and a passive receiver, presently undergoing an interactive process, where the receiver also becomes an issuer. Thus, digital communication presents itself as a network of relationships that uses a wide variety of ways to interact via the Internet, in the blogosphere, in the 2.0 web, in blogs, photologs, wikis, Wikipedia and social media such as Facebook, MSN, Twitter etc. The 'Thank you' campaign by Cadburys is a good example of how corporate has taken human perspective in designing its campaign in the pandemic period.

Which, then, would be the challenges that should be set forth for the communication area?

To conduct constant monitoring and social audits, to assess the scenarios, to listen to the public opinion and accept the demands and expectations of the public. one must draw the public to the dialogue and be attentive to what is happening and, particularly, to have as a target the ethics and the transparency of the communicative actions. *This means that the linear informative flows are replaced by the interactive ones and the communication that occurs in the scope of the organizations proceeds to have new paradigms.*

ORGANIZATIONAL COMMUNICATION AND ITS INSTRUMENTAL, HUMAN, CULTURAL AND STRATEGIC DIMENSIONS

Argarida M, Rohli K, Kunsch G (2008), highlights the power that the communication plays in the digital age with all the technological innovations and implementations, as well as the impacts of communication in organizations. Besides, they have analyzed the paradigms in studies of organizational communication, the

transformations from a linear point of view to an interactive practice, exploring the instrumental, human, cultural and strategic dimensions.

Instrumental dimension: Organisational Communication is characterized as being instrumental, functional and technical. It is the one that is considered more as a transmission of information and a tool to render viable the processes and permit full operation of an organization.

Human dimension: When analyzing this dimension of organizational communication, naturally one must consider human communication, as a fundamental means so that individuals can establish relations with other persons and with groups. Another important aspect to be explored in the ambit of human communication and of the organizations is the appreciation of interpersonal communication. Organizations do not always propitiate informal and favorable spaces to cultivate this form of communication in their internal environments.

People working in the business organizations know that the advancement in technology have impact on the development of business communication system. The intensive and speedy technological change and progress during the last few years have drastically changed the communication trends. So, it is very difficult to assess about the latest and current trends in organizational communication as just in a few days the latest trends will become out dated (Montana, P. J. & Charon, B. H., 2008).

Cloud computing is the latest trend to affect business communication. It is the evolutionary by-product of the web-based system of communication. It provides opportunity to non-computer professionals to take management of the technological infrastructure from professionals and use it with the help and support given by the cloud servers. The use of cloud computing type of business communication will support the small to medium size businesses for not to purchase, set up and maintain their own costly servers. Another benefit of cloud computing in business is, it decreases the chances of barriers and opportunity for hassle-free entry into the market. With the help of cloud computing technique, manufacture the product and start contacting potential customers through the cloud computing technology of internet. The book reader computer technology is another revolutionizing communication which is meant to scan the printed language material by recognizing the characters and later by using text-to-speech software, converts it on the user's computer or mobile into audio version through audio player.

Paradigm shifts in business often occur after new technology or equipment is introduced to a company or organization which drastically alters how they function. This technology often improves or replaces certain pieces of production that might allow the business to increase their product quantity and possibly their revenue at the same time.

The global process could be understood as a big shift from the classical mass media models to the new media paradigms: the user becomes the axis of communication process, the content is the identity of media, multimedia is the new language, real-time is the only time, hypertext is the grammar, and knowledge is the new name of information.

1. From audience to user

During the 80's, the merge of satellite and cable technologies enabled broadcast media the delivering of content to thematic segmented target audiences, evolving from broadcasting to narrowcasting. From the 90's on, internet opens the way to a next step: from narrowcasting to pointcasting. Online content provision not only could fit niche targets but even more: it could be arranged to meet the specific interests and time constraints of every individual user. The de-massification of public communication arrives with the personal configuration options of online media and services. The passive unidirectional way of media consumption is replaced by the concept of an active user seeking for content, exploring and navigating info-spaces. Users become also content producers in many web environments, mainly the social web.

The communication process in the actual scenario is user centered: users have the control to choose, to decide, to search, to define and configure, to subscribe or unsubscribe, to comment and, most important: to write, talk and film. *Self-media*, *nanopublishing* or *thin media* are the new names for the strategy of those users who decide to become even more active and start low profile digital native media activities.

2. From media to content

The focus shift from the industrial production constraints (press, radio, television) to content authority in order to define media. National Geographic and CNN, for example, are not a particular kind of media, but brands which represents authority over an area of content (natural life) or expertise in current affairs content management (journalism).

The media convergence towards digital resets media identity, shifting from platforms to contents and outstanding brand image in relation to a type of content not to a media format. Media brand image is one of the most valuable actives of media companies in the new environment: a source of credibility and prestige for digital content. Today media starts to understand that their business is selling the content, not the holder: multi-platform services to be accessed by users from a range of terminals according to the user's situation and needs.

3. From monomedia to multimedia

One of the strongest issues about digitalization is that text, audio, video, graphics, photos, and animation could be arranged together and interactively on a single media for this first time in history. This multimedia identity of the actual environment allowed all media industries to converge online (press, broadcast, movies) and this is the reason why media distinctions related to use of single language (textual, audio, visual) tend to be erased. Online media are multimedia, and multimedia is a new language. This meta-medium nature of the net should be understood at the light of older media revolutions: the first step of older media being the content of newer media is followed by a next step in which newer media develops its own language and content, and older media redefine their identities.

4. From periodicity to real-time

Regular frequency was a strong paradigm of the old scenario to the point the many media were defined in relation to its time constraints (daily, weekly, monthly). Online media (whether they are digital versions of a daily newspaper, or a weekly or monthly magazine) assume that they must to be real time updated to survive in the new environment. **What we lost in the road from periodicity to real-time is the reflection. What we gain is dynamism and conversational styles.** Sharing news and opinions with the ability to interact in real-time are the seed of cybercommunities.

5. From scarcity to abundance

Space for the print media and time for broadcast media ceased to be the limit to content and now the time of the user is the new scarce resource. One of the strong effects of "readers becoming writers" is the proliferation of online information without clear attribution of source authority and heterogeneity of content quality. The overflow of information calls for new skills and tools to manage data, news, and opinions. Content syndication, news aggregators, news readers, popularity rankings, recommended reading, most viewed lists, trending topics, are but just a few of the tools available to navigate the chaos of abundance.

6. From editor-mediated to non-mediated

The gatekeeper paradigm was broadly used to explain the role of media editors and the agenda-setting theory and to describe the functions of media in defining the daily issues. This intermediation function should be revisited nowadays in the light of the decentralized nature of the net. Together with legacy media, many other informal sources become relevant to establish the *agendas* (because the *agenda* does not exist anymore). Worldwide publishing without editors, but with a close peer review daily process and in most cases open to comments from readers is the nature of social web publishing. As a result of that, the agenda of relevant current affairs goes beyond the established media land and now is share with a wide variety of new sources, most of them not media, including social web portals, mailing lists, e-bulletins, search engines, newsgroups, forum and weblogs with their respective feeds when available.

7. From distribution to access

The broadcasting paradigm of one to many unilateral distribution is replaced by both: many to one access and many to many communication. Client-server architecture of the internet started a new model based on the decisions of the users. **The access paradigm is complementary with the user center paradigm and both explain the strong interactive nature of the new environment.** Access means to seek, search, navigate, surf, decide, an active attitude, a will to connect and communicate, the contrary of the passive reception of media content. "My daily

visits”, “My homepage”, “My favourites”, walls and timelines are expressions of this personal way to seek for content, and the last attempts of contextual advertising shows how the old dynamics has change: now advertisers are looking for targets outside the media arena, testing ways for a personal approach based on keywords searching and database mining.

8. From one way to interactivity

Far from the single-direction point-multipoint asymmetrical distribution model of legacy media, with the net emerges a bilateral inverse model many-to-one based on the client-server architecture of the internet, but also a multilateral horizontal and symmetrical many-to-many model. The fact that content providers and users access the same channel to communicate, enable the users to establish a bilateral relationship with media and also a multilateral relationship with other users of the system. Secondly, by the same rule, users could become content providers. In the new environment, the user has the ability to choose between content options and to define the time for access, but interactivity also means the capacity to change the aspect of the content, to produce content for a system and to communicate with other users. The first level of interactivity has to do with the possibility for the user to choose the format of information display (browser and navigation interface configuration). The second level of interactivity is the possibility for the user to produce input for a system. This contribution could be co-authoring, writing comments, answering pools and tests, posting news, and so on. The third level of interactivity has to do with the possibility for the user to communicate with other users of the system in real or delay time. Dealing with interactivity in the context of media with a long and strong tradition of one- way distribution of content is one of the most important challenges that mainstream media has to face.

9. From linear to hypertext

Analogue media narrative construction is linear and narrators have the power to control the story organization and *tempo*. The digital platforms enable narrators to organize content by fragmenting it into small units (nodes) with multiples paths between them (links). **Hypertextual narratives empower the user shifting the control of the narrative from the narrator to the reader.** From linear temporal media, we are shifting to non-linear spatial content. Hypertext becomes the grammar of the digital world. Reading text lines, listening or watching temporal (linear) audiovisual media are typical activities of traditional media consumption. The digital nature of the actual environment opens the way for a spatial, rather than temporal, organization of content. Websites, blogs and social media profiles are spaces to visit. Virtual spaces where users perform activities: they meet each other, learn, gather and share news and opinions, do shopping and gaming, entertain and create. The pathways of the info-spaces are built on links. Creating and activating links online could be the new name of alphabetization. Reading and writing by linking, this is, exploring and creating hypertextual environments on a daily basis is the most strategic skill digital natives are achieving.

10. From data to knowledge

The extraordinary amount of data available in the Digital Age bring back the strategic role of media as social managers of knowledge, a role to be shared with an increasing number of new players. The analysis of data and its transformation into knowledge (not the management of a platform) becomes the axis of media activities. Today, the strategic mission of media is the information about the information: information intelligence, interpretation, filtering and searching combined with the challenge of new interactive multimedia narratives and delivered by a wide range of channels. This new scenario for public communication in the internet era should not be understood in an apocalyptical way, but it should be considered, instead, as **the opportunity to redefine the profiles, the professional challenges and the academic training of communicators**, and also to rethink the changing nature of media and mediators.

Paradigm shifts in businesses:

Personalized marketing

Suggesting what you should watch based on previous viewings or notifying you when there is a sale of your favorite food or product are a few ways that companies can use personalized marketing. Personalized marketing has helped companies give specific suggestions to consumers by analyzing data on their previous purchases or search results. This technique has allowed marketing departments and companies to tailor their advertising approach to help boost company sales and revenue.

Real-time data analysis

Before certain technological advances, such as the internet, companies would sometimes have to wait weeks to receive pieces of data and information on how their sales, marketing and other departments are performing. Using today's current technology, companies can produce real-time data which they can analyze and apply to some of their departments. This can allow them to fix or adjust some of their strategies to improve or develop the overall operation of their company.

Telecommunication

Having the ability to communicate by phone, email and videoconferencing has provided businesses with an alternative way of completing their everyday duties and responsibilities. Being able to contact colleagues and co-workers, who are in a different physical location or time zone, can allow companies to produce their goods and services more quickly and efficiently. It also allows them to conduct their work on a global scale and hire remote employees, which can increase the amount of qualified candidates for roles in the company.

E-commerce

E-commerce has provided businesses with different ways to sell their goods and services through the internet. Whether the company creates an online store to generate more sales, or creates a social media platform to further market their company's services, the e-commerce paradigm shift allows businesses to develop and grow using new technology, equipment and strategies.

What to do about paradigm shifts?

Most often, the long-term success of a business or company depends on how they respond to paradigm shifts within their general operations. Some of the strategies, one can follow to help a company or business transition into a new paradigm and help them thrive:

Identify any challenges

During any paradigm shift, it's possible that companies or businesses might encounter challenges that hinder the success of the transition. By working to identify challenges early, the company can find solutions, or make adjustments to their paradigm shift plan to help the business succeed. By identifying challenges early enough, companies can do well with:

- Helping employees understand their responsibilities and positions
- Planning projects and goals for the new paradigm
- Helping team members develop new habits with new technology
- Educating investors and shareholders about the new transition

Develop key strategies

When implementing new technology and equipment into a business, developing key strategies can help ease the transition for current employees and set goals for the future of the company. It can be important for you to generate strategies with immense detail. This can help you better communicate with investors how the company will succeed and help employees follow your strategies step-by-step to achieve your goals.

One way to develop sound strategies is by first starting with the desired goal and working backwards to figure out how you can achieve it. For example, if the company wants to have all departments using their new technology within one year, the step right before that goal might be to have all employees trained on the equipment after ten months. Continue working backwards until you have the first achievable step.

Prioritize customers

A paradigm shift is most often attributed to helping a business's customer base. Adding new technology to a company allows them to serve their customers more quickly and possibly increase their customer outreach at the same time.

When transitioning to a new paradigm, it can be helpful for businesses to prioritize their customers' needs because it can help them focus on how to make the shift. Companies can use their understanding of their customers

to shape their new paradigm goals and strategies. This can help the business develop more easily while maintaining their current clientele.

Collect helpful data

When making a paradigm shift, it can be helpful for businesses to collect data and conduct research on the company's performance as the change is taking place. The data can help tell a company how the market is receiving their changes and if they need to make adjustments. This can allow a company to adapt and correct any strategies or goals they might have implemented, which can help ensure their success.

CURRENT CHALLENGES FOR EFFECTIVE ORGANIZATIONAL COMMUNICATION

Present day businesses use a variety of communication methods to receive and share the information and data to keep people informed and processes operating smoothly. People involved in business understand the importance of clarity, accuracy, time-worthiness and effectiveness of communication while interacting with employees, customers, other stakeholders and public. Following are some of current challenges before effective organizational communication (Barnlund, D. C., 2008).

Diversity of Technology and Social Groups: Every individual has a unique frame of reference that enables them, how they view the world, especially in the era of technological advancement. **Variation in age, gender, ethnicity, religion and other factors create different style of perception for a message when received through different technologies. This differentiation helps personnel to bring more solutions to the table. But such differentiations in the communication technology and among social group types can cause the receivers to interpret messages differently than the sender intended or create with different expectations (Steven L., 1993).**

Remote Field Employees: Communication channels of business should remain open to the people who are away from their workplace, such as remote sales/marketing person who works away from field. The challenge increases among the companies that are involved in multi-national or global business. Cross-cultural communication adds different languages, business norms, distance and time zones to toughen the already complex equation.

Advanced and Always Changing Technology: All the modern means such as e-mail, social media, web-interaction and mobile devices support people to communicate with people around the globe at warp speed. But technology can also present exceptional challenges. Information that is not face-to-face lacks the non-verbal communication and cues that we can get from facial expressions and body language. Information supplied online can be considered out of context, and the sender may not be able to clarify the message quickly. Technology helps groups to communicate through web conferences and teleconferences. But time zones, telephone static and other technical glitches can create challenges to effective communication.

Financial Constraints of Organizations: New companies or those having budgetary constraints may not be able to struggle with other businesses that can afford more sophisticated methods of communication with various in and out group stakeholders. They need to find economical, traditional and outdated means such as word-of-mouth, advertising, face-to-face meetings, traditional printed newsletters, bulletin boards and telephone conversations etc. to communicate with various organizational groups.

Untrained Employees: Employees who are not well versed with the latest technology are ineffective in the modern-day businesses communication as such employees might not have access to the latest technology, computers or other modern mobile devices. Each business, regardless of its size, scope or number of staff members, must be skilled in the art of communication if business has to succeed and generate profit. Multiplicity of

Technology 21st century is the era of technological development, so one might think that businesses would have no problem in this time, especially with reference to business communication among their employees. Present business global community is more interconnected than ever, at any other point of time in human history. However, one of the difficulties facing today's organizational communication is that majority of employees have multiple means of communication. One employee might be having landline phone, cell phone, blackberry, email, facebook account, instant messenger account, all of which make it difficult to pass along important information. Meeting schedules, shipment orders, report deadlines, even customers can be lost when trying to navigate and constantly check multiple forms of communication.

Technology Glitches: Modern day communication technology supports to send and receive messages in a few clicks. This increases the convenience factor in communication, but none of the computers are perfect and dependable. Server failures, computer crashes and network overloads can interrupt or hold back the communication

of information. If this information is time bound and the sender is dependent on this technology only to safely deliver the information such technology glitches can create major problems for the communicating parties.

Indelibility: Once communications have been transmitted via the current communication transferring technology, the information is transferred permanently. This can limit the effectiveness of communication by storing accidental messages, and it can also limit the effectiveness of future communications by damaging communicator's reputation. For example the

Jargon: Modern day communication technology users often use an entirely different language which is most of the time a jargon type of language. Jargon in communication language can confuse and limit the new users. Acronyms thrown around by experienced web communicators can make conversations difficult to understand for new entrants.

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