

Faculti Summary

<https://faculti.net/bending-the-pipes/>

This video discusses the concept of communication channels in organizations, specifically within the context of a study on Ericsson, a telecommunications company. It explains how these channels facilitate the flow of information across different levels and departments within an organization and describes how they contribute to the "attention architecture," which influences decision-making focus.

The study examines the significant organizational restructuring at Ericsson in 2007, which affected the communication channels and attention architecture of the strategy group—a central and historically independent team. Following the restructuring, this group lost access to various communication channels and experienced a decline in influence. However, by 2021, they managed to regain their strategic position due to the efforts of the team to adapt their practices.

The findings highlight the dynamic nature of communication channels, challenging the traditional view that they are static. The researchers identify two main practices employed by the strategy professionals to regain their influence: "reinvention" and "renewal." Reinvention involves creating new communication methods based on existing ones, while renewal focuses on reviving old communication channels that had fallen into disuse.

The study emphasizes the importance of agency beyond top management, suggesting that various organizational actors can impact attention structures. It concludes that even unfavorable structural changes can create opportunities for groups to restore their significance within the organization through innovative and adaptive communication strategies. Future research could explore these practices in different contexts and among various professional groups.