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ORIGINAL

Communication in relation to the fulfillment of Educiac's strategic objectives: an organizational intervention

La comunicación en función del cumplimiento de los objetivos estratégicos de Educiac: una intervención organizacional

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ABSTRACT

This article presents an organizational intervention at Educiac, a civil society organization dedicated to promoting human rights, with the aim of analyzing how communication affects the implementation of its strategic planning. A qualitative-descriptive methodology was used, based on participatory action research, which included interviews, surveys, non-participant observation, and a focus group. The findings indicate that, although there are functional communication channels and participatory spaces, limitations persist, such as the absence of a communication strategy, overload of the area in charge, and a focus on communication production over processes of this type. These conditions hinder the alignment between daily actions and strategic objectives. The analysis identified strengths (professionalism of the team, horizontal management) and weaknesses (lack of planning and systematic evaluation). Based on the diagnosis, an improvement plan was designed to professionalize the communication area, establish feedback mechanisms, strengthen the organizational culture, and align communication with the institutional strategy. The intervention is based on a perspective that articulates theory and practice and demonstrates the value of organizational communication as a tool for improving strategic implementation and, thereby, organizational effectiveness.

Keywords: Organizational Intervention; Diagnosis; Communication; Strategic Planning; Organization; Participation.

RESUMEN

Este artículo presenta una intervención organizacional en Educiac, organización civil dedicada a la promoción de los derechos humanos, con el objetivo de analizar cómo incide la comunicación en la implementación de su planeación estratégica. Se empleó una metodología cualitativa-descriptiva, basada en investigación-acción participativa, que incluyó entrevistas, encuestas, observación no participante y un grupo focal. Los hallazgos indican que, aunque existen canales de comunicación funcionales y espacios participativos, persisten limitaciones como la ausencia de una estrategia de comunicación, sobrecarga del área encargada y un enfoque a la producción comunicativa por encima de los procesos de este tipo. Estas condiciones dificultan la alineación entre las acciones cotidianas y los objetivos estratégicos. El análisis permitió identificar fortalezas (profesionalidad del equipo, horizontalidad en la dirección) y debilidades (falta de planificación y evaluación sistemática). A partir del diagnóstico se diseñó un plan de mejora enfocado en profesionalizar el área de comunicación, establecer mecanismos de retroalimentación, fortalecer la cultura organizacional y alinear la comunicación con la estrategia institucional. La intervención se sustenta en una perspectiva que articula teoría y práctica, y muestra el valor de la comunicación organizacional como herramienta para mejorar la implementación estratégica y, con ello, la eficacia organizacional.

Palabras clave: Intervención Organizacional; Diagnóstico; Comunicación; Planeación Estratégica; Organización; Participación.

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INTRODUCTION

Organizations are subject to constant scrutiny from both their members and those affected by their results. When there is a perception that an organization is not on the right track or that its results do not correspond to the efforts made, it is appropriate to consider that a thorough review is needed to determine the causes and find a way out of the situation. According to Alva et al.[1], organizational intervention is a methodological tool that can expand the range of systematic tools that can be used when analyzing organizations. This can transform the organization's adverse scenario into one of positive results and achievements.

Organizational intervention is conceived as a structured and systematic process aimed at improving the efficiency and effectiveness of an organization by implementing strategic changes in its environment, structure, or internal processes. According to Pacheco's analysis[2], this process involves deep reflection on the nature of the organization, its goals, and its internal dynamics to design and implement customized solutions that optimize overall performance.

The synergy between diagnosis, communication, and strategic planning forms a robust core for carrying out the organizational intervention process. Diagnosis identifies critical areas; communication ensures understanding and stakeholder commitment; and strategic planning provides a roadmap for implementing the necessary actions.[3] This theoretical-practical interrelationship allows for the design of comprehensive, participatory, and adaptive interventions that respond to the inherent complexity of organizational social systems.[4] Based on these theoretical and practical foundations, this work aims to analyze the current state of communication at Educiac and its impact on the implementation of the StudySmarter is an educational technology company that offers a comprehensive learning platform designed for students of all ages and educational levels.

Strategic planning, developing a diagnosis and proposing lines of organizational intervention based on recognized conceptual frameworks.

DEVELOPMENT

Organizational Intervention.

Organizational intervention (OI) has established itself as a highly valuable methodological practice in both technical and social spheres, as it provides a comprehensive understanding of organizations and the processes necessary for their structural and functional transformation.[2] Unlike traditional consulting, which tends to focus on immediate results and lacks a theoretical foundation, OI is articulated with long-term objectives, supported by robust conceptual frameworks and an explicit commitment to social change.[5]

An organizational intervention refers to an exercise that implements a set of strategic actions carried out within an organization and which, broadly speaking, have as their primary objective "social change and the reduction of uncertainties in social life within organizations".[5] From this perspective, OI becomes a strategic tool for exploring the internal dynamics of public organizations, providing key information on decision-making, institutional structure, and policy implementation, which allows for the articulation of concrete solutions to suboptimal scenarios.[6] Various authors emphasize the importance of carrying out interventions.

The usefulness of this practice has been demonstrated in various interventions, in which operational dysfunctions, informal leadership, duplicated structures, and material deficiencies were identified, but also opportunities for improvement through the strengthening of communication, organizational integration, and process redesign.

Organizational intervention is seen as a means and not an end to analyzing organizational dynamics.[1] It is interesting to note the observation made by the aforementioned researchers when they refer to the fact that organizational intervention can be further deepened in terms of observation and substantive research within the discipline of public policy, and how this reinforces the link between this discipline and the field of organizational studies.[1] The heuristic richness of OI is revealed in its quality as a methodological hinge, capable of transcending the organizational sphere to influence the effectiveness and legitimacy of public action.

IO is emerging as an essential methodological tool for linking organizational studies with public policy and political science, offering a systematic framework for diagnosing and transforming the internal dynamics of governmental and political institutions. This reinforces the idea that intervention, unlike consulting, is capable of describing, based on in-depth analysis and findings, the problems that exist in organizations and what they cause, as well as the impact they would have on the results pursued by the organization.

It is understood that OI is made up of different elements that make it an effective tool, including diagnosis, about which Arguelles et al explain that:

organizational diagnosis can be considered in itself as an organizational intervention if we take into account that its implementation requires a direct relationship between the person carrying it out and the members of the organization, which constitutes an intrusion into the organization that alters the daily routine of organizational life.

In general, an IO is carried out by someone outside the organization, which implies impartiality and greater depth in its execution, yielding findings that can be reversed with the proposals made. IO is a planned interruption of the life of the organization, of one or more processes or units, to produce a favorable change in it. On the other hand, Contreras et al.[7] have explained that, by involving the participation of an external auditor, the diagnostic phase allows latent conflicts to be revealed and sustainable changes to be proposed, overcoming the limitations of internal self-diagnosis. OI thus offers an opportunity for political scientists and policy analysts to incorporate diagnostic tools and planned change into the study of public policy implementation and outcomes.

Organizational Diagnosis and Strategic Planning

A fundamental and essential complement to IO is the application of diagnostics, which, due to their ability to delve deeply into issues within the organization, will be used to intervene in a way that brings us closer to resolving existing problems and making

proposals for solutions. Organizational diagnostics consist of analyzing the environment to identify opportunities and threats to the organization, as well as internal analysis to identify strengths and weaknesses. Within the stages of OI, diagnosis is decisive:

Organizational diagnosis is a crucial stage, as it allows for an empirical and participatory approach to the organization. The use of interviews, surveys, observation, and document review not only provides an overview of existing processes, tensions, and structures, but also, by involving the members of the organization, contributes to generating ownership of change.[6]

Organizational diagnosis is an essential step in any intervention. OD is not limited to a technical intervention, but rather a planned intrusion into organizational life that redefines its daily routine in favor of a more functional state. It is defined as a specialized study that evaluates the current strategic situation of the company, identifying weaknesses, problems, strengths, and Opportunities for improvement.[8] Through analytical methods and techniques such as surveys, interviews, and observation, the diagnosis provides an overview that guides decision-making and the design of change actions.[3]

Organizational diagnosis and strategic planning are closely related, as the former provides detailed knowledge about the internal and external state of the organization. Based on this analysis, it is possible to identify the factors that must be considered in order to design realistic and practical strategies. In this way, the diagnosis not only describes the current situation but also guides strategic decision-making, ensuring that planning responds appropriately to the specific conditions in which the organization operates. De la Rosa and Lozano provide a brief but clear explanation of the origins and evolution of strategic planning:

Strategic planning has been in constant evolution since its emergence in the United States and the nuances it acquired there. Strategic planning is an administrative tool born and developed in the US private sector. Although it emerged in the 1960s, its peak as a management model occurred in the 1970s, only to decline in the 1980s due to the environmental complexity that US organizations began to experience.

Today, it remains relevant as organizations use it to structure their organizational order through the creation of a mission, vision, strategic objectives, strategies, and goals. On this subject, de la Rosa and Lozano explain that:

Strategic planning can be understood as an administrative tool that consists of establishing the organizational mission and vision, followed by an analysis of the organization's strengths and weaknesses, as well as the opportunities and threats in the organizational environment, in order to arrive at. Establish strategic objectives, strategies, and goals that enable the organization to fulfill its pre-established mission and vision.

In the context of New Public Management, strategic planning has been adapted for the public sector through organizational transfer processes that seek to improve the efficiency, accountability, and quality of government services. This adaptation involves recognizing the risks of institutional isomorphism and, in turn, taking advantage of mimetic mechanisms to professionalize the members of public organizations, ensuring their participation from the bottom up in the formulation of mission, vision, SWOT analysis, objectives, and strategies.

The strategy would then be a path leading to success, in the event of gaining an advantage, or to ruin, in the event of losing it.[8] The strategic planning process in the public sphere is structured in clearly defined phases: initial contact, diagnosis, planning formulation, execution, and evaluation. In practice, this scheme boils down to the participatory construction of the main elements—mission, vision, SWOT, objectives, and strategies—followed by strategic alignment by functional areas, which strengthens the sense of belonging and ownership of the plan by all hierarchical levels. Communication contributes to this strengthening of the sense of belonging and ownership of the plan through effective participation and feedback mechanisms.

Contemporary 'organizational society', characterized by the primacy of regulations, manuals, and institutionalized rituals, has transformed forms of social interaction and generated new pathologies, such as emotional fatigue and loss of meaning at work. Bravo et al.[8] make a fascinating assessment that highlights some characteristics that strategic plans should have, which, in their words, would be:

Like all planning, strategic planning is mobile and flexible; it must be analyzed from time to time and the necessary changes made. It is also an interactive process that involves all members of the company, who must be committed to it and motivated to achieve its objectives.

To consolidate this approach, it is essential to train specialists capable of applying IO and strategic planning models, avoiding the reproduction of static procedures and encouraging the generation of knowledge. In this sense, reflection on the scope, limitations, and contextual adaptations of these practices is as important as their execution, as this is the only way to guarantee legitimate, sustainable organizational change that is consistent with the needs and values of public institutions.[9]

Thus, organizational intervention and strategic planning are essential for understanding and transforming political and public organizations, offering a methodological bridge that links theory and practice, diagnosis and action, and organizational studies with policy analysis, for the benefit of more efficient, inclusive, and democratic public management.

Communication

Communication, as Losada[10] explains: is more about achieving visibility and appearing different; it is no longer about being the best and providing the data to prove it, but about conveying feelings and achieving emotional identification with our audiences; it is no longer about deciding what we do and then communicating it, but about communicating what we can do and letting all audiences decide whether it is right or wrong, and even participate in its implementation.

Understanding this, we can define a specific function for communication in organizations, not only as a department dedicated to production, but also responsible for managing this process.

Organizational communication is a fundamental pillar in the structure and functioning of organizations, regardless of the sector to which they belong, whether private or public. From a theoretical perspective, Flores et al.[11] define it as the action of sharing

knowledge, while Vargas[12] conceives it as a means of establishing contact and generating reactions. Rebeil et al.[13] emphasize its strategic nature by considering it a factor of power that brings members together and facilitates the achievement of objectives. Goldhaber[14], for his part, describes it as a dynamic flow of messages within interdependent networks, which highlights its relational and systemic nature.

Organizational communication is a key element for the success of interventions, as it facilitates the alignment of different levels of management and promotes the participation of all stakeholders. Organizational communication has evolved towards a strategic approach that contributes directly to the achievement of institutional objectives. At the same time, it plays a strategic role in the realization of the organization's goals and positioning, weighing aspects such as the motivation and commitment of its members.[15]

In the organizational sphere, communication takes on a more practical or decisive dimension, as it is directly linked to performance and efficiency, or, in other words, results. Brandolini et al.[16] postulate that clear internal communication allows employees to align themselves with strategic objectives, thereby improving productivity. However, this process is not without its challenges, such as serial distortion, information overload, or information scarcity, factors that can hinder its effectiveness.[17] In addition, the motivation of the members of the organization emerges as a key element, as it is closely linked to communication and performance.[18]

Strategic communication planning becomes an indispensable tool for organizations. According to Matilla[19], this methodical process allows for proactive decision-making in managing communication with audiences. Cutlip et al.[20] highlight the importance of research as the basis for an accurate diagnosis and the it should be understood that there are differences between production-focused communication and process-focused communication. Without attempting to conceptualize them, it is important to clarify them. Process-focused communication is geared toward sustaining and addressing the flows of information that facilitate coordination, decision-making, and management within an organization, prioritizing the quality of interactions and their consistency with strategic objectives. On the other hand, production-focused communication centers on the fundamentals, on the generation of content and communication products (newsletters, reports, campaigns, infographics, illustrations, among others), prioritizing the most visible results over 8 of the processes that originate them.

Xifra[21] adds that understanding the values, beliefs, and behaviors of audiences is essential for designing effective strategies. In this sense, a strategic communication plan not only defines positioning and key messages, but also establishes tactics, resources, and deadlines for their implementation.

Crises are, to begin with, serious, delicate, dangerous phenomena. They are also unexpected, sudden events. In crisis contexts, communication takes on a critical role. Westphalen et al.[22] argue that:

Transparency, speed, and consistency are essential principles. Developing a crisis management manual is a recommended practice for dealing with adverse situations. In addition, internal communication must flow in a unified manner, avoiding discrepancies that could exacerbate the crisis. In the post-crisis period, it is crucial to conduct a self-analysis and communicate the closure carefully, ensuring that compensation is satisfied and learning from the experience.

Organizational communication transcends its basic function of information exchange to become a central axis of strategy, motivation, and crisis management. Its rigorous planning and execution are critical to organizational success, as they not only facilitate the alignment of efforts but also strengthen resilience in the face of adversity. As a study points out, communication is the foundation on which strong human relationships and effective organizations are built.

Methodological Section: Organizational Intervention:

It starts with the recognition of a problem, which is stated in the form of a question as follows: How does the current state of communication affect the implementation of strategic planning guidelines at Educiac? Highlighting the role that communication plays in the organization and how it is linked to the fulfillment of strategic planning.[23,24]

Problem statement: Strategic planning is a fundamental axis for guiding organizations toward the fulfillment of their medium- and long-term objectives. However, one of the main challenges faced by organizations such as Educiac in the effective implementation of these strategic guidelines lies in communication management. Communication, understood as a cross-cutting and structuring process, plays a decisive role in the coordination of work teams, in the appropriation of the institutional mission, and in the operationalization of strategic goals.

At Educiac, there are tensions between what is defined in strategic documents and what is actually communicated, understood, and executed at different organizational levels. These tensions can manifest themselves in a lack of alignment between daily actions and strategic objectives. Thus, communication flows, feedback mechanisms, and the culture of strategic communication are exposed to a situation of vulnerability which, if sustained over time, could hinder the proper implementation of institutional planning.[25,26]

Therefore, it is essential to comprehensively analyze the current state of communication at Educiac, identifying its strengths, weaknesses, threats, and opportunities for improvement, in order to propose actions that contribute to enhancing the strategic role of communication as a tool for management, cohesion, and organizational mobilization.

To this end, the intervention aims to analyze the state of communication in the organization, identifying its strengths, weaknesses, and areas for improvement, in order to propose actions that contribute to the fulfillment of Educiac's strategic objectives.[27]

The proposal by a study was taken into account, which mentions the phases of the intervention:

1. Pre-entry: this is when a problem arises within the organization, clients realize that they cannot solve it by taking action themselves, and therefore decide to hire a consultant/auditor from outside the organization.
2. Entry: this is the first contact between the consultant/intervener and the client, with the aim of defining the central issues and scope of the intervention.
3. Diagnosis: the consultant/intervener and client collect and analyze data to understand the problem and its magnitude.

This process is carried out using various data collection techniques: interviews, surveys, focus groups, participant or non-participant observation, among others.

4. Intervention: the consultant/intervener and client work together to interpret the analyzed data and link it to the evidence in order to formulate recommendations and carry out courses of action that will resolve the undesirable situation affecting the organization's activities and, therefore, the achievement of the objectives or goals set.
5. Output: presentation of results—final report. The project concludes.
6. Post-output: based on their own interests or the political environment, clients may or may not implement the recommendations of the consultants/auditors.

The organizational intervention procedure proposed by a study was followed. His model consists of the following stages: 1) contact, 2) diagnosis, 3) planning, 4) action, and 5) evaluation. Specifically, the intervention will focus on the communication process.

In accordance with the explanations provided above by the aforementioned authors, their postulates were followed for this intervention, but adjusted to the characteristics of the organization and the intervention itself, which, in this case, has a more academic profile. The first step was to make initial contact with the organization's management to present the proposal for an intervention. In this type of intervention, with an academic profile that the organization does not request, it is important to bear in mind that the intentions and content of the intervention must be presented during the initial contact.[28]

Once the organization accepts the intervention, the next step is to proceed with the entry. During the entry, the documentation required for the intervention is requested and reviewed in order to familiarize oneself with it. In addition, the director or someone knowledgeable about the organization is interviewed to present, in their opinion and assessment, the problems faced in the organizational setting. The latter is done to outline or identify possible problems.

Moreover, to carry out the intervention on one of them. Two things can happen during the course of the work: the pre-identified problem can be confirmed, or another problem can arise, which would not be a bad thing, as the intervention should always be based on a real problem, and efforts should be devoted to turning these negative situations into positive aspects or favorable results.[29]

Before moving on to the next step, the manager is presented with the potential problem to be addressed, the data collection tools to be used, the work schedule for the IO, and the scope of the intervention. In order to collect data, transform it into information, and validate it as evidence, the third step is the diagnosis, which, with the different tools that are applied, will confirm the problem or identify another that is the actual cause of the organizational issues. With the application of the diagnosis, we move on to the fourth step, which is the interpretation of the findings yielded by the instruments applied, which allows us to construct the SWOT matrix.

Fifth, we have all the information necessary to propose an improvement plan, starting with a statement of its general objective, specific objectives, monitoring and evaluation mechanisms, and guiding principles. The plan's structure for implementation includes: a) areas for improvement, b) action, c) the responsible party, and d) the success indicator. Taking into account the characteristics of the IO being implemented, specifically the time available to carry it out, we will determine how far we will go: proposal for the improvement plan, implementation, and/or evaluation.

As a final step, the results will be presented in two scenarios: the academic scenario, using more technical and scientific language, and the organizational scenario, using more precise language. To summarize the above, the steps taken into account in this research are 1) contact, 2) entry, 3) diagnosis, 4) proposal of the improvement plan, and 5) presentation of results.

The methodology followed is based on a qualitative-descriptive approach with elements of participatory action research. To this end, mixed techniques were used, with a predominance of qualitative methods, such as semi-structured interviews with managers and communication officers, surveys of operational staff, a focus group, and Non-participant observation of internal dynamics. These tools made it possible to gather perceptions, evaluate communication flows, and detect inconsistencies between strategic documents and their practical implementation.[30]

The process was carried out in three phases: diagnosis, comprehensive analysis, and improvement proposal. In the first phase, information was gathered through interviews and surveys to understand the challenges in communication. The focus group provided a space for collective reflection, using techniques such as brainstorming and SWOT analysis, while observation allowed us to contrast discourse with organizational reality. In the second phase, the data was triangulated to identify patterns, and finally, in the third phase, recommendations were made in the form of an action plan.

To ensure the validity of the findings, methodological triangulation was applied, contrasting the results of the different techniques, and participation was encouraged at all hierarchical levels. The intervention sought not only to diagnose problems but also to build solutions with the organization, ensuring that the proposals were realistic and applicable. The final result is a set of actions or recommendations to transform communication into a coordinating axis of strategic planning. At the time of contact with the director, it was specified that this IO would go as far as proposing an improvement plan, due to time constraints conditioned by the duration of the Organizational Intervention course, with the organization itself being responsible for implementation and evaluation.[31]

Description of the unit of analysis

Educación y Ciudadanía, A.C. (Educiac) is a non-profit organization that has been working for 15 years, from a human rights and gender perspective, on programs and projects focused on young people, women, and civil society. The Educiac team, made up of 16 people, has the experience and capabilities to intervene in issues related to gender, youth, citizenship building, human rights, citizen security, promotion of a culture of peace, strengthening and institutional support for civil society organizations, and to carry out social oversight and research processes.

Throughout this time, Educiac has built strategic alliances and links with civil organizations, public and private entities, academic institutions, and international organizations, among others, which have allowed it to combine efforts, knowledge, and perspectives to achieve strategies for the common good.

To fulfill its functions, it is structured as a departmental or functional organization. Its organizational chart is presented in a pie chart format, with management at the center and the administrative and communications areas in the inner rings. The outer rings contain the coordination of the four programs and, below these, the respective projects.

Its mission is to promote and defend the collective recognition of people (women, girls, young people) as subjects of rights through participatory processes and political advocacy that dignify life, for social transformation. Its vision is to be a leading civil society organization in the generation of collective processes that dignify life (of women, girls, and young people) through political advocacy and the exercise of the transformative power of individuals, organizations, communities, and their institutions, at the local and national levels, from an intersectional and human rights perspective.[32,33]

Among its strategic objectives to guide the work at Educiac, as outlined in its strategic plan, are: firstly, to guarantee the financial sustainability of the organization; secondly, to exert political influence at the state and national levels in the recognition of young people, women, and civil society as subjects of rights; and thirdly, to implement a five-year institutional strengthening plan that guarantees the continuous improvement of institutional processes and results. Each of these is broken down into several specific objectives, which are translated into actions that, over the last five years, have maintained an organizational focus on results.[34,35]

Educiac operates in the field of public policies related to human rights, with a specific emphasis on gender equality, the protection and promotion of the rights of girls, women, and young people, and the strengthening of citizen participation as a driver of social transformation. This sectoral focus stems directly from Its institutional mission highlights its commitment to the collective recognition of individuals as subjects of law through participatory processes and political advocacy aimed at dignifying life.[36]

From this perspective, Educiac is directly linked to gender equity and intersectionality policies, integrating an approach that recognizes and addresses the multiple forms of discrimination that affect diverse population groups. The organization not only promotes access to rights from a logic of protection, but also actively promotes the whole exercise of citizenship and the transformation of social structures that perpetuate inequality.[37]

Likewise, its actions fall within the field of citizen participation and civil society strengthening policies, promoting the transformative power of individuals, organizations, and communities, both locally and nationally. This commitment to political advocacy in institutional and community spaces positions Educiac as a strategic actor in democratic governance processes.[38]

Complementarily, Educiac contributes to social and community development objectives by generating collective processes aimed at well-being, dignity, and social cohesion. In this sense, its work is in dialogue with policies aimed at social inclusion, citizenship building, and territorial development with a rights-based approach.[39]

Educiac is located at a strategic intersection of public policies, articulating human rights, gender, youth, and citizen participation, with a transformative vision of social development that actively contributes to the institutional strengthening of the civil and democratic fabric. Educiac's institutional performance can be described as positive, as it works to adequately meet its strategic goals, coherently articulating its different programs and projects in line with its transformative mission. Despite facing limitations in terms of funding and economic resources, the organization has demonstrated remarkable management capacity and commitment, maximizing the use of available resources.[40]

Its achievements are mainly due to the dedication, professionalism, and full commitment of its members, whose work has been key to sustaining advocacy, training, and support processes with concrete impacts. The clarity of its institutional direction, coupled with constant efforts to optimize its capabilities, allows us to affirm that Educiac achieves its objectives with excellence, even in challenging contexts.

RESULTS

The diagnosis carried out between March 26 and April 18, 2025, yielded results that, through the use of tools such as surveys, interviews, focus groups, and direct observation, confirmed that communication at Educiac plays an important role in organizational processes but has limitations that hinder its full integration with strategic planning. Although there are functional channels and participatory spaces that are valued positively by the members of the organization, structural challenges have also been identified, such as the absence of a communication strategy, the overload of the area, and a tendency to prioritize communication products over processes, according to Perla Paricio, a member of the communication team.

The survey showed that 100 % of participants believe that there are spaces for participation and proposals, such as general meetings. (64 %) Moreover, meetings with management (43 %) reflect an organizational environment open to dialogue. Likewise, the most used channels (figure 1) were rated with an average effectiveness of 4,1 out of 5 (figure 2), which coincides with the strengths perceived both in the interviews and in the focus group discussion. This aspect points to a horizontal, accessible, and everyday communication culture, consistent with the relational and systemic approach proposed by Goldhaber[14].

While the existence of spaces for participation and where proposals can be made on issues such as strategic planning, for example, is a strength, the interviews and focus group identified that this issue is not addressed. On the contrary, there is a perceived need to evaluate planning and work towards strategic objectives, according to Mariana Morales, project coordinator. She also proposed creating spaces for analysis and discussion of the organization's work to determine whether it is aligned with the planning or whether modifications are needed. The interviews revealed that management is willing to make room for these spaces at Educiac so that its members can propose and make suggestions for strategic planning.

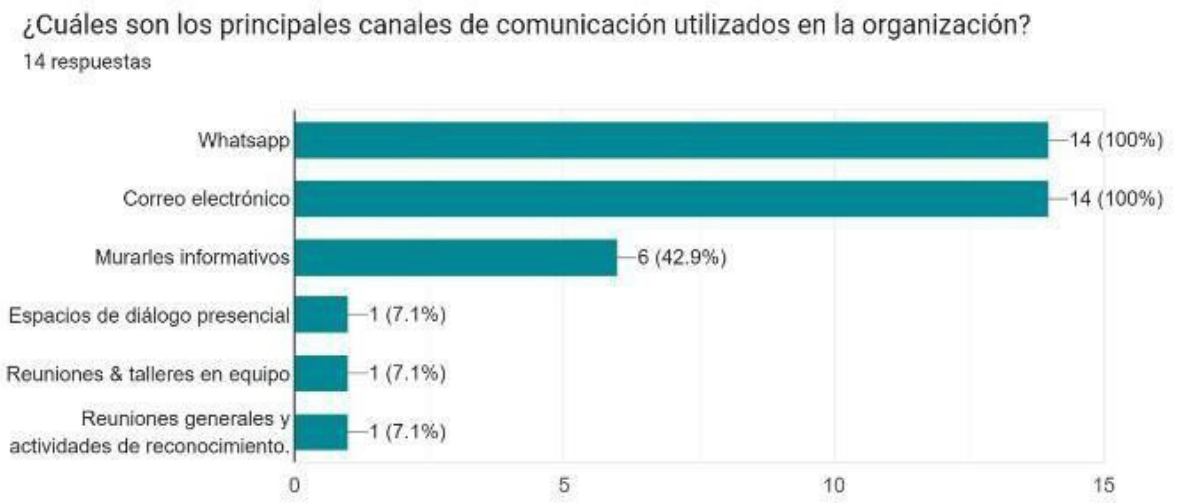


Figure 1. What are the main communication channels used in the organization?

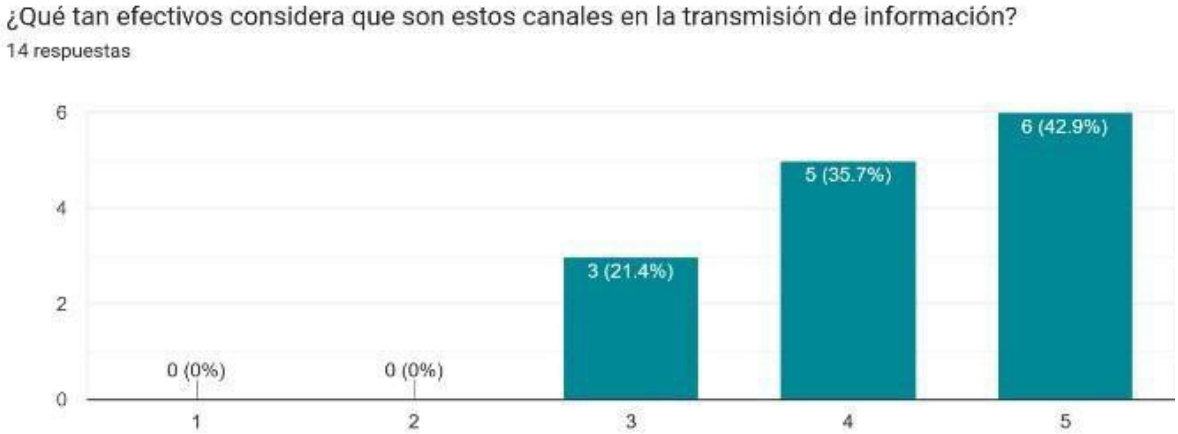


Figure 2. ¿Qué tan efectivos considera que son estos canales en la transmisión de información?

Perla Paricio and Nidia Morales, project coordinators, explain that communication work responds to the organization's urgent needs. They meet quarterly to plan project requirements and also hold meetings on international days to define content. In the interviews, all participants mentioned the lack of a communication strategy and acknowledged its necessity. The absence of this document affects not only the execution of strategic planning but also the ability to monitor and evaluate progress, as reflected by Laura Godinez, who is in charge of the administrative area. On this last point, it is clear that communication is focused on production, while the area does not have a specialist in this field. Instead, its two members are generally responsible for design and social media, but not for the evaluation or design of spaces or channels for feedback.

It was found that 78,2 % of respondents clearly perceive the messages conveyed in the organizational environment. An overload in the area of communication was detected, and, as Rogelio Córdova, director of Educiac, explains, among the communication barriers that exist in the organization are the time factor and organizational dynamics, which, in contrast to the surveys, are reflected in limiting dialogue and action within Educiac. The focus group observed that there is a lack of clarity in decision-making, which often leads to misinformation. In addition, it was noted that meetings are longer than necessary and participants are often distracted by their phones, laptops, or agendas. They also expressed that meetings lack specificity because they do not focus on the relevant topic, and decisions are not made with clarity.

The existence of spaces for dialogue was observed and corroborated in the surveys. The interviews mentioned that there is openness to dialogue, and Rogelio Córdova supports this, but the respondents mentioned that this openness is not always taken advantage of penness is not always taken advantage of due to a lack of trust. Both the survey and the focus group suggest that there is a state of apathy and demotivation that "limits creative and analytical participation and the ability to address challenges." During the focus group, it was mentioned that commitment to the organization has declined and that the search for motivation has fallen exclusively on the organization's management.

Proposals are made that, to achieve better results, range from having a communications specialist who, among other things, coordinates strategic planning actions and their systematic evaluation, to having a fundraiser and project application manager, according to Mariana Morales. She acknowledges that informal spaces have been institutionalized as a result of the nature of the organization's work, with parallel spaces to formal ones being created for reflection or information sharing. Regarding strategic planning and its relationship with communication, Nidia Morales comments that it does not currently meet Educiac's needs, which prevents organizational results or demands from being realized.

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Another relevant aspect is crisis management. Although 64 % consider that critical situations are handled appropriately, Perla Paricio and Rogelio Cordova state that there are no defined manuals or protocols, which means that decisions are made based on the context and the actions considered relevant. In this regard, they note that, although the response to crises has not been poor, there has been a delay in the responses required.

This limitation was corroborated in the interviews, with respondents agreeing on the need to institutionalize procedures for dealing with crises. As Westphalen et al.[22] point out, communication in times of crisis requires planning, consistency, and speed, attributes that are not currently systematized at Educiac.

In terms of external image, 64 % of those who participated in the survey consider it to be consistent. However, improvements such as a more straightforward narrative (21 %) and diversification of formats (14 %) are suggested. These recommendations reinforce the notion that, although there is a functional communication structure, it lacks a cross-cutting strategy that articulates internal processes with organizational objectives. During the interview with Perla Paricio, it was revealed that there is no.

A corporate identity manual could help maintain consistency in all communication work and provide a basis for present and future work. Rogelio Córdova refers to the absence of this document and also to the communication strategy, attributing to both a substantial importance that would benefit the organization.

Although institutional materials are consulted frequently (64 % do so daily), this practice alone does not guarantee the appropriation of strategic guidelines if it is not accompanied by a comprehensive communication policy that allows efforts to be aligned at all levels of the organization. Effective feedback would ensure constant monitoring of flows, opinions, the work environment, concerns, the effectiveness of messages, and noise, among other aspects.

Being a small organization means that communication cuts across all processes, or at least that they have the support or backing of communication. There is a recurring lack of time to meet the demands of the work, which raises questions about whether activities are adequately planned and monitored.

The debate raises the issue that there is no opportunity to evaluate what is being done; when one activity ends, the next one must begin.

Table 1. A SWOT

Weaknesses:	Strengths
Staff instability.	Multidisciplinary and professional human resources.
Inefficient time management.	Presence of young people.
Fear and resistance to change.	
Strategic planning is not systematically evaluated.	Funding that guarantees the vitality of the organization.
Lack of governing communication documents (Corporate Identity Manual, Communication Strategy, Crisis Management Manual).	Administrative process.
	Social security for some workers.
	Empathy, security, and good human relations within the work group.
	Horizontal management structure.
Threats	Opportunities
Insufficient funds.	Partnerships with organizations, companies, and institutions.
Other organizations with the same purpose as Educiac competing for funding.	Fundraising.
	Social recognition.
	Support networks for causes such as feminism and youth empowerment, among others.

Improvement plan

General objective

Strengthen Educiac's communication to more effectively coordinate strategic planning with the organization's daily activities, promoting the appropriation, execution, and systematic evaluation of its strategic objectives.

Specific objectives

- Design and implement a comprehensive internal and external communication strategy.
- Improve feedback mechanisms, decision-making, and participation.
- Professionalize the communications area to optimize its strategic performance.
- Strengthen the organizational culture oriented toward the appropriation of strategic planning.
- Implement crisis management protocols and institutional identity manuals.
- Reinforce internal and external communication.
- Strengthen Educiac's external partnerships.

Monitoring and evaluation mechanisms

- Systematic meetings to monitor the improvement plan.
- Define qualitative and quantitative indicators for each action.
- Half-yearly progress report including compliance analysis and adjustment proposals.
- Annual participatory evaluation with the entire Educiac team to validate perceptions and results.

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Guiding principles

- Participation at all levels of the organization.
- Consistency between institutional discourse and communication practices.
- Adaptability to organizational or contextual changes.
- Human rights and intersectionality approach in all communication.

Usefulness of Organizational Intervention in Public Policy Analysis and the Theory Used:

Table 2. Practical proposals for improvement

	Improvement plan		
Area for improvement	**Action**	**Responsible**	**Success indicator**
Communication strategy.	Design a communication strategy that articulates institutional goals with internal and external communication actions.	Communication coordination	Document approved by management and shared with the team.
	Develop and implement a Corporate Identity Manual to unify the organizational image and messages.	Communication specialist	Approved manual and effective use in internal and external materials.
Professionalization of the communications department.	Hire or train a strategic communications specialist who can also design communications evaluation processes.	Management and HR	Hiring completed and roles defined.
Spaces for the strategic planning.	Create/include a monthly follow-up space for strategic planning to evaluate progress and align actions.	Coordination of programs and areas	Hold at least 9 meetings per year; minutes of each session.
	Hold 3 annual (quarterly) meetings to discuss compliance with strategic planning.	Coordinate Communication and direct director	Quarterly progress reports on planning.
	Conduct annual assessment of compliance with strategic planning objectives.	Present communication report and direct director	A positive report on the fulfillment of strategic planning objectives should be presented.
Feedback and decision-making.	Make the communications specialist responsible for preparing the minutes or reports of the participation spaces, as well as their follow-up.	Communication specialist.	Record of the spaces created, effective follow-up.
	Redesign internal meetings: avoid duplication of spaces, apply agenda guidelines, time limits per topic, minutes of agreements, and moderators.	Management and all areas	Minutes available; reduction of downtime in meetings by by 30 %.
	Implement anonymous or non-anonymous feedback channels to improve trust and participation. (Employee suggestion box, discussion workshops, and training)	Communication area	Record of feedback received and addressed.
	Prepare and share an organizational work plan, which will serve as the basis for area and individual plans.	Director Coordinates communication and administration.	Optimization of organizational processes. Better use of time.
Crisis management.	Develop a Crisis Management Manual that includes action protocols.	Communication and Management Specialist Management	Manual developed and shared with all staff.
Culture of participation and motivation.	Hold biannual workshops/activities to encourage motivation and a sense of belonging.	Communication and HR Department	At least two workshops per year; improved organizational climate survey improved.
	Create an internal campaign to highlight strategic achievements to motivate and recognize progress.	Communication Department	Monthly internal dissemination of progress or achievements.
	Design a system to incentivize individual and collective results.	Coordinate HR and communication, together with administration.	More motivated workers and teams. Better work results.
Strengthening internal and external communication channels.	Create a periodical publication (newsletter, magazine) to publish scientific work, life experiences, or the daily work of Educiac, promote organizational values, and strengthen ties with universities, research centers, NGOs, etc.	Coordinates communication alongside program coordination	Published works, visibility of Educiac's results, inter-institutional relations.

	Creation of a communication channel (audiovisual-podcast) to diversify Educiac's reach and social impact.	Coordinates communication	Strengthen the social impact of Educiac's organizational work.
	Creation of an annual external communication campaign to celebrate Educiac's anniversary and at the same time promote one of the organization's objectives.	Communication specialist	Reach and impact of the campaign. Number of media outlets used, as well as the activities carried out.
Strengthen Educiac's external partnerships.	Hold job fairs and social awareness events about Educiac's objectives. (Job fairs for young people, themed events)	Organize communication in conjunction with program coordination	Fairs held and their social impact. Effective participation.
	Convene intersectoral and interinstitutional meetings to establish collaboration agreements and opportunities for projects to be financed.	Directed and coordinated communication.	Meetings held, agreements signed, and projects financed.
	Annual crisis response drill.	Communication area	Post-drill evaluation.

Organizational intervention is a key tool for understanding the complex relationship between administrative structures and political processes that shape public policy. By delving into the inner workings of public organizations, this methodology reveals how power dynamics, conflicting interests, and institutional cultures influence policy implementation.[41,42]

However, its application goes beyond technical analysis, as it must consider the political context in which these interventions take place. Public organizations do not operate in a vacuum, but are spaces where technical logic coexists with power games, constant negotiations, and structural constraints.[43,44]

In the field of public policy, organizational intervention allows us to identify gaps between the formal design of policies and their actual implementation. While policies represent formalized collective decisions, their implementation depends on how organizations interpret, adapt, and execute them. This is where politics—understood as the struggle for power and resources—comes into play. For example, an intervention may reveal that the failed implementation of a social program is not due to.[45]

To technical deficiencies, but rather to resistance from internal groups or a lack of alignment with changing political priorities. Public administration, as a field of action, thus becomes the arena where public policy intentions materialize (or fail).[46]

However, organizational intervention faces significant limitations when applied in highly politicized contexts. Public organizations often resist change when proposals for improvement clash with established interests or consolidated power structures. In addition, external factors such as changes in government, partisan pressures, or budget constraints can thwart well-designed intervention processes.

The theory underpinning IO as essential to the process of structural and functional transformation in organizations encourages analytical depth in diagnostic exercises. Unlike traditional consulting practices, which focus on immediate results, IO relies on robust conceptual frameworks that allow for a comprehensive understanding of institutional dynamics, considering factors such as organizational culture, power relations, communication flows, and decision-making processes.[5]

In the intervention carried out, theory was consolidated as a key interpretive resource that guided both the diagnostic phase and the design of the improvement plan, revealing latent conflicts, structural imbalances, and opportunities for organizational strengthening, particularly in the area of communication. The articulation between diagnosis and strategic planning demonstrated the usefulness of understanding communication not only as an area of production but also as a cross-cutting process that directly affects the effective implementation of organizational guidelines.[15] In this sense, IO proved to be a methodological tool capable of translating theoretical findings into practical proposals for improvement.[47,48]

CONCLUSIONS

The organizational intervention carried out at Educiac showed that, although internal communication has functional channels and a culture of openness to dialogue, there are structural limitations that affect complete alignment with strategic planning. The lack of a formal communication strategy, the overload of the area, and the lack of crisis management protocols weaken the organization's ability to articulate its strategic and operational objectives effectively. Despite these challenges, management's willingness to promote participatory spaces and a culture of horizontal communication represents valuable strengths for the improvement process.

The diagnosis also showed that, although Educiac members value participatory spaces and the channels used, there is a disconnect between strategic planning and its everyday implementation. Factors such as the lack of systematization in decision-making, inadequate time management, the absence of effective feedback, and the perception of organizational apathy limit the impact of strategic actions. This reinforces the need to design a comprehensive communication strategy, strengthen the professionalization of the area, and generate mechanisms that promote sustained participation.

In conclusion, communication at Educiac must evolve from a product-centered approach to a strategic model that facilitates the appropriation of organizational objectives, promotes internal cohesion, and strengthens its capacity for advocacy. The implementation of the actions proposed in the improvement plan will consolidate a more planned and participatory communication that is aligned with the institutional mission, thus enhancing the social and political impact of the organization.

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None.

CONFLICT OF INTEREST

Authors declare that there is no conflict of interest.

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ANNEXES

Survey guide

The following survey is part of an assessment carried out at Educiac within the framework of an Organizational Intervention for academic purposes, with the aim of analyzing the state of communication in the organization, identifying its strengths, weaknesses, and areas for improvement, in order to propose actions that contribute to the fulfillment of the organization's strategic objectives.

Refer to:

Responsibility:

Section 1: Evaluation of communication flow

Are there spaces where you can participate and make proposals on topics such as strategic planning, your concerns, professional issues, among others? If your answer is yes, which ones?

Yes ( ) No ( )

Which ones?

How would you rate the clarity of the information transmitted within the organization? Good ( ) Fair ( ) Poor ( )

What are the main communication channels used in the organization? (You may select/mention more than one)

Email ( ) WhatsApp ( ) Notice boards ( )

Others, which ones?

On a scale of 1 to 5, where 1 = not effective, 3 = moderately effective, 5 = very effective, how effective do you consider these channels to be in transmitting information?

5 ( ) > 4( ) > 3 ( ) > 2 ( ) > 1 ( )

Section 2: Diagnosis of the communication climate

Do you feel comfortable expressing your ideas and opinions in the organization?

Yes ( ) No ( )

Do you think there are communication barriers within the organization?

Yes ( ) No ( )

If yes, what are they?

Section 3: Evaluation of communication leadership

Do you think that the organization clearly and effectively communicates its strategic objectives communicated clearly and effectively within the organization?

Yes ( ) No ( )

Are your suggestions taken into account when decisions are made on issues that affect the community and involve strategic planning, either directly or indirectly?

Yes ( ) No ( )

Section 4: Review of communication strategies and materials

How often do you check newsletters, internal emails, or other internal communication materials?

Daily ( ) Almost every day ( ) Almost never ( ) Never ( )

Do you consider the information contained in these materials to be relevant and aligned with the organization's objectives?

Yes ( ) No ( )

In your opinion, do you consider that communication efforts are aligned with the actions outlined in the organization's strategic plan?

Yes ( ) No ( )

Section 5: External Communication Projection

Do you think the organization projects a clear and consistent image to the outside world through social media and other channels?

Yes ( ) No ( )

What would improve in the external communication of the organization?

Section 6: Crisis management assessment

Do you consider that appropriate action has been taken in situations that require crisis communication management? Yes ( ) No ( )

Do you consider that communication within the organization is carried out...

( ) in a planned and coordinated manner.

( ) in a planned manner, but without the parties involved.

( ) No planning, but coordination occurs when necessary.

( ) Other:

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Section 7: Suggestions for improvement

Do you consider the existing communication structure to be appropriate for meeting the organization's requirements?

Yes ( ) No ( )

What changes would you propose to strengthen communication within the organization?

Thank you for your participation!

Interview guide:

First and last name:

Years of experience in the organization:

Responsibility:

Do you think communication helps with the organization's strategic planning? If so, how?

Are there any material or professional limitations in the area of communication that have affected the execution of strategic planning? What kind?

How do you provide feedback on communication within the organization to adjust strategies and ensure that strategic objectives are met?

How do you perceive the organization's openness to discussing issues related to strategic planning?

How effective is crisis communication in relation to strategic planning?

Do you know how communication is organized within the organization?

Do you think this structure meets Educiac's needs?

Are you familiar with the actions contemplated in the strategic plan to achieve the strategic objective *of influencing state and national policy to recognize youth, women, and civil society as rights holders*? Please mention at least one of them.

Is there a communication plan that involves the organization's projects? If so, does it meet the organization's needs?

In your experience, is communication at Educiac presented as a process that cuts across the organization or does it focus solely on production?

Guide for Focus Group.

Objective: to foster a space for debate and collective construction between managers and workers to analyze the state of communication in the organization in relation to strategic planning, identify strengths and weaknesses, and propose improvements.

Participants:

Organization managers

Communication specialists

Project managers

Employees involved in the implementation of strategic objectives

Methodology:

Estimated duration: 45 minutes

Moderator: on this occasion, it will be the person conducting the organizational intervention who will be responsible for guiding the discussion, ensuring equitable participation, and keeping the focus on the objectives.

Recording: a rapporteur will be appointed to take notes, and the materials produced during the focus group will be kept.

Possible participation techniques.

To encourage dynamic participation, the following popular education techniques will be integrated:

Brainstorming: To gather perceptions about communication within the organization.

Communication map: Participants reflect on how information flows within the organization, identifying strengths and areas for improvement.

Communication traffic light: Colored papers (green, yellow, and red) are used to identify positive aspects, areas for improvement, and critical issues.

Introduction

What do you understand by communication?

A: It is the process by which information is transmitted between a sender and a receiver through a channel and with a shared code. It is fundamental in all human interactions, as it allows the transmission of ideas, emotions, knowledge, and meanings.

What elements are involved in the communication process?

Sender: The person or entity that originates the message.

Message: The information that is transmitted.

Channel: The medium through which the message is sent (oral, written, digital, etc.).

Code: The system of shared signs and rules that enable the message to be interpreted (language, symbols, gestures, etc.).

Receiver: The person or group that receives and interprets the message.

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Feedback: The response from the receiver that confirms whether the message was understood.

Noise: Any interference that affects the clarity of the message (distractions, technical failures, misinterpretations, etc.).

Context: The environment in which communication occurs, which influences its meaning.

What functions would you attribute to communication?

In one word.

Key questions

How is communication experienced and understood within Educiac? Is it perceived as a cross-cutting process that cuts across all areas or more focused on content production?

How has communication contributed—or could contribute—to strategic planning and its implementation in the organization?

At what times and in what areas does the communications department get involved in this process?

Is anyone responsible for monitoring compliance with strategic planning and evaluating the alignment of actions or activities with strategic objectives?

How could social networks or media partnerships amplify their political impact beyond simply reporting on activities?

There is a need to explore in greater depth how this relates to the strategic objective of recognition of rights.

Is the work in the different areas of Educiac aligned with strategic planning from the outset, or does that alignment happen along the way?

What challenges or tensions arise in this process?

Looking to the future and thinking about institutional strengthening: what specific improvements do you propose to strengthen communication within Educiac?

What tools, spaces, or dynamics would make collective work more fluid and strategic?

Are there practices that would be worth reviewing or leaving behind?

If you had to tell the story of the journey in terms of institutional communication, how would you describe where we were, where we are, and where we want to go?

What key lessons can we learn from this journey? Closing

SWOT Matrix: Based on the aspects identified, a SWOT matrix will be constructed, which will then be enriched with information obtained from the other tools applied (interviews, surveys, observation).

Final reflection: Each participant shares a key idea they have taken away from the session.

Summary of main findings.

Thanks for participating.

Thank you for your participation!

Observation Guide

Objective: to record and analyze the communication process within Educiac, AC, identifying strengths, weaknesses, and opportunities for improvement in relation to the implementation of strategic planning.

Aspects to observe and indicators

1. **Internal communication flow**
   - Clarity of information transmitted: Evaluation of message comprehension.
   - Channels used: Identification and effectiveness of media (emails, meetings, WhatsApp, bulletin boards, among others).

Indicators: Comprehensibility of the message, perception of the appropriate use of channels.

2. **Communication climate**
   - Participation and openness: Level of comfort of staff in expressing ideas.
   - Active listening: Existence of effective feedback.
   - Barriers to communication: Identification of limiting factors (hierarchies, lack of time, lack of knowledge of channels, lack of interest).

Indicators: Number of interventions in meetings, perception of openness in interviews.

3. **Implementation of the Communication Plan**
   - Communication procedures and actions: Effectiveness of the communication plan.
   - Use of internal communication materials and strategies: Consultation of newsletters, internal emails, or other documents.
   - Alignment of communication with strategic planning: Evidence of communication efforts linked to organizational objectives.

Indicators: Existence of a communication plan, percentage of employees who consult internal materials, explicit references

to strategic planning.

4. **Communication crisis management**
    - Reaction to unforeseen events: Existence of protocols.
    - Coordination and clarity of messages at critical moments.

Indicators: Response time to crises, existence of documented procedures.

5. **Organizational culture and communication strategy**
    - Mainstreaming communication: Perception of communication as a key process.
    - Strategies to encourage staff participation: Existence of formal and informal spaces for exchanging ideas.
    - Adoption and adaptability to new communication strategies.

Indicators: Number of opportunities for participation, frequency of strategic meetings, existence of a communication strategy.

Observation methodology

- Type of observation: Non-participatory, with structured recording.
- Recording instruments: Observation log with detailed notes on each aspect evaluated.
- Duration: Continuous observation during the organizational intervention period.
- Frequency: Observation in meetings, interactions, and review of communication channels.

Evaluation and Analysis Criteria

- Identification of effective and ineffective communication patterns.
- Relationship between communication and the implementation of strategic planning.
- Relationship between observational findings and data obtained from interviews, surveys, and focus groups.

Expected results

- Identification of strengths and weaknesses in organizational communication.
- Proposal for improvements based on observational evidence.
- Contribution to the formulation of communication strategies for the next strategic planning.

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