



**STRATEGIC COMMUNICATION IN ITS MANAGERIAL VISION AS A TOOL TO
ACHIEVE CAUDAL AUTOTOMY**

**COMUNICACIÓN ESTRATÉGICA EN SU VISIÓN GERENCIAL, UNA HERRAMIENTA
PARA LOGRAR LA AUTOTOMÍA CAUDAL**

**COMUNICAZIONE STRATEGICA NELLA GESTIONE VISIONE UNO STRUMENTO PER
RAGGIUNGERE FLUSSO CAUDAL AUTOTOMIA**

Reception: 19/09/2017 Revision: 29/09/2017 Acceptance: 29/09/2017



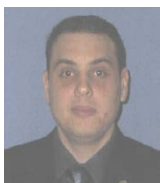
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ABSTRACT

This study aims to analyze the strategic communication from a managerial perspective of caudal autotomy, based on the theoretical postulates of Clampitt (2012), Drucker (2013) among other authors. An analytical-reflexive methodology was assumed with a documentary design to analyze and interpret the described theories. Managing an assertive as well as effective communicational strategy is one of the main achievements



for intelligent organizations; that is why communication, from a strategic point of view, represents a key success factor, since it implies a set of actions, guidelines and tools that transcend the transmission of information and decoding of messages, but integrates various elements, conditions, processes strengthening the culture with openness and willingness to change and corporate governance. Establishing an orientation towards the congruence of the philosophical platform that consolidates the strategy of the organizations through communication, as an instrument for obtaining creative results, therefore the managerial vision must be assumed to communicate and train human talent in competencies and abilities that allows to adopt a behavior from the caudal autotomy to reach the transformation of the organizations by revitalizing and humanizing them. In conclusion, the researchers emphasize that it is necessary to implement managerial and labor actions based on strategic communication and caudal autotomy to integrate the strategic change in order to achieve the transformation of intelligent organizations, to get rid of schemas, obsolete visions, traditional human resource management paradigms that impede flexibility, adaptation, innovation, as well as the use of intangible assets, intellectual capital, managerial intelligence and ethics of human talent, for this reason the need to revitalize organizations from a managerial perspective of the leaders, executive staff, collaborators, their human talent and external stakeholders.

Keywords: strategic communication, vision, caudal autotomy.

RESUMEN

El presente estudio tuvo como propósito analizar la comunicación estratégica en su visión gerencial, una herramienta para lograr la autotomía caudal, basada en los postulados teóricos de Clappitt (2012), Drucker (2013) entre otros autores. Se asumió una metodología analítica-reflexiva con un diseño documental para analizar e interpretar las teorías descritas. Gestionar una estrategia comunicacional asertiva y efectiva, se constituye en uno de los principales logros para las organizaciones inteligentes, es por ello que la comunicación desde el punto de vista estratégico representa un factor clave de éxito, en virtud que implica un conjunto de acciones, lineamientos y herramientas que trascienden la transmisión de informaciones y decodificación de mensajes, sino que



integra diversos elementos, condiciones y procesos, afianzando la cultura con apertura y disposición al cambio y el gobierno corporativo. Estableciendo un direccionamiento orientado a la congruencia de la plataforma filosófica que consolide la estrategia de las organizaciones mediante la comunicación, como instrumento para la obtención de resultados creativos, por lo tanto se debe asumir la visión gerencial para comunicar, capacitar y entrenar al talento humano en adoptar un comportamiento desde la autotomía caudal para alcanzar la transformación de las organizaciones al revitalizarlas y humanizarlas. A manera de conclusión, los investigadores destacan que se requiere la implementación de acciones gerenciales y laborales fundamentadas en la comunicación estratégica y la autotomía caudal para integrar el cambio estratégico a fin de lograr la transformación de las organizaciones inteligentes, al desprenderse de esquemas, visiones obsoletas, paradigmas de la gerencia del recurso humano tradicionales que impiden la flexibilidad, adaptación, innovación, así como el aprovechamiento de los activos intangibles, capital intelectual, inteligencia gerencial y ética del talento humano, por ello impera la necesidad de revitalizar las organizaciones desde visión gerencial de los líderes, personal ejecutivo, los colaboradores, su talento humano y grupos de interés externos.

Palabras clave: comunicación estratégica, visión, autotomía caudal.

RIASSUNTO

Questo studio si propone di analizzare la comunicazione strategica dal punto di vista gestionale di autotomia caudale, sulla base dei postulati teorici di Clappitt (2012), Drucker (2013) tra gli altri autori. Una metodologia analitica-riflessiva è stata assunta con un design documentario di analizzare ed interpretare le teorie descritte. La gestione di una strategia comunicativa assertivo come pure efficace è uno dei principali risultati per le organizzazioni intelligenti. È per questo che la comunicazione da un punto di vista strategico rappresenta un fattore chiave di successo, in quanto implica una serie di azioni, linee guida e strumenti che trascendono la trasmissione di informazioni e la decodifica dei messaggi, ma integra vari elementi, le condizioni, i processi di rafforzare la cultura con l'apertura e la volontà di cambiare e di corporate governance. Stabilire un orientamento verso la congruenza della piattaforma filosofica che consolida la strategia delle



organizzazioni attraverso la comunicazione, come strumento per ottenere risultati creativi, quindi la visione manageriale deve essere assunta per comunicare e formare talento umano in competenze e abilità che gli permettono di adottare un comportamento dal autotomia caudale di raggiungere la trasformazione delle organizzazioni rivitalizzando e umanizzare. In conclusione, i ricercatori sottolineano che è necessario attuare le azioni gestionali e del lavoro sulla base di comunicazione strategica e autotomia caudale di integrare il cambiamento strategico al fine di ottenere la trasformazione delle organizzazioni intelligenti, per sbarazzarsi di schemi, visioni obsoleti, delle risorse umane tradizionali paradigmi di gestione che impediscono la flessibilità, l'adattamento, l'innovazione, così come l'uso di beni immateriali, capitale intellettuale, l'intelligenza manageriale e l'etica di talento umano, per questo motivo la necessità di rivitalizzare le organizzazioni dal punto di vista gestionale dei dirigenti, il personale dirigente, collaboratori , il loro talento umano e soggetti esterni.

Parole chiave: comunicazione strategica, visione, autotomia caudale.

INTRODUCTION

In the 1960s began to take shape some changes in social contexts in the interest of seeking answers to the events by climatic behaviors, using models of mathematical equations, to somehow explain such phenomena with the inclusion of predictive of what could happen with the study of different variables. Making the relationship between natural phenomena with social behaviors, Lorenz (2015) at their Ethological statements fits very well the ways of explaining how man in his environment is developed by Adaptive cultural conditions socially, but that in essence its development is due to a biological complexion.

Lorenz (2015) explains the origins in its influence on the complex forms of communication, loyalty, obedience, hate and neurosis by setting a story between a dog and his master to in this case recreate circumstances between management and the members of an organization. In the same way the referred author, shares her experience with butterflies and prediction of weather behavior with a high degree of accuracy, supported on concrete, complete, accurate, verifiable, relevant and timely data, but which however, could occur that merely ignore the flapping of a butterfly in a distant or opposite



city end up being wrong prediction. From this analogy, when the subject of the butterfly effect, described its meaning lies in the flapping of the Lepidopteran insect on a given site, may be a natural phenomenon on another remote place.

In other words, It is referred to as minor changes in a dynamic system that can promote behaviors and results that are not expected, and are typical of the behavior of a chaotic system, where stable conditions are manifested due to a force that at the same time divide it, leaving this complex and erratic changes that may experience variables, precluding long-term predictions as on the contrary such predictions can be made until a point in the predictive horizon, which is the limit to make any forecast valid and practical.

Now, under an epistemological glance there are noteworthy ideas than just about chaotic systems introduced by the scientist, philosopher and also French mathematician Poincaré (1854-1912), which according to Heinzmann (1985), by exposing his theory formally about the solar system, would be lasting in time, under the prognosis of chaos, after changes in the initial stages of a system of nonlinearity, composed of a limited number of elements to evolve progressively without becoming unpredictable in their behavior, with which generated a field to multidisciplinary inquiries.

These explanations are conducive to applied in organizational contexts to indicate that humans, as social beings, communicate by the need to express their feelings, needs or concerns and communicates in labor relationships as a means of maintaining the pursuit of both individual and common objectives. It is so the need to communicate as to maintain communication links that remain and will be adapting for better internal and external communications in a strategic way, that have to look for more effective to do so.

In this sense, communication structures have innovated to achieve new proposals for achievement in the acquisition of systems, by signs and codes, of the capabilities of learning in its Adaptive function that review everything exposed by the ethology, which is a natural behavior of intentionality and self-awareness to a development for the exchange of thoughts ideas, projects and achievement of objectives.

In developing communication, it is understood that new signs or codes are added that make specific functions, but with the passing of time, it is necessary to change them, whether with adaptations or transformations that contribute to organizational processes to be more effective in its action. In such a way, that humans in their dynamic search, communicate and implement these communication forms, but unfortunately they are sometimes slow processes, obeying fear factors to become agents of resistant to change, which must face if the desire to follow an Adaptive natural instinct of situations and so require it.

In this regard, Hernández (2003) argues that the cultural, political and social develop polemics in the processes of communication to spurn the institutional components of society values forces and organized groups, to make the threat of friction in relationships, causing fractures, to commit acts of injustice, exclusion and segregation, so that communication in organizations deserves to have strategically fluidity rather than a cultural matter, a natural evolutionarily dynamic point of effective behaviors.

In this same order of ideas, communication processes, when they require to be changed or transformed by any need, they can cause the conflict cope with new ways of proceeding and in certain circumstances these changes even if they are experiencing pain for the detachment of comfort zones, are made necessary due to a natural process by the good of the Organization and its objectives. The communicational processes have elements that at some point may be perverse in their human actions, triggering consequences contrary to the purposes of the organization. For such reasons, strategic communication in its managerial vision should avail themselves of not only cultural but biological processes in its regional natural conception of pain threatened by violating the purposes of achievements.

The etiological spectrum of organizational changes in the application of strategic communications, primarily by non-verbal communication by the reaction to stimuli particularly characteristic, in which pathologies of extreme form of adaptation, cultural aspects, tail Autotomy is viewed as an episode of this change, when the information emitted by a strange environment agent, comes with the feeling of threat, alerting the



existence of a problem, using different systems of signs or codes like the sound or linguistic, auditory, visual, tactile or olfactory akin to flow a communication from his State of fear.

On the other hand, organizationally there are problems in this respect when undertaking actions considering necessary changes, since situations of concealment of information, distort it, or are handled to simulate the decrease in tension between the members of the Organization, doing this will become an event, within other, internal conflicts. Another problem of the perception of a drastic, but real information to demonstrate that there are no gaps on the situation of threat to any event that goes on the interests of the organization.

Therefore self-mutilation as an autotomic process that emits information, allows to know what is happening and will be occurring in the organization if the threat persists, achieving communicative responsiveness to understand the situation and retract those agents that are defined as predators or internal or external threat agents. In these approaches, the following question is formulated: is strategic communication in his managerial vision a tool to achieve Caudal Autotomy? This provides the approach to the objective of this study, analyzing strategic communication in his managerial vision a tool to achieve Caudal Autotomy.

METHODOLOGY

In the methodological framework of this research, this article is of analytic level, with a documental design. According to Hurtado (2007), analytical studies are oriented to reinterpret its examined criteria, dependent on the objectives that are intended to achieve in the research, to analyze and break down a whole in all its parts, of the data, information and tested theories. As well as, the assumed documentary design, applying the analysis of content and theories to interpret the information.

STRATEGIC COMMUNICATION

Strategic communication in organizations represents a managerial strategy indispensable to human talent, in order to promote as well as strengthen in job



performance, communication skills that permit to guarantee the effectiveness and efficiency of the messages that are transmitted within this analytical perspective - reflective it should be mentioned that staff must understand the relevance of this systemic process that influences decision making, labour relations, information systems which in turn interacts with the organizational culture.

The managerial vision should be directed to devise strategic communication a holistic approach that involves not only the benefits that can be obtained from labour, management and operational of the companies. This process goes beyond the structures, so it is propitious that established commitments, responsibilities, continuing education programs to inform, and train human talent to recognize, similarly develop communication skills in function of improving interpersonal relationships, with the aim of establishing new techniques, tools and strategies that facilitate the concerned processes to encode, decode messages or information, transfer - manage knowledge, modify and analyze information, thus boosting the Autotomy in organizational behavior.

Communication challenges that must be analyzed from a holistic perspective, which are referred to information, organizational changes, channels, messages, culture, feedback, innovation, and human talent that are presented according to Clampitt (2012) in modern organizations.

Whereas these theoretical postulates, strategic communication involves resizing processes management and labor, to assume a strategic thinking, based on building effective relationships that contribute to the development of the intellectual capital of the staff, which needs to be based on flexibility, assertiveness, empathy, listening actively to harmonize the information, messages between the partners, their behavior with the objectives and the philosophical platform of organizations.

According to Scheinsohn (2004), strategic communication includes the set of skills, attitudes and knowledge that applies the human resources of enterprises, the referred author emphasizes it as a process which is linked to a semantic programming that consists of selecting certain signifiers (speech), which should be integrated to the dynamics and interaction between the company and various interest groups.

In this sense, managerial processes need to be focused to enhance communication as innovative strategy, it is necessary to form multidisciplinary teams by departments that serve as coach to staff, in addition to being shapers of the communicational skills that should assume, clarity, fluency, accuracy, selection and analysis of information considering the cognitive structure of each individual articulating their knowledge and experience to improve job performance.

But Arellano (2008), states that to implement a communication strategy should be considered several options, evaluating the appropriate times, more convenient spaces also analyze the type of communicative style that must be assumed to internalize the message recipients, according to internal organizational processes, and focus on the principles of interaction, understanding participatory, driving levels as well as the types of communication, but essentially strategic communication is a comprehensive process and humanist.

In organizations it is required to educate and train the staff in the development of communication strategies that will enable it to ensure the effectiveness of the messages transmitted to internal and external level in order to achieve the objectives set, involves actions that are reciprocal for transferring information, exchange of ideas and knowledge, so it is relevant to consider the directionality of communication concerning ascending descending, horizontal and diagonal, evaluating the formal channels established by the Organization, under the cross which can be set between functions and hierarchical levels.

For researchers, strategic communication in sight in the Management Sciences new approaches, trends and tools that can enhance, optimize processes, integrating performance indicators, focus on creativity, innovation, efficiency, effectiveness, allowing the development of skills, multiple in the personal intelligences, considering the importance of communication in organizational, so changes you should assume a strategic thinking so that they can revitalize and strengthen the smart organizations in addition to assuming the organizational learning as part of the process.

In this order of ideas Drucker (2013), highlights a management that does not establish mechanisms or tools to innovate that won't stay or competitiveness in the market, the

author emphasizes that businesses today have to designed to change and this organizational standard generate working conditions to promote rather than react to them.

In addition, reigns the need for organizations to promote the transformation of the structures and philosophical platforms, to include the strategic communication as part of their strategy, thus achieving renewal, and taking advantage of new business opportunities, for researchers who pose diagnostic processes that identify the causes of resistance to organizational change, and that can be constituted through communication with strategic approach running from the management intelligence decision making to update work methodologies, information systems, processes, procedures, strategies, ultimately redirecting strategies that allows restructuring and innovation in processes, services and products considering that it eases the management of human talent in a communication with ethics, sensitivity and managerial vision to form leaders.

in addition to that, Garrido (2004) says that strategic communication is an indispensable tool, also, he points out that communication is a complex process for all the factors and components involved as well as influence in it, within which it may be mentioned the message type to transmit, channel, communication strategy and strategic thinking that must assume the transmitters, and assess whether recipients actually understood the transmitted information.

From the perspective of Paz and others (2015) communication in organizations allows strategic management to be framed through communication skills of human talent, to integrate it to the vital activities in the effective management of their work processes, therefore requires to be glimpsed in a holistic way, developing active listening to different opinions based on trust and harmony in interpersonal relationships by the balance between thinking and acting responsibly, analyzing the type of message to convey the audience to which it is addressed, the consequences or impact that is intended to generate and what is the effective channel that used to disseminate the information to the stakeholders of the companies.

Under the previously described approaches, strategic communication allows to change organizational paradigms in management which requires to be more human, within the

advantages to be gained by developing it are: improve corporate image, strengthen the organizational commitment, take a culture that promotes dialogue, participation, values the initiatives, proposed staff, increase intellectual capital develop human talent skills and communication skills that facilitate conflict resolution, strategic decision making, adaptability promoting collaborative learning among the teams, highlighting that their applicability can be public or private companies, considering that they are all immersed in the era of knowledge.

According to the criterion of Pizzolante (2006), which concerned the importance of synchronizing the communicative actions in order to achieve accuracy in the messages, evaluating in detail the selection of the communication strategy to be used to manage the communication from an integrated perspective, is therefore that the author emphasizes that communication management involves responding to managerial and strategic processes as the Organization planning, coordination, and evaluation of results.

In this context, from the perspective of researchers it is appropriate to meet the need of establishing consistency, uniformity in the transmitted information, to unify criteria and standards, implementing guidelines that serve as tool to achieve strategic communication as a revitalizing tool of modern organizations, teamwork, in this sense it helps change agents to use the alternate means of dispute resolution such as negotiation and mediation to establish an agreement for the benefit of the common good, considering that they are daily work situations, so staff must be prepared, trained and formed to resolve disputes, and challenges that are presented.

That is why, the global environment in which organizations are immersed, evidence is required to stimulate the communication strategies to establish plans that become the added value, within these actions should mention that an institutional message elements, symbols that convey the corporate culture developing the sense of belonging of the human talent must be structured internally, internalizing messages in staff behavior, allowing to define the organizational profile in order to know the characteristics and objectives to ensure identity strengthening relationships, shared values and strategic alliances.

Also stands out, the importance that represents within strategic communication study the roles of the communicational corporate process, considering what the organization wants to communicate and make, so it should cater to the needs and requirements of stakeholders to integrate them into the communication strategy, the actions to execute arises in the message to convey to achieve identification with the partners who must know what organizations do, as they conducted, as it is the behavior of its human talent.

In addition to this, differentiation must be achieved, organizations must provide a range of services and products that allow you to generate value added in the know-how, conquering be perceived differently, in addition to becoming a reference in the mental structures of public objectives allowing organizations to not only be positioned and have leadership on the market that will become reference in the activity that develops and thus get preference in the selection process as well as the loyalty of customers.

For Alles (2009) managers of the organizations should examine the training plans that run, considering that they are systematic order activities, they need to be planned on a permanent basis, as well as complemented with training plans and activities organized in relation to the objectives, purposes pursued because of abilities and skills are looking to develop the human resource.

Under the previously mentioned approaches, Goleman (2013) indicates that in smart organizations a transformational leader must have the skills and competencies to promote, encourage and generate positive changes to adapt to complex situations, emotions domain management, learning to interact, develop self-awareness, self-management to solve interpersonal and organizational conflicts.

Among the findings of the present analytic-reflexive study, highlights that in the organizations of the 21st century the managerial vision of leaders and employees should be oriented to empowering strategic communication to develop skills, knowledge and skills enabling it to achieve the objectives of management of creativity in human talent and adopting a culture of innovation, however, it is necessary to consider the importance of the humanization of labor relations that will allow an approach that highlights cooperation as

an instrument to achieve organizational goals in joint efforts that are translated into communicational actions based on the congruence between the think, say and do.

Jones and George (2010) exposed the role of managerial competencies which are related to the knowledge, skills and behaviors and attitudes that human resources should possess to ensure effective performance, at different levels of organizations, so with a highly qualified staff in the range of their management activities can prop up a positive projection covering different audiences.

According to these approaches, it is required to plan for organizational changes so that are implemented in a progressive manner, integrating the talent in the process, to make them partakers of actions, through its proposals, expertise working in the exchange of expertise, knowledge and experiences where the feedback will allow a strategic communication as a catalyst that facilitates the transition, supporting new initiatives from a perspective not reactive, but proactive, by virtue that human talent will understand the need for and benefits of organizational change, as well as to highlight how they can contribute from their areas of expertise.

Therefore, it is necessary to form and train the staff to become issuers of agents of change, enabling to revitalize the Organization through strategic communication, in addition to using motivational, inspirational, transformational messages that leave footprint, teaching and learning that will facilitate work performance to link the skills of communication with the management of HR through a holistic and prospective approach, which allow to diagnose present and future needs of the human talent in relation to personal effectiveness skills, cognitive, since the managerial field represents the bases on which are going to develop programs of continuing education as well as the different tools that are intended to implement according to enhance the intellectual capital of organizations.

Construction of messages to create relationships and maintain a connection affective of the audiences to whom is addressed, so that the staff can become planners should be encouraged within this perspective, strategic to work in coordination with the agent of change achieving the integration of the human talent, assuming the publication and

dissemination of results from an approach responsible that allow the Organization to project and is perceived by stakeholders as reliable transparent to increasing its institutional credibility through an ethical corporate image.

It should be mentioned the approaches of Garrido (2004) who notes the functional subdivisions of the communication of the strategy process, Statement, is located in the scheme of the team meeting, managers presents the basics synthesizers of the strategy, in terms of mission, vision, objectives and performance indicators, this part must be inform and explain any questions or queries of applications, scope and responsible for management and business processes.

While setting, in the second stage or phase of the meeting in which managers motivate partners so they have the procedures to implement the objectives in their respective functions and activities. And driving, which is the phase of closure of communicational process, should be a synopsis of the objectives achieved; through a formal document are established agreements, statutes, and rules that will govern the organization through the institutionalization of strategic communication as a management philosophy.

For researchers, organizations reigns to promote spaces for dialogue among managers as well as workers, through meetings, discussions, networks of high performance teams for the generation of labor proposals designed to ensure the effectiveness and efficiency of processes or services, where the driving shaft is strategic communication as a system integrator to strengthen an organizational environment that is conducive to openness to changes development of entrepreneurship of new initiatives aimed at widening the range of services provided in each organization, promoting growth as well as the positioning of the company.

In this regard, intends to incorporate into organizational policies actions conducive to promoting communication as a tool integrating the corporate strategy, with the aim of achieving align the platform philosophical with messages that set up the institutional, creating scenarios that encourage dialogue, consultation and participation of stakeholders responsible for actions, framed in an ethical corporate governance whose information

reflect the business internally and external actions not only covering these aspects but to achieve joint level managerial, labor, logistics and public relations.

Based on this premise Ventura (2011), emphasizes the Manager of organizations requires plan according to results, using communication management, supervision and evaluation of staff to achieve success, the referred author highlights the influence of communication as a tool in the management of human resources.

The discretion of Valderrama (2006) communication skills are oriented to the set of competencies that a person has to express their ideas, knowledge, emotions, needs through a verbal or written language, which are referred to the oratory, persuasion, active listening, empathy, assertiveness, fluency and accuracy.

Considering the perspectives of the authors, strategic communication would build channels and messages to facilitate the scenes of dialogue, the climate for the participation, in which human talent can make use of the tools, communication skills for planning, execution and evaluation of projects, programs and the development of activities, aligning the organizational goals addressing as well as leadership that must be set so that teams share in addition to socialize their knowledge and wisdom with the proactive improve performance and productivity.

In this sense, the researchers pose that smart organizations managers must apply management trends for managing human talent as humanizing axis of labor relations, where you know, identify, assess and retain personnel that generates added value. In this regard, the workers must possess, develop and apply communication skills to achieve results as well as contributing to organizational success, these skills concerning the paralinguistic, conviction, motivational speeches, analysis of information and constant feedback to know that workers, think as they feel, that need, what are your proposals, vital aspects to be evaluated considering that represent the essence of the organizations.

Within the framework of humanizing business, communication within the benefits is strategic feedback to establish a close diagnosis when evaluating this process internally and externally as the communication contributes to the implementation of the

organizational strategy, in the execution of management, labor, operational processes, analyzing systems of information and verification of performance indicators.

From there, is necessary to highlight proposals by Kotler and Caslione (2009), who described the business world is immersed in an economy where they are the main protagonists, also highlights that the difficulties, problems and conflicts are the organizational routine.

Therefore, researchers say that from the management vision of organizations should contribute through tools and techniques to the training of staff, enabling through cross training to develop their communication skills, but incorporating a competition such as the resilience to overcome unexpected events, adverse situations, competitive dynamic of its own companies, to manage the complexity, it is for this reason that human talent must learn to recover and interpret the scenarios, embrace the changes, is at this stage where strategic communication allows you to consciously assume the managerial vision of tail Autotomy to remove mistrust, fear, communication barriers, uncertainty, indifference, assuming a behavior that facilitates the process of living change to handle it from creative thinking and intelligence management.

CAUDAL AUTOTOMY

Tail Autotomy, biologically is a mechanism developed by some reptiles, consisting of the self-amputation of its tail as a strategy distracting those offenders considered predators, facilitating its escape towards other spaces that represent added security. I.e. According to signs of Antunez and El Kadi (2017), this mechanism is an action that causes pain to the animal, and obviously loss of part of one of its members, represents it the immediacy of the preservation of his life and later gain a new opportunity to allow regeneration actively.

This so-called defense mechanism, transported as a consilience to the social field of organizational management, to mean the efforts of transformation or change, which successfully leads the coalition of leaders when developing pictures about the future with relative ease, or difficulty according to the conditions, of certain aggressive decisions

inform other members of the Organization to lead to new scenarios such as the attraction of new clients.

Accordingly, tail Autotomy occurs as the visionary position that transcends periods of short, medium or long term, to express the contributions of clearance of the directionalities or courses you need to take the Organization to leave a stage and the need to move forward in the aspects considered as threat. Of first instance, the decision to break with schemes or paradigms of an organization, for the reason of any predatory threat, is something that usually becomes unclear, but which have sufficient grounds to do so, was decided by rupture or self-mutilation, whether by unproductive human talent, or harmful to the company, is to make the autotomic effect to emerge as a product of deeply analytical reflection, to finally develop the strategic mechanism extracted from the etiological field to achieve the vision that you want to.

Speaking of Autotomy in the organizational field, refers to all the processes undergoing in terms of predatory distress management, the threat of death, argumentation needed to make relevant information, analysis and communication for the vision of future, decision making, self-mutilation, pain, transformation and regenerated change. In this case, human behavior corresponds to a biologically natural state which Kötter (2004), indicates the existence of three (3) visions for transformation: those who watch the reality of the immediate manager, who noticed that reality by the discourse of the manager, and who by insistence of communication manage to see this reality with scepticism.

In the process of tail Autotomy, hold Antunez and El Kadi (2017), coined the transformation from a managerial strategic vision for the change, which is possible due to the collaborative arrangement that exists among the members of the organization to do so, even sacrifices at the behest of short, medium and long term, especially when employees feel the threat of dissatisfaction between what you have as your performance for certain competencies profile, what made and other aspects such as their compensation, the environment of work or others; Therefore the transformation can occur with behaviors of fear and the preservation of what is owned and whose sacrifices involved to leave the comfort zone, but later gets improvements in labor benefits.

By the above, it is necessary to develop a credible communication to capture the feelings of the staff. This autotomic process is a challenge for management facade if this is the case of having to dispense with the human talent in certain area, involving the understanding and support of such talents for future opportunities, but always with the idea to realize the vision of a desirable future success; even if it means to lay off staff even more if it is harmful to the organization in its representation of threat.

For the self-mutilation organizational decision-making, should be comprehensive analyses that are quantified and qualified gains as well as losses, for the determination of which are internal or external predatory threats such as the competitiveness of other entities, the weaknesses that they possess, the generation of conflict, among other factors. The application of instruments for the collection of the information is required for this purpose, claiming that the renovation, transformation and cambio are goals of achievement for the optimization of the quality offered by the organization. Such transformation efforts require the same communication channels available in the organized entity, or failing that seize them for this purpose.

In that order, the organizational autotomic process, hold Antunez and El Kadi (2017), interpreting Lorenz (2000), should provide for the effectiveness of the decision of self-mutilation as reptiles do in their habitat, in accordance to the management of the business, assuming stock paradigms in consideration to the operation that holds and the set of tasks that perform in order to coordinate the decisions that are going to take place, taking into account what is what, with which personal account, what kind of staff is, quantity, functionality, durability and life span of inputs technical and material in order to determine the effectiveness for optimizing transformations and changes to occur in the instance of maintaining a continuous and lasting efficiency.

Likewise, optimization is a quality that can be obtained after business self-mutilation, at the time, know with which account, and what happens under the forecast of what will occur; at this point tail Autotomy in the organizational field, requires monitoring in real time with the intention of providing the visibility of the State financial, and everything related to the achievement of the productive processes of the company, to design the performance

improvement processes productivity against the new elements and the eradication of old schemes or predatory disturbance.

Another aspect to be considered in the organizational autotomy process is the innovation of the new elements involved after the self-mutilation or presiding of those resources which at the time were useful, but which by effects of time its expiration is prevailing or its performance has become factor time into a threat to the organizational functionality. I.e., that for the new task implementation still require manual control imaging functionality for the optimality due to the transformation that occurs in an organized entity, must coordinate workflow, managing informative actions that strategically communicate to staff that is needed to get the job done.

This process gives managers, direct control over auto-mutilated points for change as well as the control referred to innovativeness of how information systems facilitate the management of processes. So the managers, have free access to data on the performance of the processes, emphasizing that customers or users as entities related to the organization that provides some service or produces some good, participate both in the specification of the initial transformation processes of definition and changes to keep them continuously optimized.

From the point of view of Carucci (2003), referenced by El Kadi (2014) the functionality for the optimality lies in the deep and real change that begins with review of maps and paradigms, since these are part of the organizational culture of any company, institution and person, expressed in evaluative character, culture, and adjusted to the standard behaviors. Therefore point to Chase and others (2000), in the processes of change or organizational transformation via tail Autotomy, is required the consideration of maps and paradigms, both at personal business, for the promotion, as well as the creation of consistent appearances among the decisions for such change and the actions undertaken.

For researchers, in the communication process of tail Autotomy from the managerial point of view, several aspects, must be analyzed in the organizations sometimes specific you must detach from personnel who by their performance affects the development of the same, is there where human talent must be trained to deal with these situations, in order to

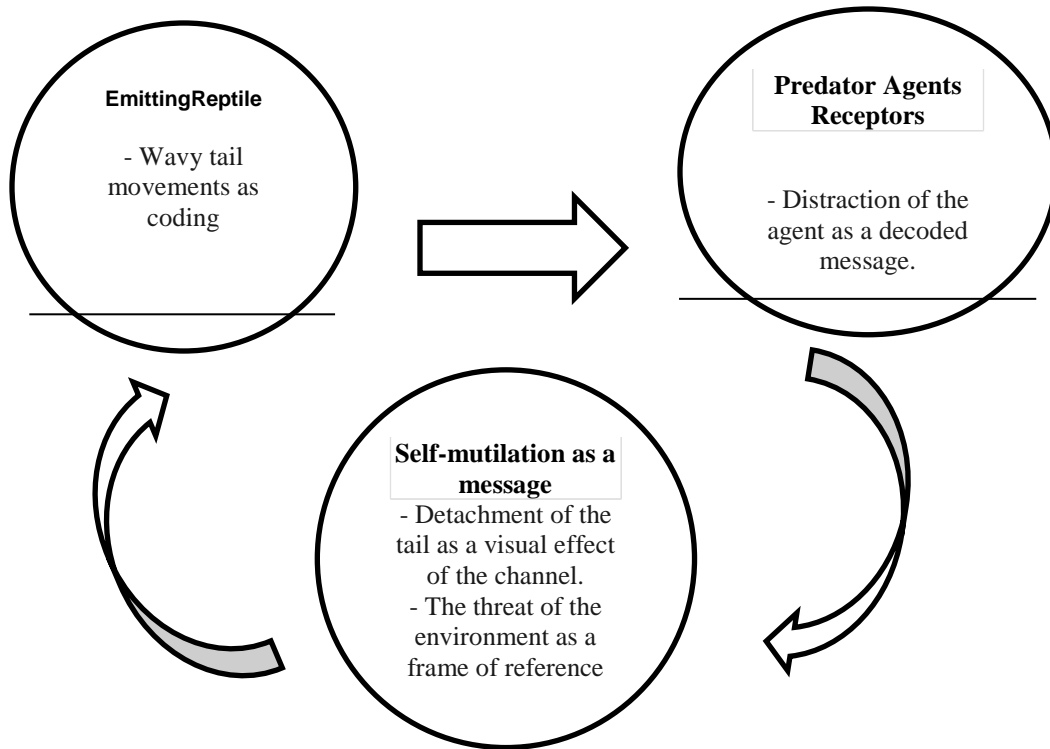
communicate news or information that may affect the operation and performance of the company a message that must be encoded assertively for produce the expected response. Tail Autotomy, as a defense mechanism of the reptiles in the organizational context represents a tool that allows employees to develop competition regenerate threatening situations as conflicts.

Within this approach, strategic communication as a tool to achieve the Autotomy allows you to extend the objectives of management vision, based attend the modern organizational context, which requires human talent to develop communication skills that will facilitate the incorporation of changes as well as the capacity of detachment of paradigms that need to adapt to the current demand, therefore it is necessary to understand the autoamputation as defense in the communicative process that allows to achieve new ways to carry out the strategies to achieve the goals.

The receipt of the reptile as a location for regeneration in smart organizations, starts at the moment of the acceptance of the change with a payback in this new turbulent environment, which involves developing a new capacity of adaptation and knowledge and acquired experience where human talent must learn to communicate strategically consolidated learning.

Therefore, the concilience to bring this skill developed by the reptiles in their natural environment, transforming it into an effective management tool since it can be applied by the organizations, ensuring positioning and permanence of the companies, becoming at the same time a reference to incorporate the Autotomy as corporate strategy within their processes.

Figure 1. Comunicational process for Organizational Caudal Autotomy



Source: own elaboration (2017).

FINAL THOUGHTS

Strategic communication as tool in smart organizations facilitates the development and management of human talent, allowing that the addressing is aligned with the philosophical platform, implies the establishment of continuous training programs to strengthen and consolidate new communicational skills to achieve the objectives through effective management indicators.

Communication worker skills facilitate conflict resolution, enable support for managers in organizational processes to establish a behavior by a human resources management innovative, creative but mainly focused on shared values, assuming a thinking strategic and visionary to communicate changes to the staff so that it is integrated and internalized,

making it easy to identify new business opportunities breaking paradigms that allow the positioning and market leadership.

In this perspective, is required to assume a managerial vision that encourages the implementation of training programs to develop competencies and skills focusing on strategic communication and tail Autotomy to the creation of work teams as well as the formation and training of leaders that contribute to the effectiveness, efficiency and effectiveness of processes and services.

Is required to empower the human talent management trends to enhance the intellectual capital of organizations through strategic communication as essential skill that fosters a climate to ensure the humanization of labor relations, as well as management responsible in the publication and analysis of the information of the Organization, must be assumed by heading in transparency and ethical management that allows stakeholders to recognize the company profile which leads to the positioning and leadership.

So it is suggested, the implementation of management and labor actions based on strategic communication and tail Autotomy to integrate strategic change achieving the transformation of intelligent organizations, to let go of schemes, obsolete views, traditional human resource management paradigms which prevent the flexibility, adaptation, innovation, as well as the exploitation of intangible assets, intellectual capital, managerial intelligence and ethics of human talent, therefore prevails the need to revitalize the organizations from managerial vision of leaders, senior staff, collaborators, its human talent and outside interest groups.

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Consulted: 12/12/2016.