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# Enhancing Internal Communication inside a Matrix Organization of an ICT Service Company

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<p>The aim of this project was to carry out a research related to internal communication in a global ICT service company, mainly concentrating on Finland. The study was performed to find the gap between present and wished situation and in overall enhance internal communication within a certain organization. However, the model should apply for similar companies elsewhere as well.</p> <p>The methods used while doing the research were questionnaire and interviews. The questionnaire was sent to a group of 1,600 employees and about 15 % of the research group answered to the questionnaire. In addition there was a group of people chosen for the interviews. The results were divided into ten themes that were analyzed further mainly from a manager point-of-view.</p> <p>The results from the analysis included many improvement ideas for Marketing and Communications department in addition to ideas for everyday work. One of the results was that responsibilities should be clearer and there should be a communication process for internal communication.</p> <p>In conclusion it can be seen that the internal communication as a subject is of many people's interest and issues are seen in many situations, channels and unclear responsibilities.</p>	
Keywords	internal communication, organizational communication, matrix organization

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<p>Opinnäytetyön tavoitteena oli tutkia tietotekniikan alan palveluyrityksen sisäistä viestintää. Yritys on globaali mutta opinnäytetyön projekti keskittyi kuitenkin pääasiassa Suomeen. Tutkimuksen tavoitteena oli tarkastella, millainen kuilu sisäisen viestinnän nykytilanteen ja toivotun tilanteen välillä on syntynyt, ja analysoida sisäisen viestinnän kehittämisen tarpeita ja edellytyksiä.</p> <p>Tutkimuskeinoina käytettiin kyselyä ja haastatteluja. Kysely lähetettiin 1 600 henkilön tutkimusryhmälle, josta noin 15 % vastasi kyselyyn. Lisäksi joukosta valikoitiin ryhmä henkilöitä haastatteluja varten. Kyselyn ja haastattelujen tulokset jaettiin kymmeneen teemaan, joita analysoitiin pääasiassa esimiehen roolin näkökulmasta.</p> <p>Analysoinnin tuloksena syntyi monia kehitysajatuksia sisäisen viestinnän kehittämiseen pääasiassa markkinointi- ja viestintäosastoa varten ja ajatuksia arkipäivän viestintään esimiehen näkökulmasta. Keskeisimpiä tuloksia oli, että vastuiden pitäisi olla selkeämpiä ja organisaatiossa pitäisi olla määritelty viestintäprosessi sisäistä viestintää varten.</p> <p>Tutkitussa yrityksessä sisäinen viestintä kiinnostaa monia ja haasteita nähdään monissa eri tilanteissa, kanavissa ja epäselvissä vastuissa. Näitä haasteita ei voida helposti poistaa, koska mielipiteitä on yhtä monta kuin vastaajia, mutta monia mahdollisuuksia viestinnän kehittämiseen on olemassa.</p>	
Avainsanat	sisäinen viestintä, organisaatioviestintä, matriisiorganisaatio

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# 1 Introduction

The world is changing constantly and the business world may be one of the most agile ones. Within this ever changing area organizations tend to be in move all the time as well. This means that organizational roles, needs and outcome are in constant move and that makes change management an important subject of today. One of the most important items inside change management is communication. You can lead with communication and get people to follow you or, get them to turn their backs to you.

Change management and within that communication has been and is today a difficult subject. Communication is difficult in everyday situations and it does not get easier within organizations. In organizations people tend to concentrate on external communication, such as marketing and official announcements, dealing with for example stock exchange news and annual reports. When communication is considered only as external communication, it may not be in interest of most of the people inside the organization. This is because yearly clock communication towards public outside the company does not affect most people's daily work so it may leave the feeling that the communication department has nothing for me.

Communication and organization are two key words in this thesis. The organization forms the base for the research and communication is the main area under investigation. The purpose of this study is to find out whether internal communication should be an interactive process and in which cases there is a need for a formal information transfer. Formal information transfer tries to ensure that people have all the basic knowledge about their job and work environment to be able to carry out their work properly. Therefore, information transfer is responsible for providing everyone the needed information in real-time. Respectively, interactivity is not a tool for sharing information but it can empower influencing. With interactivity anyone can discuss, take part, plan and improve together, make decisions, solve problems, support and take care of personal affairs. [1,63]

This thesis was set out also to explore which available channel should be used for what type of communication and how people would like to communicate. This study indi-

cates that the main communication channel, that is Intranet, was not felt sufficiently interactive and that it is difficult to find the information needed from there. When asked how people would like to communicate the results clearly show that people want to communicate differently; some people would like to communicate mainly with line manager and some only with a colleague and some people would like to use email while others prefer face-to-face communication.

The organization under research is a matrix organization, both from the hierarchical point-of-view and from the point that there is line management and work management separated. This gives a rather interesting background for the organization and points out the difficulties that people face with communication. The problem seems to be that sometimes people get the information twice and sometimes they do not get the needed information at all. However, the biggest change should be that people do not only rely on information they get from their line manager or project manager but they need to go out-of-the-box and seek for information of their own. In my opinion, one of the most important findings with this research was that people still trust getting the information from some specific person, and quite often that person is his or her line manager.

The research was carried out mostly through a questionnaire but also other methods such as interview and observation were used. People in different roles displayed their feelings and opinions about internal communication and it was clearly shown that this area needs to be improved since there is not enough information on how communication is planned and what kind of processes and areas of responsibility there are behind internal communication.

In chapters two and three I will go more deeply into the theory behind the practice. Chapter two discusses the organization from theoretical point-of-view and in chapter three the communicational theory will be presented. In chapter four the organization in question will be explained in more detail and as well as the scope for the research. The results are presented in chapter five and in the conclusions suggestions for further actions are discussed.

## 2 Theoretical Background

Organization and how it is formed can give outlines on how communication is managed but can it all be clarified as so called internal communication which we need? We need to define organization and communication before we can dive more deeply into the subject. In this chapter I will explain approaches to organizations, how organizations are formed, what are the meanings and roles of a person and a group within an organization and what role communication plays in the organizations.

### 2.1 Forming of an Organization

All living creatures have learned to form certain kind of groups for different situations. Animals live in herds, droves and gaggles to survive and so have human beings done since the beginning. Human beings have learned to live and work together to complete complex tasks, such as hunting and growing plants, as everyone cannot grow potatoes and carrots. As a child we have probably been a part of the football team or a choir and today we may belong to some political party but at least we earn our living in some form of an organization. Group effort is also part of organizational life in modern business world, where groups may be based on for example personal affairs, project teams or hierarchical organization. [2,135]

Human beings organize everything to get things done. We have different roles, we arrange issues and organize others and ourselves accordingly. We interact with other people to accomplish complex tasks and learn and create new groups to get forward. The dynamic within a group is formed through communication. It is often said that a group is as good as its weakest link; this applies very nicely to the fact that organization is made of people and the groups that they form. [2,135-136]



## 2.2 Person

Human beings tend to create meanings for everything. Before it was considered that people follow needs driven by their instincts but later studies have shown that people behave differently in different situations, for example in some situations we may eat with a knife and a fork but sometimes we eat with our hands. In other words some issues around us give the meaning for each situation and make us behave accordingly. [3,29-32]

### 2.2.1 Maslow's Hierarchy of Needs

One example of the theories behind the human behavior is Maslow's Hierarchy of Needs (figure 1). This theory claims that human beings need to satisfy a series of five different needs. The so called lower-order needs that must be fulfilled first are shown lower in the hierarchy and higher-order needs that can be fulfilled later are shown as the top-most in the hierarchy. The lowest one of these categories is the survival needs in which the basic physiological nurtures such as the need for food and oxygen are fulfilled. [2,32-33]



Figure 1. Maslow's Hierarchy of Needs Theory

When survival needs are fulfilled, the safety needs become present. These needs consist of for example making enough money to secure housing and job security. Also economic, social, political or physical threats are handled here. The third level includes

the affiliation needs that consist of good working relationships, friends and the feeling of being part of something such as a group. [3,157]

The fourth level consists of esteem needs, which include achieving success. This may be fulfilled when others treat you with respect, appreciate the quality of your work and give you good feedback. The top-most level includes the self-actualization needs, in which you become interested in developing yourself further and growing as an individual. [3,157-158]

Maslow suggests that the lower-order needs can be fulfilled by extrinsic rewards but higher-order needs require more intrinsic incentives. This means that human beings need to fulfill certain needs also in work life and if these cannot be fulfilled, the person will not be motivated for long. [3,157-158]

### 2.2.2 Hertzberg's Two-Factor Theory of Motivation

Sometimes we all are enthusiastic about working or studying but sometimes we lack the motivation. According to Frederick Hertzberg (1966, 1968) this theoretical field is called Hertzberg's Two-Factor Theory of Motivation. Hertzberg's theory concentrates on human motivation and how the motivation is based on two kinds of needs: basic hygiene needs and higher-order needs. In the first one there are items such as salary, security, work conditions, status, company policies and administration. The second category contains of concepts such as personal growth, achievement, recognition, advancement, responsibility and enjoyment. [3,159]

This approach means that there are similar but different items behind satisfaction and dissatisfaction. Some items improve satisfaction when they are taken care of but if these items are not taken care of, they do not cause any large amount of dissatisfaction. Vice versa, people may show their frustration if certain subjects are not taken care of but if they are taken care of, it does not satisfy people. The first ones are higher-order needs and the last ones hygiene needs that can be called lower-order needs according to Maslow's Hierarchy of Needs. As a consequence motivation factors can only lead to worker satisfaction and motivation if hygiene needs have already been met.

From the research point-of-view this means that good communication with learning experience can happen only when the channel is open and a person has fulfilled his or her hygiene needs. When talking about the change management, a person must be careful and read the situation before communicating the situation. For example, communicating about upcoming lay-offs may affect straight on the hygiene level of needs. The formal notice of the need for changes may raise feeling of anger just because it touches the lower-order needs in hierarchy. A person might get scared if, for example, his or her economical situation is in danger and there is a fear that s/he cannot pay the house loan anymore.

### 2.2.3 Schutz's Interpersonal Needs Theory

Schutz's theory (1958) concentrates on motivation as Herzberg's theory did. There are three human needs that require improving and developing interpersonal relationships. A person needs to have first of all control over others and a person needs to be controlled in certain situations. This means that members of an organization need to have opportunities to be both leaders and followers in different situations. [3,160]

Changing roles from leader to follower applies for communication as well. People need to communicate their pieces of information and need communication to learn and grow, when getting into that level. Secondly, people need to show affection and see affection from others. Members of an organization need meaningful and therapeutic relationships with other members. This means that they need to be shown that other people care and they need to show others that they care. The third is inclusion, in which people include a person to belong to social groupings and also, people need to include other persons to belong his or her groupings. In organizations, people want to be invited into formal and informal activities and they also want some authority to invite them to organizational events. [3,160]

## 2.3 Group

Most of the theories presented in the previous subchapters show that interpersonal relationships matter a lot when talking about motivation. Especially Schutz concentrated on this as an area of motivation. What is then group? A group can be considered as a group of people that have a common purpose. The base for a group comes from roles both as individuals and as part of the group. These together form several action roles through interpersonal relations and group dynamics. In the next subsections I will demonstrate how groups are formed and how a person acts when s/he faces a new group and how personal and group actions change when facing an organization.

### 2.3.1 Phases of Group Lifecycle

There are several phases within a lifecycle of a group as Leif Åberg (2006) explains [4,32-34]. The first phase is most often forming of a group where strangers combine a new group. One example could be a new project team. In the first phase people are careful, act formally and watch what they say. There may be someone who is loud and speaks more than other newly formed group members and for that reason s/he may get depreciation from others behind his or her back.

The next stage is process clarification, where the group needs to start in action. The members need to solve problems together and decide who does what and how. The most common decision making method is voting and therefore opinions of individuals are not counted separately. [4,32-34]

In the third stage stabilization takes place. There group members know each other and roles have already been divided. Most rules have been decided upon and interpersonal communication works as first impressions have been formed long time before. In an organization this may be challenging because some group members may think that the purpose of the group is different than the rest of the members. This may also drive into the next phase which is clicking. In this stage people must know each other well and people who think in a similar way or have something in common make a click for finding support. The habits and territories are formed. [4,32-33]

The fifth phase is the happy family phase. Harmony should be found in everything and different values that group members have, are understood. Anyone attempting to join a group may face difficulties as the group can feel that the outside world is somewhere far from them. This phase may remain long or the group may even stay in this phase forever. But, this phase is not effective anymore and therefore, the next stage is normally a crisis. Crisis can be launched by external factors, such as competition. It means that individuals, for example doubters can get their voice heard. In this stage members of the group can realize the meaning of affections in a group and that they must say their opinions. [4,32-33]

After the crisis there are two options: when a group is too firm and it breaks down. The better option is that, if the group manages to stay together, it is a flexible and effective group. This means that the group must know when and how it has been ineffective. An effective group is open, communication is flexible and meaningful, roles are spacious and it is easy to join the group.

Åberg explains also one important term called team spirit which is a feeling group members feel about the group unity. Team spirit can be called also dynamics within a group and that happens through communication. Group members affect on team spirit, for example group leader can raise team spirit or destroy it. Also, the situation, or the environment and other external factors affect the team spirit. It is not simple to raise team spirit but if it is bad, the group will not participate to changes and act as change agents. But again, if a group that has good team spirit is against change, may it be even harder to run the change through. [4,37-38]

### 2.3.2 Facing an Organization

An organization is formed of resources, and these resources may be physical or spiritual. Also, an organization is formed of people that give their input to the work community. Organizations have certain purposes that people work for and this activity can be considered as the purpose of a group. The organizational group is formed according to similar phases than any other group. The behavior within a group can be foreseen if common processes are set and taken into use. [2,136-138]

Being part of a group creates feelings of security and so fulfills one of Maslow's basic needs. The secure feeling becomes because a group can form a mini community. This mini community grows when the organization grows and finally there is a real society behind the organization. When an organization grows, it needs certain internal policies and processes that should be followed to be able to function. [4,32-38]

According to postmodern conception work community is a social construction which is formed through storytelling. This means that work community is defined by how the members of it perceive and describe their organization. This drives back to Maslow's need hierarchy as well because semantics and meanings for most items are formed based on need hierarchy. It is not that clear either in matrix organizations because the purposes for the groups may be given from several directions and these may even be diverse in some situations. [4,32-38]

It can be argued that the definition of an organization is not clear anymore. This is because most companies are formed of networks within and outside the company, from project and hierarchical teams to partner and supplier relations. It means that without networking, or creating wider groups, organizations cannot survive anymore. [4,32-38]

Culture is formed from habits and routines that are most often unique for each group. There are two constantly changing worlds present; one for values and ideals and another for realistic world. The organizational culture is formed from actions, and that is how an organization has built communication inside groups and networks and also, how interactive communication is managed and how networks are built. [3,132-133]

## 2.4 Organizational Theories

After explaining how a person behaves, what groups are and how an organizational culture is built, I will discuss organizational theories in more detail. Several important theories starting from industrialization and getting closed 21<sup>st</sup> century organizations will be presented.

Traditionally organizations worked like empires from the eighteenth century to the early twentieth century. There was a big change in the 1800s on how work was organized and that which called for changes in the behavior as well in the early 1900s. The modern society was very complex and required different attitude and working in teams in addition to new social groups that new work environments created. Still, today there are close relationships between homes and factories because if you live very close to the factory, you are probably living in an industry zone and if you live very far away, you may end up to farming zone. [2,20-21]

Organization and the behavior inside it has been a subject that many researchers have studied ever since the industrial revolution in the early twentieth century. The modern factories were built which raised the meaning of social and racial classes. Before this period also only a small percentage of the population worked for salary but rather for exchange or other types of economy. In the following chapters some of the theories related to organizational behavior, management and communication styles will be discussed.

#### 2.4.1 Scientific and Classical Management

Scientific Management represents management-oriented and production-oriented view of organizations and communication. In both Scientific and Classical Management organizations an organization is seen as a mechanism that should work. In this world the manager is always right and knows how work should be done. The organization is hierarchical, management manages with rules and organization works by its functional specialty. [5,75-76]

Frederick Taylor (1856-1915) was the man behind Scientific Management or Taylorism. In his book "The Principles of Scientific Management" (1913) he wrote that management is a true science resting on clearly defined laws, rules and principles [5,72]. In Taylor's theory work was divided into simple and clear units. It was measured how long completing a certain task took. This theory was taken into action following that organizational efficiency improved when people were seen as machines that were forced to follow the clock.

The rules Taylor wrote were shortly as follows [2,22]:

- There is only one standard way to perform each job
- Personnel should be chosen carefully and so that they have enough skills to perform one specific job
- People should be monitored to be sure that they follow the procedures
- People should get paid by their effort that wage incentives for increased output

While Taylor saw organization more from technical aspect, Henri Fayol (1949) fulfilled the organizational structure and management practice and that was called Classical Management. Fayol was a French industrialist and had worked for decades in a large mining company. He explained that there are five elements in managing: planning, organizing, commanding (goal setting), coordinating and controlling. He went even more deeply on how each job should be done and how everyone should have only one boss. His theories led to traditional organization structure that is often described as hierarchical pyramid. [5,75-76]

The last Classical Management style was Bureaucracy, which was invented by Max Weber (1947). He thought that modern organizations need speed, precision, certainty and continuity where many of these have been fulfilled in the theories already described. He said that there are six characteristics in bureaucracy [6]:

1. Management by rules
2. Division of labor
3. Formal hierarchical structure
4. Personnel hired on grounds of technical competence
5. Managers are salaried officials
6. Written documents

According to Weber, Bureaucracy should formalize rules, clear descriptions of responsibility and create predictability in human relationships which again would cause faster decisions, improved efficiency and fair, equitable treatment of personnel. In his model, management would drive communication and personnel would be simply resources carrying out the work. [6]



The question is how alive these theories still are in general and in the organization under research. In this study the organization under research follows the pyramid model of classical Management in the line management side but on the other hand the manager role is not that clear. There are different manager roles, such as project manager and line manager. There the project manager is responsible for the work related tasks and line manager for other types of tasks, for example for development of person. It is a rather person oriented issue if either type of manager wants to work with scientific or classical management styles. However, it has been recommended between the lines that the mentioned management styles should not be followed.

The communication channels that are available in the organization in question support mostly one-way communication, or better said, top-down communication. Certainly there are channels where everyone can get their voice heard but those are not "official" channels as such and for that reason they are mainly left outside of this research. One important thing when talking about channels is that Intranet is quite often, and also in this case, a channel that supports only top-down communication. Channels and roles will be discussed later on in this research.

#### 2.4.2 The Human Relations Movement

Finally, Scientific and Classical Management styles were questioned by several researchers and it was time for something new. People saw that people in management roles were not always right and there were other ways of completing a task than the one manager told about. This was because the manager and employee roles were more intense when people wanted better working conditions because many times increased output lead to work-related injuries and illnesses. People worked twelve-hour workdays almost every day throughout the year and the relationships between managers and employees were not crystal clear anymore.

Taylor wanted to emphasize working relationships between manager and employee but the methods he concentrated on did not follow the same path. Already in the 1920s-1930s Mary Parker Follett, Elton Mayo and Chester Barnard started looking at the employee-manager relationship from a new perspective. Their work formed the basis for

human relations approach which again was a new perspective on management and leadership. [5,82-83]

Human relations concentrated on interpersonal and social needs of a human being. According to Reinhard Bendix [5,82] human relations movement started from point that people “want to feel united, tied, bound to something, some cause, bigger than they, commanding them yet worthy of them, summoning them to significance in living”. Mary Parker Follett was a social worker who created new ideas about leadership, communication, social processes and community. Also, she thought that only cooperation can lead to excellence for example in the workplace. She thought that the democratic ideal was achieved by integrating organizations, neighborhoods and communities by teamwork [5,82].

Elton Mayo was a Harvard professor who also criticized Scientific Management. He wanted to highlight the limits of rationality and the importance of interpersonal relations. He said that 1) society comprises groups, not isolated individuals 2) individuals are swayed by group norms and do not act alone in accord with self-interests and 3) individual decisions are not entirely rational but are also influenced by emotions [5,83]. These three researchers, Follett, Mayo and Barnard, noticed for example that informal communication is very important in organizations, managers should make top-down communication two-way communication and get personnel participate into different tasks, just as motivation theories in the previous chapter showed.

#### 2.4.3 Human Resource Approach

Further investigations on Human Relations showed that Mayo was right with his criticism towards Scientific Management and their theories have been influencing many theories later in the field. The next step was to concentrate more on motivation theories and focus on the human being him/herself. For that reason Human Resource Approach in which organization is seen as a whole package with the work environment, employee and communication was created. [2,32-38]

#### 2.4.4 Organic Organization

There is still one more interesting orientation to introduce and that is Organic Organization. Organic organization is like a plant that seeks new places to grow so that it adapts to different situations and survives in changing environment so it needs constant learning.

There are three different types of organic organizations; flat, where communication is horizontal, low specialization, where anyone can do anything and finally decentralization, where decisions are participative. It can be seen that here the two-way communication plays a big role because without it learning cannot happen as planned. Gareth Morgan (1998) criticizes Scientific Management because in his opinion it does not take into account the connection between organization and environment. He considered that staying alive needs adaptation and amplifying in certain areas, as it does with different organisms. By adapting to certain needs only the best ones survive and so good species are recognized. [7]

Morgan claims that innovating leads to united organisms. This idea was earlier supported only to the management level and the personnel level was forgotten. Interactivity is required both internally and externally, as mentioned earlier when explaining social groups and how those are formed in organizations. Finally, there are continuity principles that should support development in all levels, so training does not anymore mean that work should be just done as manager has planned it but rather the outcome of trainings should be innovating and sharing best practices.

I find this organization type as the one where organizations should be heading to. The organization in question is partly following Organic Organization rules but for example low specialization cannot be followed because organization is formed from thousands of people worldwide. One of the goals of this research is to find out how the flat organization could be facilitated, what it takes and who could be doing what communication-wise and who could be using certain kind of channels. Decentralization is also difficult in the organization as such but in smaller groups, for example in horizontal teams or project groups this method can be followed.

### 3 Communicational Background

So far, the theoretical background from organization and person perspective have been introduced and analyzed. Still there is a need to emphasize a few issues behind communication: how communication works and what kind of communication there may take place in an organization.

#### 3.1 Communication, Information and Meaning

Throughout decades different researchers have created theories behind communication. It seems that communication is older than human being, it has just changed its form from cave drawings towards speaking and written communication and today it is loaded with a choice of channels and even contradictory information.

Em Griffin (2009) wrote in his book that "Communication is the relational process of creating and interpreting messages that elicit a response" [8,6]. This comment dates back to Shannon's (1948) model of the communication process. Shannon's model is shown in figure 2. This model can be considered as a common ground for many other sciences, such as journalism, rhetoric, linguistics, speech and hearing, all related to communication in one way or another. The time was also good for creating such model because it was time for radio. Also, the Second World War had just ended and television had been introduced. Claude Shannon was a researcher at Bell Telephone Company and he tried to maximize the telephone line capacity with minimum distortion and that is what he created the theory for. [9]

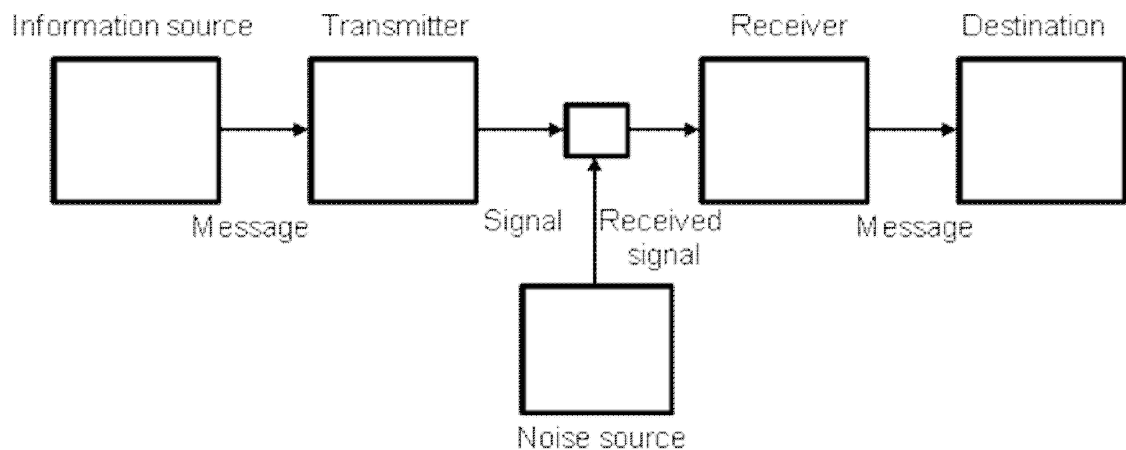


Figure 2. Shannon's (1948) model of the communication process

Figure 2 shows that there are some important points to consider in all communication. First there is the information source who or which formulates the message. The message is encoded in the transmitting end and decoded in the receiver or destination end. The transmitter transmits the message as signals through some medium but then there may be some noise before the message gets into its destination. Noise may confuse the signal which is carried through medium or channel and so part of the message may be lost or changed before getting into destination. [9]

Only very rarely the message is understood as it was sent because noise from a noise source may be formed in so many ways. The most often described noise types are 1) barrier, where message is not transferred at all because there may be wrong address or failing network present 2) noise itself where several messages are mixed because of for example traffic noise 3) loss where interpretation cannot be made, example could be a traffic sign that is shown to a blind person and 4) distortion where receiver misinterprets the message because of different values, norms or attitudes. [9]

Another theory behind communication is a newer one and concentrates mainly on communication through Internet. The theory is created by Donna Hoffman (1994) and I explain it the way Anna Luoma has understood it in her seminar from 1996 [10]. She has discussed the theories through external communication from an organization perspective but I think that the same applies for the internal communication.

First there is one-to-one communication, which is an interactive process where the channel plays a big role. This communication type is often kind of a dialog and it has raised its importance a lot through social media but with the social media there is always the “many” aspect present as well. Today one-to-one communication probably means tools used for chatting and also emails. From this we get to the one-to-many communication as when you create message for one person, it may be only seconds away from other people reading it. A good example is a blog where you can comment your opinions. The channel is then one type of website which is the blog. [10]

Another example could be a trend where public creates the content for the web site instead of the author of the site. The person may have in mind that s/he is creating content for one specific purpose but that it may be utilized by several people. The author cannot control after publishing how people will utilize the created content.

Finally, there is many-to-many communication, which is often used in communication and marketing in the Internet. When Luoma analyzed the theory, it was not that obvious yet that people could be using interactive channels also in many-to-many communication but now we have millions of discussion forums and file sharing servers that anyone can use and give their part to keeping services up and running. This is how social media works, though in most cases there is someone administrating what is published and where. It can be argued whether many-to-many communication is really a modern trend or is it many-to-one communication. Another aspect that Hoffman had not taken into the theory is the noise and other channels of interruption.

### 3.2 Organizational Communication Structures

From basic communication process and one theory behind organizational communication we will continue into the forms of communication inside organizations in general. Daniel, Spiker and Papa [2,112-113] write in their book that there are several ways how to analyze organizational communication but they concentrate on three main ones that can give the picture of how complex the system may be.

First there are the channels. The channels are pathways through which messages travel but this interpretation may leave interpersonal communication outside as two or

more persons are required to make communication happen. Think of a situation where you send messages but there is no one receiving the messages. Can you call it communication then? This may happen often in organizational communication, you send emails and do not get any answer. Very often in organizational communication you wait for the answer, the feedback, before you know that any communication has occurred. [2,112-113]

Next there are the people in an organization and the interaction between the people. From this point of view the communication depends on who communicates with whom or interconnected individuals. What happens with different hierarchical levels? Who can make sure that communication can happen in different directions and also between people that are not that clearly interconnected? How one can say his or her opinion to highest management if there is no such network present? This might require a channel but again how to use the channel so that the manager does not have to handle communication from thousands of people is another issue. [2,112-114]

The last perspective is perceived network in which the previous point is taken into account. If you ask from a person with whom he or she communicates, you will get a list of names. The list of names does not usually contain the names of the highest management but still you have a chance to communicate with them.

After opening some perspectives on organizational communication, some types of communication and how information flows in an organization will be discussed. First some formal communication methods are introduced: they are downward communication, upward communication and horizontal communication. The comments and facts are based on Daniels, Spiker and Papa book of "Perspectives on organizational communication" [2,114-122]

Downward communication or top-to-down communication is transmission of messages in hierarchy that is from upper levels to lower levels. Some researchers have claimed that this is the most frequently studied aspect of formal communication in general. In Classical and Scientific Management approaches this was the primary tool for managers, for coordination and control as the main focus was on orders and regulations from employers to employees. Then Human Relations Movement pointed the

downward communication as a tool for improving morale within employees and creating beliefs that following rules creates satisfaction. Later it has developed so that employees have a right to know for their own sake and not for the sake of the company. This creates satisfaction through the fact that if it is done successfully, then employees will see themselves as part of the organization. [2,114-116]

Downward communication is often not that effective because there may be several issues behind the message. There may be pointless information, mixed information, too much of information and wrong tone in information. There is also a double-edged sword in downward communication when this communication method may create overloads of information with multiple channels but very often people blame that they do not get enough information on subjects that are relevant for them. There is certainly no one clear answer for this and this is also one of the ideas why I started to investigate communication in our organization. [2,114-116]

One conclusion for the amount of information compared to the quality of the information might be that employees get too much information that is not relevant for them and their jobs. Some researchers again think that the best integrated employees are those, who are aware of goals, the big picture, progress within the big picture et cetera. Some researchers have also claimed that organizations rely too much on different mediated methods when transmitting messages and easily so forgot the traditional face-to-face communication and the basic human need for that. That gives us new issues such as how to deliver simultaneously information to many people in many locations. One thing to remember with downward communication is also that messages may change when they travel from highest management towards employees. There may be information added, removed or otherwise combined so that the message is not anymore the same one that it was in the original transmitter's end. [2,114-116]

Upward communication has been traditionally reporting of the task-related matters. It has happened mainly from employee to supervisor but the Human Relations Movement emphasized also two-way communication. Later it was said that upward communication is needed because it helps employees to integrate to the organization and results in improved decision-making processes. Daniels, Spiker and Papa [2,117] refer to Katz and Kahn, Planty and Machaver (1952) investigations on the field and raise



three different tasks for upward communication that I see very important tasks still today. The tasks are [2,117]

1. Provide valuable ideas from subordinates
2. Facilitate acceptance of downward messages
3. Generally facilitate decision making by fostering subordinates' participation and by providing a better picture of performance and possible problems at all levels of the organization

The tasks really are up-to-date and important and maybe their meaning has risen during last decade or so. The use of upward communication is very often limited and so it is in the organization under investigation. Very often Intranet is the main channel for communication and as already mentioned before, it is only for downward communication. It means that if you want to skip levels or get your message higher than your own supervisor, you need to use phone, face-to-face or email as a channel but there are the same filters that employee sets for the downward communication. [2,117-118]

The last formal communication type is horizontal communication. Daniels, Spiker and Papa comment in their book [2,118-119] how horizontal communication may not be more efficient than downward communication but it can be more effective because often there are not that big barriers present. Henri Fayol was one of the Classical Management creators and the one that took the research further. He noticed in 1949 that it may be too time consuming to go through several layers of organization and it was more efficient to communicate through the organization in some cases. Horizontal communication shows flexibility in organizational structure because it facilitates problem solving and information sharing that are very important in the organization today as well.

Horizontal communication was applied strongly to Japanese organizations so that decision making and problem solving happen in the lower levels of organization and the results are taken to the management for review and approval. In the traditional western organizations the decisions were made at the top levels and then taken down to lower levels but this may not be that effective. Slow changes and involvement comes

from lack of commitment because there is no clear reason why changes are coming. [2,117-118]

The same issue can be seen in the organization under investigation. There have been several big changes during last years and as they are always coming from the top, it is not that easy for personnel to follow why and how changes are done. Especially this is emphasized when supervisors change several times per year and the feeling of continuity and comfort is missing.

Problems behind horizontal communication rely on change; people should be able to change from traditional top-down communication communicating with colleagues across organization. People may not feel motivated to share their experiences and they try to secure their territory. This type of communication requires new kind of networking and everyone is not ready for that.

Last but not least there is informal communication that may be called as rumors, speculations or gossiping. Informal communication has been a contradictory communication method as it can be considered to be everything outside of the formal communication. The meaning of it changes from researcher to researcher as some think informal communication to be the main communication method within organization and some see it as not that important.

Informal communication is called grapevine communication by many studies. Grapevine is a metaphor for a communication system that was created during American Civil War in the 1860s. It was called grapevine because there were telegraph lines hang to trees and they looked like grapevines. It was not a very reliable system and that is why the word was applied for all kinds of unofficial communication. [2,120-121]

According to Daniels, Spiker and Papa Susan Hellweg summarized the grapevine features in 1987 to thirty-three general conclusions which again Daniels, Spiker and Papa reorganized under five topic areas [2,121-122]:

1. Function and extent of grapevine communication. The grapevine rises from interests of personnel rather than formal requirements. The main point is often on people-oriented information.
2. Participation in grapevine communication. There are certain roles in organization that play a big role in grapevines. People behind the roles may be trusted and hear news but it may be that they do not share it any further.
3. Patterns and media of grapevine communication. Grapevine communication happens usually in oral format, though different chats and similar channels support grapevines as well.
4. Volume, speed and reliability of information. This communication method is usually fast and accurate, interruptions do not mix the flow through grapevine.
5. Role in rumor transmission. There are three types of rumors; anxiety rumors, wish-fulfillment rumors and wedge-driving rumors. When rumors attain certain credibility level, other events in the organization will start to fit in with the original one.

It may be very well true that most of the communication goes through grapevine. The changes in the organization under investigation have created a bunch of grapevines all around the organization. For example, it is first communicated that there will be a big change, then this information changed during months a few times and finally those people who knew what was coming up could not tell their real information but they had to listen to informal communication and probably they acted as end nodes for certain rumors.

## 4 Research Design

There is no clear hypothesis behind this research but there is one thing I wanted to find out through this. Is the meaning of the supervisor as important as it feels? As mentioned before there, have been several big changes within organization during last years and that has created continuous changes in tasks that people have, roles behind the tasks and not many have been lucky enough for keeping the same manager several years.

The reason why I got interested in the subject was that I like to understand people and why they behave in a certain way. "Communication is our primarily tool to help us understand different people and situation" [3,27]. This was in my opinion a very good viewpoint on meaning of the communication in general. Another thing is that I used to be one of the employees but I faced new challenges and started in a manager role. After starting in that role I have found out that there are almost as many managing styles as there are managers and there are no clear instructions or even processes on how and when communication should be done and by using which channel. I have now worked as a manager for almost a year and it gets even more confusing when organizational changes are up and running and it is not clear even if you will be a manager still the following day.

I used thematic analysis and expert analysis as the background approaches for my research. The data I collected was from two different sources; questionnaire which I sent for my research group, which was formed from multiple answer questions and one open question and interviewees I arranged for a selected group of people.

### 4.1 Objectives of the Research

In the first place the objective was to find out what kind of changes people would like to see in internal communication in our organization. The point was then to find out through interviews what the situation is today from manager perspective and mainly

use the questionnaire to find out what people would like to see and hear and through which channel.

The research was mainly designed for this thesis but the results are given to Marketing and Communications department to analyze them further. The conclusions should include possible actions for them to make to fill the gap between the situation today and how people would like to see it communication-wise.

#### 4.2 The Perspective

I wanted to choose the perspective of a manager for communication as they are forced to communicate everyday to different people in different roles by using different channels. The main questions I wanted to find answers for were the following ones:

- Systematic research on internal communication, what people expect from different roles, which channels they prefer and how and to whom they would like to communicate about certain items?
- How people feel about certain things related to communication?
- Do people feel that the scope of internal communication is clear?
- Do people think that we have enough or too many channels in use?
- What people see as the main channel for communication?
- Is information received as it has been sent?

Through the interviews that were arranged to my colleagues in different levels, I wanted to find out different meanings for communication and find good practices on what is thought to be good communication. One purpose was to find out if there are good ideas for improving internal communication laying somewhere in the organization and taking the results further to real communication people.

#### 4.3 Methodology

I created three different approaches where the first one was a questionnaire. The second one was open question and third one was the interviews. The open question

became a bigger part that was originally though because there were so many good comments.

First I wanted to figure out the research group. I discussed about that with people and ended up to a group of people that belong to a certain organization. The different research groups are described in the figure 3. Starting from the bottom, there are almost 17,000 employees within the ICT service company in question. Around 7,000 of the total employees are located in Finland. The focus was on a group of 1,600 people, which is a certain group within the organization in Finland. The group was chosen to be one specific specialist group mainly consisting of developers, analysts, testers and IT consultants that work mainly in one country, that is Finland, but still are from international background.

The entries are shortly described in figure 3 top-most levels. There were 268 answers to the questionnaire, which was about 17% of the 1,600 people research group. I see the amount of entries as a very good one as there were no special motivation factors present as I did not have any prizes or something similar and people had to use their work time for answering. There were 55 answers to the open question. As already mentioned the amount of answers to the open question was surprising and showed that communication represents an area that many people are interested in. I managed to interview all the people I wanted to, so it was all together 6 interviews for this research. The interviews were mostly complement to the results that were received from the questionnaire and through the open question.

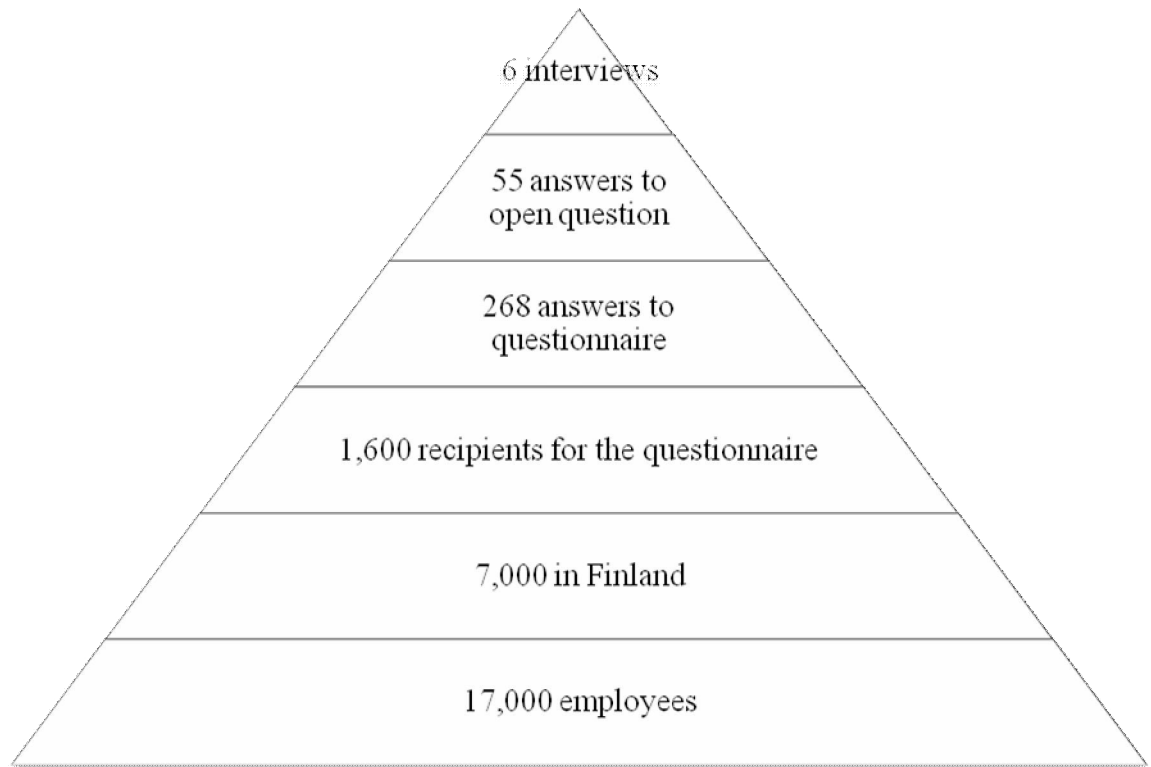


Figure 3. The research group as part of the organization

The research group is shown by its organizational location in figure 4 with orange colored box. The organization structure shows that from communication point of view there is quite a challenge. The sales organization and similar are excluded from the picture though they are part of our network.

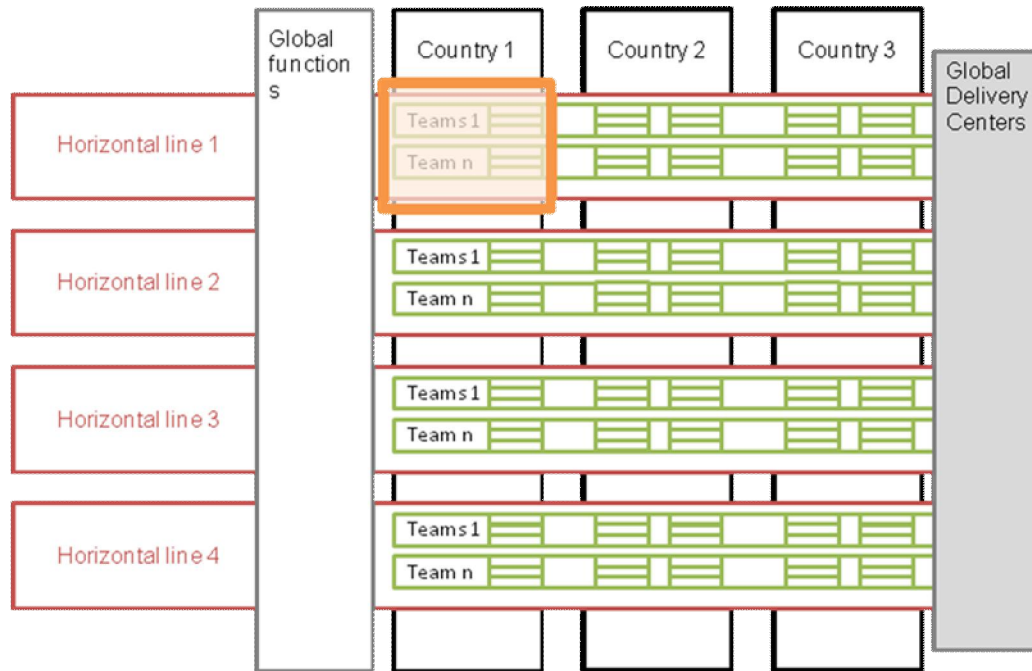


Figure 4. Organization

In figure 3 and figure 4 show together the research group, where it is based inside the ICT (Information and Communication Technology) Service Company organization and how many people are involved with this research compared to the whole organization. This means that the lowest level of figure 3 is comparable to figure 4 as a whole but as mentioned the sales organization and group functions are not shown in figure 4.

#### 4.3.1 Questionnaire

After choosing the section to be tested I had to find out how to communicate with them. There has been some discussion in our company if one can send emails to people or not as this is not really a subject of business. Still I got the promise from Marketing and Communication section so the only thing left was to create the questionnaire.

I built a draft questionnaire with Google Docs and sent it out for commenting for a few people. Then I made fixes to the original questionnaire according to comments and sent the questionnaire for the chosen group of about 1,600 people. The questionnaire was not supposed to take more than 10 minutes to answer. The organization is shown in figure 4. The questionnaire can be found from appendices.



### 4.3.2 Interviews

I wanted to have a bit different view on the subject so that I would not handle it only from my own perspective based on my experience. For that reason I chose some persons in different managerial levels inside the chosen organization, meaning the same group that was chosen for the questionnaire, and started planning interviews. The people chosen for the interview had to be colleagues who I know personally since there should not be any barriers between us. I also knew that they have interest in communication for different purposes and that they would answer to me honestly.

While waiting for answers for the questionnaire I prepared questions for the interviews. After about two weeks I closed the questionnaire and at that time I had started arranging interviews with the chosen people. I reserved one hour per person but tried to book the interviews so that there would be time to continue if required. These people were all Finnish speaking so I arranged the interview to be in Finnish.

#### Thematic Interview as a Research Method

Thematic interview was chosen as an interviewing method together with the expert analysis. Thematic interview is a partly structured interviewing method and is in its formality somewhere between interview form and open interview. In thematic interview themes are set beforehand but there are no clear rules on how and when to change from one theme to another.

Thematic interview is like a discussion where the main themes are decided beforehand. In this research, the themes were not named separately but the questions were divided into question sets that could be used as themes. Content and situation analysis is important when doing thematic interviews and content was very familiar for me as a researcher because I work in a similar role and similar questions as the interviewed people. [11]

I decided to follow this partly-structured interviewing method called thematic interview as I knew that the interview needed some framework behind but I did not want it to be too strict. The questions were divided into five sections and they are described in table 1. The set was shown in PowerPoint format one question set at a time so it was easier to keep to the subject and concentrate on certain things in one slide. This way the interview was also structured as interviewed person wanted to wait for the slide and did not then get off the subject.

Question set 1	Your role and tasks	
	How do you find our internal communication	
Question set 2	How do you think that the need for communication has changed during last years	
	How matrix organization has affected to communication	
	How would you like to see internal communication	
Question set 3	To whom do you communicate	
	Which channel do you prefer	
	What in your opinion is the objective for each channel communication-wise	
	How do you communicate to your group	Using which channel
		Do you communicate to groups or personally
	How do you communicate to your colleagues	Using which channel
		Do you communicate to groups or personally
Question set 4	How do you assume to get your information	Who communicates
		How often
		By using which channel
		In which format
	How do you get messages from your group	
Question set 5	What specific challenges do you think we have	
	What challenges are there in general	

	How and when do we make a decision not to communicate, in your opinion	
	What is the end result from not communicating	

Table 1. Question set for the interviews

The interviews were arranged during one month and as planned, there were six of those. The interviewed persons were persons that manage a group of people from nineteen to forty people and persons that have a smaller group of people to manage and whose group consists of managers with business responsibility. After interviews I had 268 answers for my questionnaire with a load of open comments and I was able to start the analysis. Next I will explain the research method in detail.

#### 4.4 Data Clean

The methods behind the research were both quantitative and qualitative; quantitative for the questionnaire and qualitative for the interviews. I decided to approach the subject mostly from qualitative perspective. There was a lot of data to analyze partly in numerical format and partly in text only.

I wanted to concentrate on following questions

- Perceptions of good practice in communication
- Meaning of different roles
- Meaning of different channels
- Feelings towards predetermined areas in communication

The questionnaire was sent out by email to the chosen group and some people were happy to answer and even gave me good feedback, then again some persons even calculated how much my questionnaire will cost to the company if everyone answers to it but the biggest questions raised that fact that the questionnaire was in Google Docs which is of course outside of our secure Intranet. The questionnaire was still built so that our company name was mentioned only twice in the question set.

The participants that I chose for the interviews were all happy to join the research and arranged time for me. They know that this is an important subject and want to help to

find ways how to improve communication in general and know if there are any good practices to be shared. Almost all interviews were arranged in our office and one was arranged by using Microsoft Live Meeting services.

#### 4.5 Data Analysis

Interviews were not recorded but I collected the notes and themes during the interviews. I and the interviewed people had some assumptions of the themes based on the questionnaire that as they had answered to it before coming to the interviews. The Google Docs gave answers straight to Spreadsheets application that is similar to Microsoft Excel so it was easy to transfer the results to the Excel. I did not have any special tools in use for analyzing the data but only Microsoft Office tools such as already mentioned Excel.

I then coded the results into broad themes based on the research objectives, questionnaire data and interview questions. Each theme was then analyzed further to find the fact behind the themes. The broader themes helped with giving direction to the research while lower details gave the input to the themes itself. While using data like this, researcher must be careful on not making too far-fetched analysis when breaking the data down into smaller pieces and combining it again in a totally new matter.

#### 4.6 Thematic Analysis

Thematic analysis is a contradictory qualitative analysis method as some researchers say that it can be used only for dividing data into themes but others say that it is a very useful and good analysis method. Thematic analysis can be carried out in as many ways as there are researchers. It can be considered on one hand as an easy way to analyze data but on the other hand it may be difficult to use as you need to define the themes very carefully and not to choose the most obvious ones. [12]

Thematic analysis has a few levels, which are analyzed sequentially. First, the data is prepared so that it is collected and written as a transcript. In step two, units that mean something are identified, which happens so that units are underlined or in some other

way separated from text and then coded to find different units or themes later. In step three meaningful units or themes are collected into groups and next the themes as such are created. The theme is a phrase that describes the meaning of one unit. [12]

Next, themes are collected into matrices or tables. There should be a matrix or theme per each theme and it should include all related meaning units. The following step is writing a summary of the themes so that there are declarative sentences added to each theme through which the themes can be understood. [12]

In thematic analysis researcher is required to limit the number of themes so that they reflect the textual data under analysis. The researcher needs to be very familiar with the data in question so that he or she can look the data from different perspectives and for that reason it is recommended that researchers collect the data themselves to be more familiar with the data. Next stage after data familiarization is data coding which is dividing data into small chunks, describing it separately and finding similarities. Earlier created coding can be constantly updated to create the big picture of the data available.

Next, the researcher tries to identify themes that are repeated in the coded material and when themes are found, the researcher must illustrate what the analysis has achieved. Then it is all about writing the analysis open, thinking of the perspective from which the subject is looked from and who will be the one reading the conclusions. [13]

#### 4.7 Expert Analysis

Alastalo and Åkerman (2010) wrote in their article about expert analysis and how to find the facts between words. I find this interesting subject as I wrote in the previous chapter about thematic analysis, I wanted to combine thematic analysis type to expert analysis especially when analyzing interviews that were arranged during this research. The reason why I wanted to take two different but still maybe partly overlapping analysis methods was that I wanted to verify my own experiences as a manager in that specific organization through the expert analysis and still be able to analyze the results through different themes.

According to Alastalo and Åkerman social sciences changed during 1970s and 1980s so that language can build phenomena and does not only describe them as it was considered before. For this reason also attitude towards questionnaires changed and subject of analyses changed from facts, opinions and attitudes towards more process-oriented cultural analysis. They added that analysis material from interviews may still have other tasks in addition to cultural analysis as it may, for example, from one point try to create a description of the process from the subject and from another point analyze the meanings interviewed people have created. However, the interviewed person may remember things wrong or does not recall some other aspects such as environment or attitudes affect on results. [14]

Expert analysis has not been a widely used analysis method because of the challenges with meaning of language in social science. It is not that easy also examine two items during interviews, which should be the interviewed person him- or herself and the phenomenon in question. One special feature that I like a lot in expert analysis, and which fits well to research, is the fact that often the interviews and the analysis happen at the same time. For that reason I wanted to use this method partly for the questionnaire analysis as well because I familiarized myself with the themes before making the questionnaire based on my own experience. I also think that everyone is an expert on communication. The communication level and how one uses communication might be different but communication as such is a necessity both in different groups as well as in an organization. Without communication our needs as human beings cannot be fulfilled. [14]

The point with expert analysis is to create a process description on a certain matter that is the research subject. The interviewed persons are partly subjects for research themselves because they know the process and they are involved and witnesses of the process in action. Still expert analysis can be used in many different ways; one common way is to collect data for background information and in the research in question the meaning was to complete the viewpoint to the subject, check which parts of the questionnaire were the most important and verify that there is a need and meaning for the research. This means that expert analysis could be considered as the background material for the research as such. [14]

One reason for using expert analysis and interviews was that there were no ready processes for communication within an organization. First I was planning on creating the process and the model but I could have spent years with this research and so it was not possible. I wanted to find out which different processes there are in use and how people see their role. One thing that lowered the communication barriers was that I knew that some of the interviewed persons were very familiar with speaking about the subject. Also, I knew them personally and gave them questions which led the interview to correct path and did not leave space talking too much in general level.

Alastalo and Åkerman raise four special characteristics related to expert analysis: [14]

1. Data collection and analysis are done simultaneously; this is because expert analysis is used for building fact-based basis for the research. In the research in question my own information on the subject and the familiar environment created such background that it was easy to create the questionnaire and structure for interviews and start collecting and analyzing data at the same time.
2. Facts should be revealed; although the interview followed a certain structure I had to be careful on noticing when tone of voice changes or some other surprising tension or release happened.
3. What to do with suggestive and indirect facts; the interviewed people are experts in their field but not that much in the field of communication. This can lead to everyone telling his or her own opinion in addition to facts and maybe then changing that a bit to be sure that his or her opinion rests in with the same category as other interviewed people comments does. All interviews were one-to-one interviews but most people knew the others I was going to interview. Earlier I mentioned that there were no barriers present but surely there were some, the professionalism barrier that person must speak in professional level and maybe even some related to words or phrases interviewed people used.
4. How to combine facts and process analysis; this question was raised already before as this is an important issue with expert analysis. You are doing two analyses at the same time and you should be getting something out of it.

Expert analysis is then about finding the facts behind numbers, text or speech and creating and describing the process through the facts. I expressed my own opinions in interviews depending on the situation but surely I had some kind of idea what certain person would say about a certain topic. It was good to see that I came up with many surprises and also familiar items so that I did not have to change my themes and questionnaire for the research in general.



## 5 Results and Discussion

In this chapter I will analyze the results both from the interviews and the questionnaire. I will explain the themes that were collected from both and how I interpreted the results. It is not always very clear to separate different phases and as mentioned in the chapter about Expert Analysis. Phases were partly overlapping, in some cases even the perspective may change with different phases in question.

It was quite easy to find the related themes both from interviews and questionnaire and one reason was that these were planned to take place very near to each other. The interviews have wider collection of themes where as the questionnaire results can be shown better in numerical format and there are not that many themes present. This is because posing of questions was arranged so that there were a few items I wanted to find out from larger crew compared to the few interviews where I had a different plan with a wider scope of themes.

I wanted to use the thematic analysis for all material I had. I started going through the material from questionnaire results and the easiest way to do it would have been to analyze the results in a quantitative way. I still wanted to use the qualitative approach and create the facts for the expert analysis part through numbers. Therefore, I decided to collect the data, code it and divide it into themes and take the best approach for each theme. The best approach here means that I wanted to find and create arguments for each theme separately.

The themes for the questionnaire data were quite obvious so I wanted to go through the interview material and the open question data to verify and enhance the themes and broaden the scope. The open question was simply "Comments and improvement ideas for this questionnaire and for developing internal communication". I received fifty-five answers and some of the answers had very interesting and important data.

I then had 268 answers to my questionnaire, 55 answers to one open question and interview material from six interviews. I will refer to this material so that it is either a combination of all the sources or from a certain source only; questionnaire, open ques-

tion or interview. After going through this material I ended up with the following ten themes:

1. Roles
2. Communication directions
3. Channels
4. Message
5. Time
6. Bidirectional communication
7. Communication as a function
8. Process
9. Organization
10. Items to be communicated

The expert analysis comes from facts; that are the tables and graphs and the process (theme number eight) itself. I would not count on the theme itself as it just is meant for finding the root causes and not creating any clear answers. I will now go through these themes one-by-one with the actual results and discussion about the results. It is not that clear that one answer deals with one theme so there are answers that are handled in several themes.

## 5.1 Roles

The organization in question is combined of different official roles. In addition to roles, there are seniority levels that can be shown in your title as well. The role is important because it has a connection to your salary, it is shown to everyone and it gives an idea in what kind of role you could be sent for example to a customer. There are career paths how to develop in seniority level or how to change from one career path to another. In other words, there is a process how to grow in your role.

The official or formal roles are certainly not the only ones people have in a big organization as the one we are talking about. As mentioned earlier, people build different kind of networks around them and can use these for sharing official and also unofficial information. The networks for grapevine type of communication (see page 21) are built

through this. The role here plays a big part for example if you are a newcomer with only a few networks. You may have your official role but you have not yet created deep social networks to be able to communicate through these. Also, if you happen to work in customer premises, your unofficial networks may be constructed through the customer and not through the employer organization so you do not create social networks through the employer organization but rather through the customer.

### 5.1.1 Questionnaire

One big part of the questionnaire explored roles and what people expect from different roles communication-wise. The same thing was asked in interviews to see what those who were interviewed thought their daily tasks were and how they communicate. There were also many answers and comments in the open question for different management roles and certain other roles. I cannot go into details of each role here separately but as mentioned, I will look into this mainly from a manager perspective.

The first question in the questionnaire was "From whom you wait for certain information primarily?" and the areas, twenty-six of them, were listed under it. The primarily part was added as I wanted only one answer per each list item and so the choices were radio buttons. Each list item had the same response options; Line Manager, Other Management, Project Manager, Customer Responsible and HR (Human Resources). The surprising result that can be seen in figure 5 was that the role of the Line Manager collected almost half of all the answers.

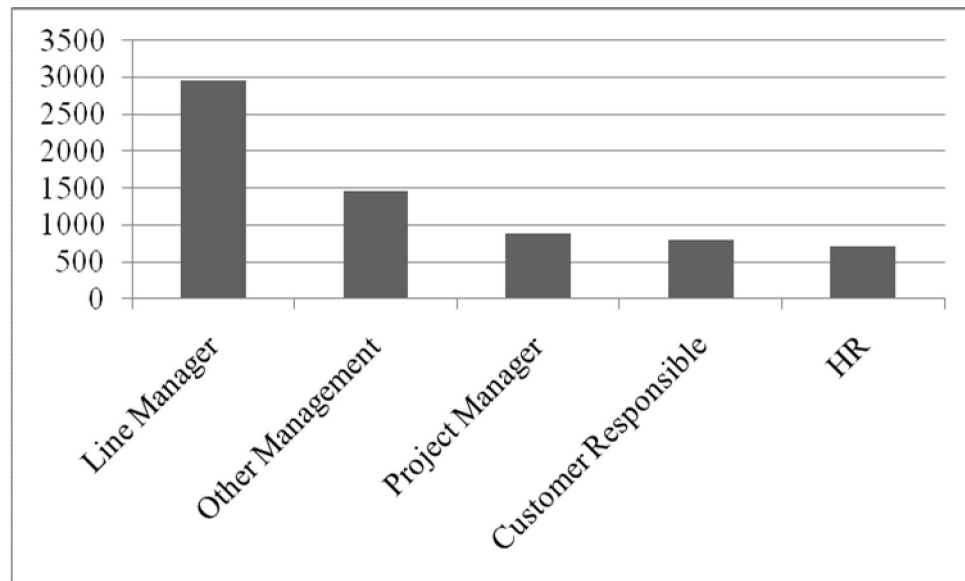


Figure 5. Answers to question "From whom you wait for certain information primarily?"

In the questionnaire there could have been in total 6,916 answers (26 list items, 5 options where to choose from and 266 answers in total) to this first question but as it was not set as a compulsory one to answer there were 6,808 answers in total. From that amount Line Manager got 2,952 hits, which I see as huge. Other Management which is not that clear and simple as it is not one role, received 1,452 answers and the rest lay between 700 and 900 hits.

The questionnaire contained three questions related to communication upwards and these were "To whom you would like to communicate your feedback about internal issues as employee satisfaction surveys, organizational changes or general wellbeing in the office?", "To whom you would like to communicate your feedback related to customer?" and "To whom you would like to communicate your ideas?". The answers are not comparable with the downwards communication question as respondents were able to choose several options per each question as there was not "primarily added" as it was in the previous section and the answers were checkboxes. In this part of the questionnaire there were also more roles than in the first part and the roles were HR, Line Manager, Other Management, Customer Responsible, Delivery Manager, Project Manager, Colleague and Communication and Marketing. The results were still similar with the first questionnaire part as Line Manager got the most hits as can be seen in figure 6.

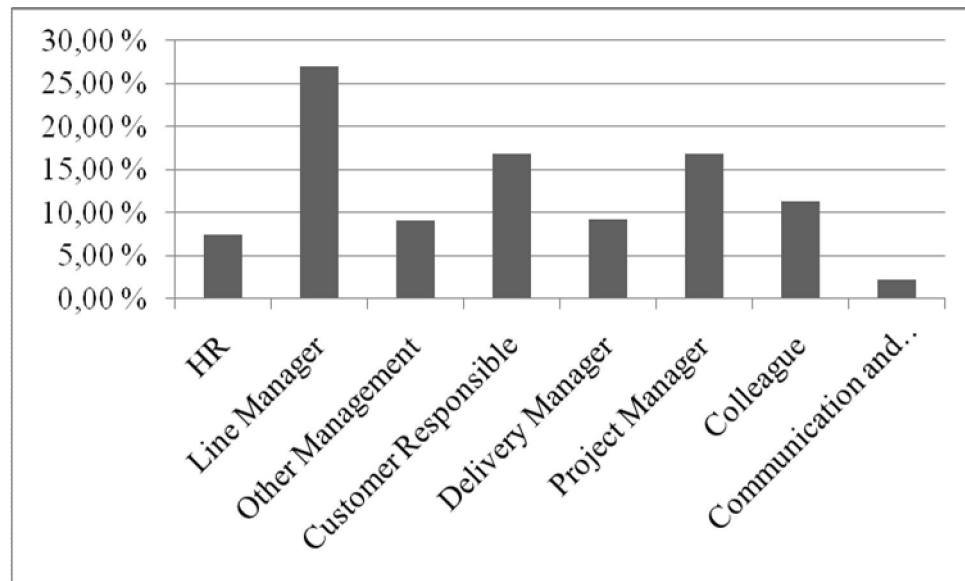


Figure 6. Answers to question "To whom you would like to communicate your items?"

You can see some dispersion with the answers but still Line Manager is number one. Communicational items that are close to everyday business clearly take the second place when Customer Responsible and Project Manager are the next ones.

### 5.1.2 Open Question

In the open question there were answers and comments related to this role question and here are a few main ones translated into English as a big part of the answers were written in Finnish:

*"In our team this communication has gone a bit over the edge. The manager's manager informs us about once or twice per month, team meeting is once per month, meeting that can be compared to development discussions is once per month, goal plan things need to be filled once per year, self evaluation has to be filled once per year, once in quarter you need to evaluate project manager and also once per quarter you should evaluate your colleagues etc."*

*"At this moment it is not very clear for me which items Line Manager should inform me and which ones are the responsibilities of the project management."*

*"In the organization today I work for a certain 'Industry' but I could not find an answer for it from the form. Sometimes I answered Customer Manager but most often my answer went to "Other Management" which is quite vague"*

*"...no-one still knows where the delivery managers will be placed 1.1 and how their competence development is organized and what are the expected outcomes of this change and how it is followed-up and by whom..."*

*"...I question the necessity of a Line Manager in a project work environment that we have. Where do you need Line Manager anymore in situation where HR would get more freedom and responsibility to make their work happen. At the same time the roles of delivery manager and customer manager could be strengthened... Giving up the Line Manager role would release a whole bunch of people for making billable customer work and certainly some part of the old Line Managers could be transferred to HR and they could be working from there for a bigger target group"*

The comments were interesting compared to the results of the questionnaire as many people questioned the role of the Line Manager but with quantitative data it is clearly shown that this role has the biggest meaning. I assume that this is related to the constant change and mostly harmonizing of roles in the organization. Some people seem to think that there is even too much communication inside the team but some see that they do not have that much common with the line management team but they rather would add more customer management related roles.

People see management levels and roles differently, as the comments and the questionnaire results show and I think that there will not be a situation where everyone would agree what is the meaning of a Line Manager role but outlines for that could be given. Another role that was mentioned a couple of times was Delivery Manager which is a new role and might confuse the meaning of the Line Manager role as some people feel that the role overlaps with the present roles of Line Manager, Project Manager and Customer Manager.

### 5.1.3 Interviews

Based on my assumptions on change management and how harmonizing the roles have impact on presumptions of Line Manager role, I wanted to ask this from the people interviewed. Four out of six interviewed persons work mainly in Line Manager role and I wanted to know how they see their role in daily business.

Answers to my role and task questions varied from management tasks and development discussions and tasks related to that, checking project situations, trainings and staffing, to sales support and business development. Some people saw development discussions as their main tasks while others saw project situations as their main tasks. Those in higher management roles saw the business development and competence

development as their main tasks and for them the line management was not so important.

#### 5.1.4 Roles in Communication

There are so many roles and everyone sees the roles differently so one might think that the role of a Line Manager could be thrown away while another person feels that it is the most important role. This is dependent on the work situation as well because a Line Manager can be seen as the secure person who should not change often and who creates feelings of security by being in place and helping if needed. The Line Manager can help to fulfill the need for security in an ever changing environment.

Communication and what should be included into different roles is a difficult question. The tasks behind roles vary and are different maybe even every day so it is not easy to define any special tasks for each role but there should be at least some guidelines for this. I see that this organization is on its way to finding which people with a certain role should be doing which tasks from communication point-of-view.

### 5.2 Communication Directions

As mentioned previously in chapter 3.2 there are four different types of communication methods; downward communication, upward communication, horizontal communication and informal communication.

#### 5.2.1 Questionnaire

The subject as such is clear and does not need any more detailed explanations but it was interesting to see that most people still see communication only as downward communication. Downward communication is the classical and traditional communication style and it plays an important role in all organizations. Our whole organization is combined of about 17,000 professionals globally so downward communication has to play a big role.

Downward communication is the most important communication method, or at least has been until now. It was nice to see that for example the needs for upward communication were emphasized in the answers as can be seen in figure 7. Figure 7 is a combination of three different questions; one for "To whom would you like to communicate your feedback about internal issues as employee satisfaction surveys, organizational changes or general wellbeing in the office?", second for "To whom would you like to communicate your feedback related to customer?" and third for "To whom would you like to communicate your ideas?".

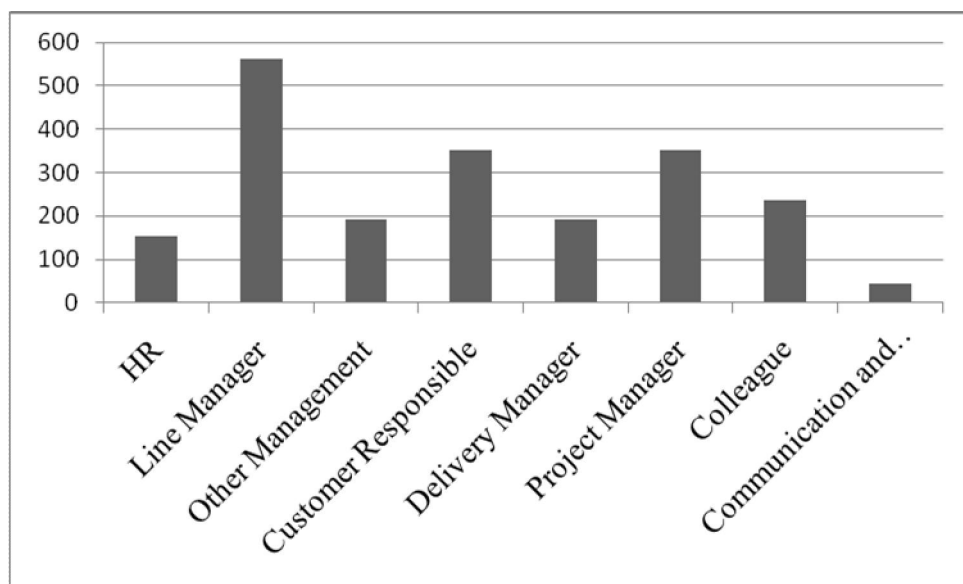


Figure 7. Answers to a question "To whom you would like to communicate?"

As can be seen, the spreading is bigger and everyone has received answers. One reason for this is that these three questions did not accept only one answer but they were multiple answer questions but it was nice to see that so many people would like to communicate to different roles in addition to colleagues and Line Manager. Line Manager got still the biggest amount of votes and so I think it should also be.

One important finding is that Communication and Marketing department received the least amount of answers. That may be because they have been quite invisible to most of the people and so people do not know their role and responsibilities. One interesting part is that colleague is left behind Line Manager but also behind Customer Responsible and Project Manager. This may be because the questions were set so that they



dealt only with upward communication as such and there were no questions related to informal communication. However, I still would have liked to see horizontal communication at that point as the highest peak because people tend to be most open in their grapevine communication.

### 5.2.2 Open Question and Interview

Let us take a look at open question answers and interviews from communicational direction point-of-view. Again I have translated or quoted a few sentences people had written to the open question related to communicational directions.

*"...Info sessions as common meetings at regular times. Knowledge should be taken to ground level so that possible changes would be easy to understand and to conform with expectations ..."*

*"It is very good that someone looks into this and puts effort on this. The company thinks that most of the information comes through manager but on the other hand everyone should know everything written to Intra but no one should use time reading it through. On the other hand the responsibility on development, e.g. goals, improvement ideas, is set to employees and the team. There are too many places where information is buried and there should be a way to find the correct people better."*

*"The management communication has been transferred to webcasts: it is not a good not clear way to receive information. At minimum level there should be a readable notes in addition to webcast, e.g. idea summarized to bullet points"*

Here you can see that most of the comments are related to channels and roles with responsibilities. It would be good if someone created clear responsibility list about who should communicate what and through which channel. The second comment is good because I agree that it is very true that Line Manager should be the one bringing everyone information. However, at the same time people expect everyone to know everything that is written to Intra. Some corrective actions are already made related to this but still a lot remains to be done.

As the interviewed people were managers themselves, it was quite obvious that communication types such as downward and upward communication would come up. In the interviews many people had not thought that much about horizontal communication. They saw communicating with colleagues as part of the daily routines and more like messaging than communicating. It is quite interesting as I see communication as a

two-way process when again messaging can be targeted for deaf ears. I would like to see horizontal communication as a dialogue in the first place so that colleagues and virtual networks would share their knowledge with interest groups. Improving the organization communication-wise could be seen as a secondary task.

### 5.3 Channels

Channels are in addition to roles the most important theme I want to concentrate on in this research. There are thousands of studies on different communication channels, how to use those, what is the main purpose of these channels, how do the channels affect us and what is the best way to send your message accurately, simultaneously and be able to influence at the same time.

There are plenty of channels available and people use different channels in different ways. Some people use certain channels while others prefer some other ways to communicate. Enormous amount of channels are available especially in ICT companies such as ours. I wanted to limit the amount of channels for this research so that I would concentrate on certain internal channels and leave out external channels for another research.

Which channels did I include and which ones were left out? I wanted to include the main communication channel, which is Intranet. Many people spend their days mostly by reading and answering to emails, so I wanted to include that one as well. You should never forget the traditional communication method, which is face-to-face, which I combined with phone calls because these two form the personal one-to-one communication channel. I wanted to add Info session and meetings in general as this is more than one-to-many communication and hopefully creates interaction and dialogue. For the downward or horizontal communication I added also other channel as a choice. I left other channel out from a question related to upward communication because you were able to choose many answers in this question and so it was too wide subject for the question.

I left out in purpose external tools such as Yammer, Facebook and other social networking tools. I also wanted to exclude blogs and user communities as there is only a

limited amount of people using these tools and for example every user community has its own structures and users and activity in general. There are also places for document storages and information sharing but again everyone has their own structures and templates there. Wikis are very widely used as well but those are mostly related to technical instructions and data related to certain technologies so I wanted to leave those out as well.

### 5.3.1 Questionnaire

I had one bigger section related to channels in the questionnaire. The same questions about from whom you would like to hear certain communicational items that the respondents had answered in "Roles" section were asked again through a question "through which channel you would like to hear certain things". You can see the results in figure 8.

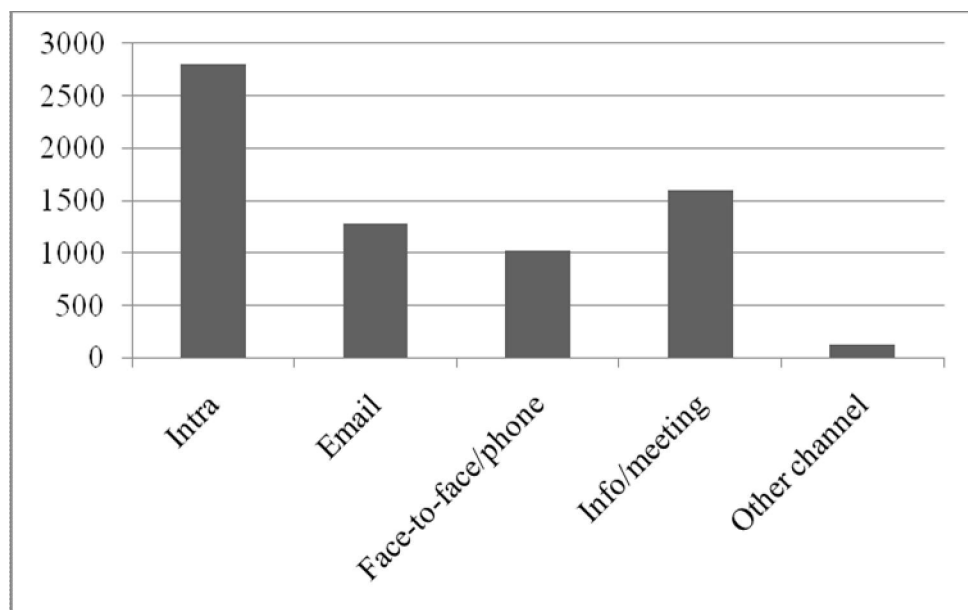


Figure 8. Answer to a question "From which channel you wait for certain information primarily"

According to the results Intranet is the main channel of information. The important thing is the point I mentioned already earlier that Intranet supports mainly or even only downward communication. There is no possibility to comment any published news or publish your own news in Intranet but it is the channel for top-down communication and that is all.

Second place goes to Info sessions or meetings. Many times people see meetings as a waste of time so it is interesting to see that still people would like to hear about meetings and participate in meetings. I think this may be because of the needs people have for meetings as they can easily make people feel involved as they hear, see and can participate according to their wish. Maybe the choice is the key here. People can choose if they want to participate in a meeting or info session but if they will not, they can only say that they were not there. Then again in the meeting they can be quiet or speak most of the time, just as their personality and the situation allows them to do.

Interesting again is that point that email, which is our main working tool, comes only third. Again, face-to-face and phone calls are not far behind the emails. That seems to suggest that people would like to hear from many items through general meetings or Intranet and that only personal issues would be handled through email and personal meetings.

Let us then go into details of the upward communication. The question was "By using which channel you would like to communicate your feedback and/or ideas?" and the results can be seen in figure 9. There Info sessions and meetings keep the last place while other channel types are all very close to each other. In this case face-to-face or phone calls win the battle when those were in last place in the previous question. Also, people are clearly used to emails and maybe for that reason prefer emailing as one important tool.

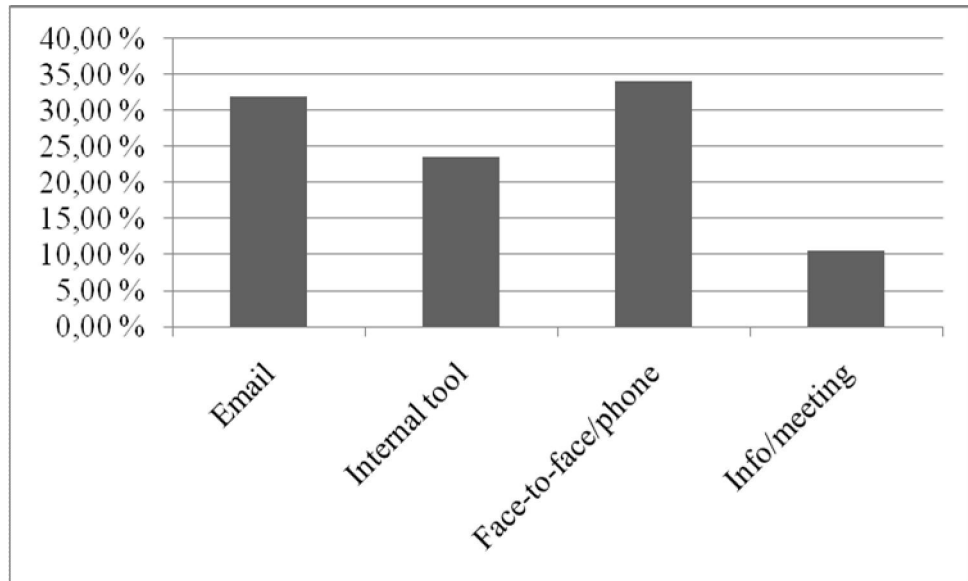


Figure 9. Answers to a question "By using which channel you would like to communicate your feedback and/or ideas?"

In addition to face-to-face or phone calls, email and info sessions I wanted to add "Internal tool" there as one choice as there are so many internal tools available for us and more are being introduced all the time. There is one specific tool available for idea communication but not everyone is aware of that but clearly the trust for internal tools is high among the other communicational channels available.

### 5.3.2 Open Question

Plenty of comments related to channels in the open question were received. The comments varied from technical instructions and comments on how to manage tools to questioning the use of Intra as the main channel and filtering data through different channels. Here are some picks from the comments, again mainly translated into English from Finnish:

"Nowadays we use almost only virtual communication tools. Also 90% of the meetings are virtual ones. That means that phone and email start to be really "by gones"."

"By means I didn't fill the email. I do not want to give up on using that and some items are could to be sent through email. Still the amount of email is such a problem that I did not want to fill that column in."

"...placing something to intra is NOT communication. Intra is for storing documents and information that HAS been communicated. We need more discussion, more communication that includes the "WHY, what, how and when and by whom"..."

"I have answered the questions, yes, but I am afraid that my biggest concern does not show in the answers (I missed questions asking ACTUALIZED QUALITY OF COMMUNICATION): Tieto seems to rely extremely heavily on electronic messaging - "LEADERSHIP THROUGH MESSAGING!". We even have a large number of tools for this, using them effectively would ruin UR! Many things that are just put into Intra or e-mailed - especially if they are defined mandatory - are supposed to be immediately adopted! Not true! The company is big, yes, and communication is hard, but for certain issues THERE IS NO SUBSTITUTE FOR FACE-TO-FACE COMMUNICATION. Minimal face-to-face communication certainly ALIENATES top management from employees – and employees from the company targets! Do we want to follow Nokia on this?"

"In the part "From which channel you wait for certain information primarily? " in many places could be good if there would be some competence specific place available where you could find needed information or those could be collected as a summary to an email if one could not come to an info session.

The problem with Intra is the scale as many important things get lost there when you don't have time to follow it all the time. It would be good if managers would collect the most important items as links to an email for sharing to their employees. Now activities change a lot and some managers do not share information to their employees over minimum level."

The comments were only one part of the comments related to theme channels. Most people are concerned about the information that is shared through Intra and how to find the correct and most important data from there. People see Intra as the wrong channel to communicate through but I guess it is better than nothing.

Some people have seen many times the differences between people, mainly managers, in the way they communicate. I see that differences between people are better accepted when we talk about horizontal communication but when it comes to downward communication, people expect that all people are fluent with communicating and share all information immediately and simultaneously but that is not the case.

### 5.3.3 Interviews

The interviews mainly concentrated on certain communication channel-wise. I gave the interviewed people some instructions on which channels I will concentrate on in my research so they answered the questions through this assumption. Most of the people prefer face-to-face communication over all other communication channels. They raised

one important channel, that is used for informal communication and that is our internal chatting system. They said that most of the communication through chatting system is informal knowledge sharing and there is no official use for that but the same system can be used for phone calls if needed.

Some of the interviewed persons said that there is not too much using of Intranet. The only problem with Intranet is that you cannot publish anything by yourself there as there is no such channel available. However, the interviewed persons are all involved in a routine, where once a week the most important news are collected from Intra and sent to your own team. One thing that came up in the interviews was that email should not be used for managing or leading people. This should be done through face-to-face or virtual meetings or phone calls and only in clear cases you could use email. Mostly the comments were similar to the ones that I got through the open question.

#### 5.3.4 Channels in Communication

Channels make one big part of communication in general. You communicate every day face-to-face, probably make some phone calls and certainly read and send emails. Alasilta [15] writes that very often we use at least one day per week for emails. She adds that 31 per cent of people use work email through webmail or similar and I think this is very common in our organization. This means that emails have become the most important part of our daily work. If you want to deal with a certain customer service somewhere and the case is not very urgent, you probably would like to send an email. Maybe emails have reached their top in the ICT world but in some other business areas emailing is still a rising star. There are certain risks with emails such as if the sender has not explained the subject in detail the receiver might understand the message in a very different way.

Intra or Intranet plays a big role in our organization and I guess that it will be the most important news channel from now on as well. There are some improvements done constantly so hopefully people can better choose the subjects they are interested in as well as search and find the relevant data.

Face-to-face will remain and hopefully even increase as it is the only way to communicate personally. Sometimes face-to-face has to be replaced with phone calls but it is still more personal than email.

Virtual tools have taken their place and more and more applications are available with easier user interfaces and better user experience. Many times it is sadly so that an ICT house does not have any newest technologies in use but we have been lucky that someone has understood this and we are getting more and better tools for communication. The communication in these cases may be for example reporting, meetings, sending news, change management, sharing ideas or knowledge or just informal communication.

The info sessions and meetings in general are more and more virtual as well. Still, there were comments in the employee satisfaction survey about how top management should be more present and show their faces. We had just this kind of an info session this week and the subject was last year's results. The representative from the leadership team wanted to speak only Finnish, even though there were English speaking persons in the room as well and finally he did not show the results at all. During the 90-minutes period he wanted to have a dialogue with people and of course this was very good. The bad thing was that he could not understand all the questions and answer the questions as he was there alone and could not check from anyone. That is not good communication if you give wrong information and do not take everyone into account in the audience.

#### 5.4 Message

The message itself is the most vital part of communication. It has its own life throughout the communication process, as we saw in figure 2. The message in most cases changes from the original message to something else that at least is interpreted the way that the receiver sees the world. Osmo A. Wiio once said that "Communication usually fails, except by accident." His interpretation was continued the following way: "If communication can fail, it will. If communication cannot fail, it still most usually fails. If communication seems to succeed in the intended way, there's a misunderstanding. If you are content with your message, communication certainly fails." [16]



The theory may be very true and happen actually in true life and for that reason it would be very important to send a message, which would be as explicit as possible and contain only the information that was meant for. A few months back we had a webcast link sent to all our employees' mailboxes. In the webcast our executive director told a five-minute message and when the video was somewhere over four-minutes he actually said the point. The point was that there are big changes up and coming but that was all. He did not mention what those were going to be, what was behind the change and he missed the most important information about when people will hear more about the change.

I did not have any questions related to message in the questionnaire, so I will deal with the open question section and the interviews when analyzing this theme. In the previous theme I borrowed a comment from one person answering to my open question.

"We need more discussion, more communication that includes the "WHY, what, how and when and by whom". When communicating we should be really clear on what is the main message and who needs to know it. Now we place 50 slides to intra and believe something has been communicated..."

This answer had a point. When we talk about downward communication we should have way more information about why something is done. People should always know what is in it for me. The organization changes do not affect much if nothing is changed in the daily routine of work so there should always be an answer to a question why and what is in it for me. One person commented that this kind of messages are too impersonal and that may be very true. Some human factors should be added and the meaning of the message should be considered from channel and role point-of-view as well.

A few respondents also wanted more open information about future plans and possibilities inside the company. This again goes back to roles and the wishes people have: not everyone wants to know about the plans in the future in the higher management level but some information should always be shared.

During interviews a few points related to a good message came up. The message should be clear and not vague, it should be clear who stands behind the message, who owns the message and no generalizations should be made. One should always consider which channels to use, for example email is not a channel for giving constructive feedback. The message should never include hidden agenda or unclear items. Think of a message that is unclear to its sender, what will the result in the receiver end be if the sending end already misinterprets the message. Some interviewed persons said that a message should never be diverse but it should be compact and prioritized and finally one important thing was raised up, it was the fact that communication should be adding value; it should not be felt like needless.

## 5.5 Time

Timing is very important when talking about communication. Think of a situation where a person receives information today from for example the manager, thinks about it through the night and next day the manager shares the piece of information with the rest of the people when one says that this is old news. Other people might think that either this person has some privileges for some reason or why has the manager not shared the information already before and for how long the manager actually has known about the thing.

One thing with communication is that it should be accurate and simultaneous. Our top management decided to send a link to a webcast with a short message attached to everyone in the company at the same time. The message in the webcast was short and did not tell much but it told that there are some changes up and coming and more information will be shared later on. After this webcast the information sharing related to change was not that clear anymore. First it was communicated that there is a group of one hundred people involved and some of them were named. This group never communicated anything but week after week the information came from someone somewhere, always at different times and from different persons.

Another example of this is that we send a weekly newsletter to our teams every Friday afternoon. The newsletter is in email format and has links to most important picks from the Intranet and some upcoming events and processes so the format is not that offi-

cial. If we then happen to change the schedule so that I will send an email to everyone for example on Wednesday, can people expect that I have some unusual news as I have made an exception on the schedule? It can then be used as a power tool, if you get people to follow your schedule and then deviate from the schedule they know that there is something important going on.

I did not ask anything special related to timings in the questionnaire so there are no answers to questions related to this one. One comment I got through the open question was about how to share an important message with everyone at the same time. The example of the top management told earlier is a good example of that. I think that email or info session are the only possible ways to share information with many people simultaneously as you are never able to contact everyone by phone or face-to-face quick enough to avoid rumors spreading. Grapevine effect will certainly happen if you are not careful with the timing.

The people interviewed thought that if you share messages as in the top management example, you should be able to share also one piece of information more, namely when people will get more information about the subject. This was the one top management forgot to handle in the webcast. One other thing the respondents raised was that communication should be regular. As the weekly newsletter example shows people should know that if you send something at different time than normally because then there is something important happening. All the less important information can wait until the weekly newsletter. One thing to remember as well is that you should not send bad news on Friday if it is not necessary. Some people will think over the bad news for the whole weekend and it will ruin their well-deserved days off with negative thinking as they might not have a chance to ask for more information before weekend. For that reason one should be careful with what to write to the weekly newsletter as well because as mentioned, the schedule for that is Friday afternoon.

## 5.6 Bidirectional Communication

Bidirectional communication was discussed already in the theme communication directions, in chapter 5.2. Bidirectional communication was introduced after Classical Management and other similar management styles. Bi-directionality is a very important

aspect when talking about organic organizations and communication related to it. There is also such management method as self-organizing teams, which is quite a trend today with all agile, scrum and kenzi methods. I see many good and bad things in these team structures but I think that the worst thing is that the loudest person gets to say the most and the best thing is that these types support bidirectional communication very well.

Bidirectional communication is a very important part of an organization today. It is just sad that bidirectional communication happens often between colleagues or in the relationship between a manager and an employee. I would like to see more bidirectional communication between new network members and between an employee and top management but certainly there is a pressure that for example top management would have to have the dialog with so many directions that it would not be possible any more.

In the chapter 5.2.1 I analyzed some questionnaire answers of three questions. In this chapter I will go through the questions one-by-one as I see, that if we ask to whom you would like communicate certain things, it means that you want to have a dialogue with these persons, which again calls for bidirectional communication. Certainly this is not always the case but it is my assumption and starting point for the next part.

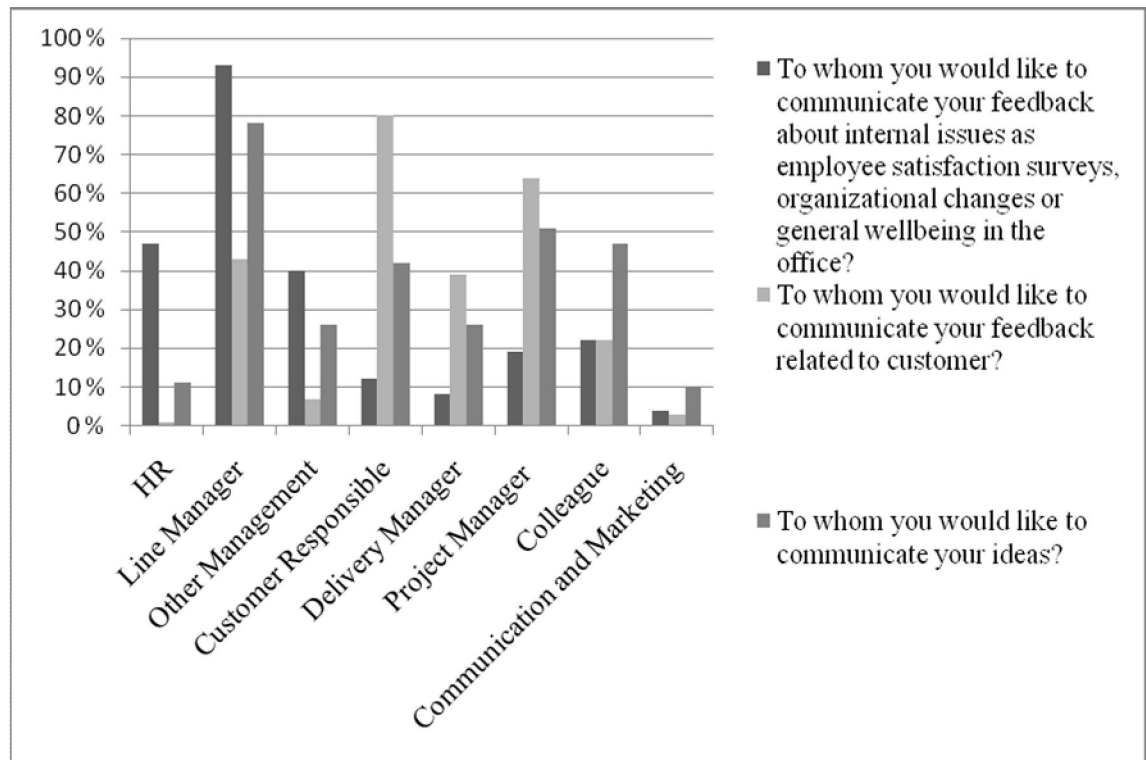


Figure 10. Answers to question "To whom I would like to communicate"

Figure 10 shows that Line Manager is the number one dialog partner as mentioned already earlier. Here we can see some spreading around the scale and that there are even big differences between questions. Internal issues such as employee satisfaction surveys, changes in organization and general wellbeing in the office answers are mainly spread between HR and Line Manager, whereas customer related aspect are more often communicated with Customer Responsible and Project Manager. Delivery Manager receives some answers as well but as it is a new role, it might not be that clear that which responsibilities this role has.

The ideas in general are again by choice communicated with Line Manager but also Project Manager, Customer Responsible and Colleague receive a big amount of answers. It is interesting to see however that Colleague does not receive most of the votes in this question. One may think that roles which are not well known for people do not get many votes because they may seem to be far away. It might be that this should be changed and certain roles should be brought closer to everyone.

There were not many comments related to bidirectional communication in interviews or open question but there were some. Many comments during interviews were related to constructive feedback which might be very difficult in Finnish culture and traditional, big organization. Some tools may support this but it is not that simple as it requires something more.

“Motivate people to dialogue.  
Have tools for that.  
Honest feedback, there is now blogs from mgmt but there is no discussion in there.  
Especially constructive feedback is missing. And that shows that we don't have trust and dialogue.”

The comment above is very important and I think that motivation is the key word behind building different networks and bringing people together for a dialogue. It may not help if we have some tools as blogs or external micro-blog systems for dialogue but it is just about people if they would like to join and have the dialogue on these channels or not. Line Managers and other important roles such as Project Managers and Customer Responsible persons should be the ones that motivate people to participate through these channels and give constructive feedback.

Some of the people interviewed said that there is no horizontal communication or if there is, it is only one-way communication. It should be emphasized and brought together so that people could have the dialogue in all channels. If some people see that, for example, there are some sales leads within the customer, it should be brought back to correct persons for analysis and further discussion. We have one tool supporting this but mainly this can be successful if a person has good enough networks where to bring the ideas together. Sometimes it may be that a person has a lead but before it reaches the correct people, it may be too late.

## 5.7 Communication as a Function

Marketing and Communications department is often either very invisible or visible for employees. In the organization in question the department probably is more invisible than many other departments or people know that it exists but they do not have a clear idea on what it does and how it could help in everyday communication.

I did not ask any special questions related to this in the questionnaire but there were some comments related to the theme in both open question and interviews. The answers for the open question included more general comments on different subject; such as

"...Communication responsibilities between different roles should be defined..."

"Internal communication is quite a complex thing. I can expect pieces of information related to same subject from different directions. For example rewards: general rewarding rules from HR, project related rewards and metrics from project manager, final rewards from Line Manager."

"Internal communication is important and always the feedback has been that there has been too little communication or that information meant for a limited group contains certain information that should be spread..."

"Too much working time is spent with all sorts of [...] development discussions, colleague/manager feedback requests etc. We could just do the work and charge customers, no need for all that social bullshit."

It seems then that some people place internal communication really high but some people do not want to hear about communication at all. This might be because they get enough of information from their perspective and do not want to have any special dialogue. Again why is that? This is probably for the reason that most of the research group people work in different projects and in customer premises so they may not feel that connected with their real employer company. It is a difficult subject and opinions change from person to person but I think that there might be some work to be done internally marketing-wise for Marketing and Communication department to raise the knowledge of their existence.

One person said in the interviews that the concept of the management level is not that clear anymore because communication is bidirectional and project management is one management level that at least should be very close to everyone. The communication has traditionally been a coffee table discussion where informal information has been shared and those who do not attend are left alone. People who are in customer premises may not feel that close connection to the employer company as they might hear from someone that something has been discussed somewhere but the involvement is not there for this person. So real piece of information, that is the message, should be

generalized and transferred from coffee table to more formal format such as email or Intra that can be shared with everyone simultaneously.

Marketing and Communications department is a real department but many people probably see it mostly as a department responsible for marketing and that they concentrate only on external communication. A positive change has been that communication specialists are now sending monthly newsletters but still most of the information has been sent to people already beforehand. I think that the role of the communication as a function should be more detailed and that people should know what it is all about. They could educate people, for example starting from managers, and tell how to get the best out from different channels, what is good and what is bad to be published, how people should keep messages short, clear and simple and what timing could be good for different purposes.

One thing that is important from communications department perspective is who owns the message. In Intra there is always the publisher and owner names but are these always the persons that know more about the item? What if you get information by email, can you ask from the sender for more information or should you ask from someone else? Can you somehow avoid further questions? Communication specialists should pay attention to the fact that communication should be unified and define who should communicate what and in which format.

## 5.8 Process

From the previous discussion of communication as a function we can easily move on to the theme called process. Process is a word that could be used nowadays for almost anything. You can always put the blame on a process that does not work or say that there is no process defined. You can apply processes anywhere and create process descriptions.

In communication the process is very important aspect and communication studies are full of processes. The first process in this research was described in figure 2 and that was one description of the communication process itself. There are plenty of other processes describing communication as a process, variations of that, and no one can



say that one is correct or one is incorrect but surely most common processes have been involved in so many researches that they are proven to be working.

I did not include any questions related to communication process theme itself to the questionnaire or interviews but I have already referred to many comments that are related to the area. You could think of any comment being related to communication process and therefore, all questionnaire questions may be related to the theme as well. Process should always contain a starting point, or input, which is where data comes to the process, then there are actors, which are persons that are doing something in the process, actual actions and after actions is the result, which is the output.

As I draw conclusions based on answers to the open question and interviews, I can make some assumptions. The process related to internal communication should include normal process areas, which were starting point, actors, actions and output, so that there are roles that make the actors. The responsibility defined for a role should be clearly defined. The items should be somehow categorized to make the input and the input is the message to be transferred. The output should achieve wanted results and so the goal should be defined. But as it has been shown, it is not that clear always to achieve the goal. The actions in the middle are the items that make the output. One action is choosing the channel, another is choosing the target group, third one is the milestones and last one sending the message. The milestones are defined to verify if we are going to right direction.

One important thing with the process is to define the goal. Not only in short term but so that you really can, based on the communication, tell where we are heading and what the objectives for certain communication are. The process, as well as communication itself, should always add value. The receiver should get something out from communication, if it is that there are no news then it is that but it should always mean something in the receiver end. To enable this from a process perspective, there should be clear and outlined operational models, responsibilities and practices.

## 5.9 Organization

During this research I have many times referred to organization and it was described in high level in figure 3 and figure 4. The roles theme forms a big part of the organization and describes the most of it and the communication directions tell the most of the communication within the organization. What is then left? We could dive in to the details of the organization, we could describe the habits of the organization, we could follow and explain the instructions given within the organization or go deeper into different roles. There are many aspects that we could take but there are two things I would like to concentrate on; virtual teams and matrix. Virtual team is a team that is not part of the line management but it is combined from people around organization, based on for example some specific competence. Matrix organization is formed when organizational structure is not only top-down organization but there is reporting to different directions and teams are located horizontally and vertically and interact over boundaries.

The role of the line manager was explained earlier and I also mentioned self-organizing teams that are the trend of today. I would like to keep both these items separate from the scope but surely all of these four items have interfaces and even some partly overlapping tasks. The line manager is a role, under which there are people, varying from 1 to 40. Most team sizes are from 20-30 people but they can be bigger. Smaller teams are mostly in upper management levels, at least when it goes to under ten people. As the results show the team manager has the most important role in communication but it was also questioned, whether we need a line manager role at all.

Self-organizing teams are quite far away from our organization. There are bits and pieces here and there that may follow something similar in a project team but the organizational team as such is highly structured and follows hierarchical rules. It would not be that easy to see self-organizing in the hierarchical world of our big company. I mentioned in the chapter 2.3 the process how groups are formed. As it might take time to form a really functional and effective group, it would also take time to define what kind of roles would be needed in a self-organizing team and what would happen if the group did not work or if someone did not fit in. The situation probably would not be stable enough for keeping management and shareholders happy. This was only my assumption, I can be right or wrong but based on the interviews and comments for the

open question I came to this conclusion that self-organizing teams would not work today in a company like ours, though they might work in a project team.

#### 5.9.1 Virtual Teams

Next I will discuss virtual teams. Virtual teams may be self-organizing teams as well but they are a necessity in the matrix world. Line manager cannot be responsible for 20-30 people's projects and daily work and that is why a division has been made that project manager is more responsible for the project work and daily work from that perspective and the line manager is responsible for manager issues, such as reporting, leaves, trainings and continuity in projects.

Line manager, again, cannot be responsible for developing competences in all needed fields, so this role needs help. As mentioned already many times, people are interested in different subjects, even if their project and education were similar. There are always some basic training that everyone should attend to but when it goes further, some advanced material is needed. The best way to combine such knowledge is a virtual team. The virtual team may be based on for example customer, technical competence, interest area, business or role.

The team needs to have a place where to form the team and where to communicate and this can be the communication channel. In some cases channel might be face-to-face within customer premises or some tool in Intranet or for example a micro-blog system. The team needs to have roles, the roles may not be that clear but there is no virtual team or a group if there are no members in the team. If the team has some tool through which it is facilitated, there probably is a need for an administrator that follows who are accepted to the group, who can follow the content and maybe even throw people out from the group if needed.

One difficult item from organization perspective and communication-wise is then knowledge sharing. Knowledge sharing from competence or business perspective is quite straight forward but the question is, how to share knowledge when people are spread all over the organization. People may be working for one kind of a project somewhere in one country and then a similar project is made somewhere else. First there is no

knowledge that similar items have been done elsewhere within the same organization and second, who these people are. Micro-blogging and blogging have helped this but still, the same issues appear from project to project and no one has been able to learn because information was not shared.

How should we tackle with challenges like ones in the previous example? I do not have the answer. There are virtual teams and user communities for different subjects but the projects are the most difficult one. You cannot use Google.com to search for similar cases, or you can but it is not that useful when you get thousands of results and you do not have for example the customer specific information. The most difficult question is again the channel. If there was a tool for that, as there basically is, you should have people updating the content and doing the administrative work. The problem is that no one is ready to take the responsibility, or if one does, he or she is often very shortly losing interest as this person rarely gets feedback on the good, or bad work he or she does.

#### 5.9.2 Matrix

This all adds up to an organizational structure called matrix. Earlier explained issues have been in place long time before the recent changes in the organization but the idea of virtual teams rises within a matrix structure. People are set to boxes within the matrix so that they need to communicate to different directions but it is not enough. They need to follow the rules given from the next hierarchical level and they need to follow the rules given by their project manager or similar. Also, they need to increase their knowledge by different courses and finally they should share their knowledge.

How to do this then? You need the virtual teams, functional virtual teams, so that you can play and act in a matrix. You need networks to get the data and send your data forward. Also you need people around you, and even if those connections were virtual, they are people. You have to communicate to different directions and filter the amount of data you receive, so that you can pick only the most important information from the communication jungle. Nobody says it is easy but still it must be done and we have to figure out ways how to manage and lead communication in such a multidimensional matrix world.

## 5.10 Items to be Communicated

There cannot be clear rules what to communicate, when, by whom and by using which channel in a business world or anywhere else. The situations change every time you need to communicate something and somehow to someone but can the message ever be communicated exactly the same way? I would say no. Shannon's communication model that was shown in figure 2 includes such external items which mean that no message can ever be the same. If nothing else changes, then it is the time. When you send a message throughout the communication model, before it reaches the receiver end some time has gone by and the message has changed time-wise. So no message can be send exactly the same and interpreted the same way.

### 5.10.1 Questionnaire

In the questionnaire for this research I tried to collect some of the most common communicational items that are part of the maybe not daily but at least yearly work. I tried to mix the items so that it would not be that clear what I am trying to reach with the questionnaire and the results were quite interesting. The questionnaire results are shown in figure 2 and more detailed in the appendices so that there are all the different items against the roles, which were discussed in chapter 5.1.1. In total there were 26 different communicational items studied in a general level but these could be grouped so that there were the management from top to down communicated items, Human Resources (HR) communicated items, Marketing and Communications department items, project related items and a group of other items.

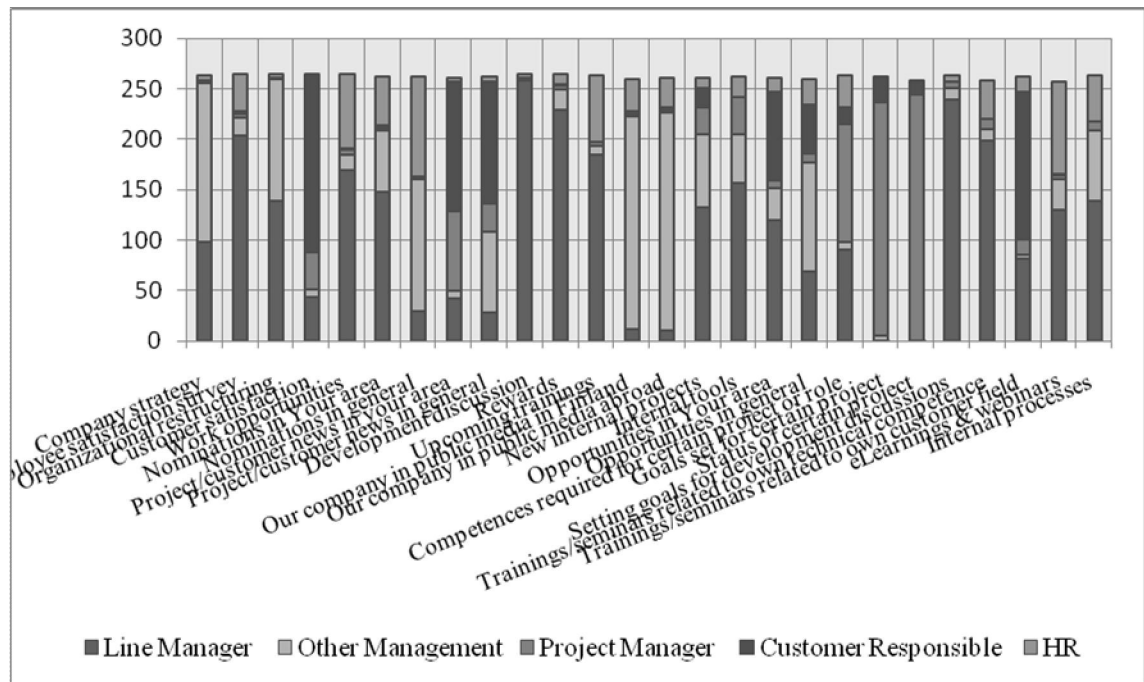


Figure 11. Questionnaire items to communicate with roles

Every person has a different idea of from whom and through which channel they would like to get the information and when looking at the results in figure 11 you can see that it is not always a simple task to define from whom you would like to get the message. In some cases it is very clear, for example with development discussion related material that it should be delivered from Line Manager but if you ask it from somebody representing a different role than an employee, the answer is usually HR.

Employees want project related material from the project manager and customer related material from customer responsible or customer manager. This is quite interesting because according to results also trainings related to customer should be received from the customer responsible and not for example from project manager. It is then more the substance field that the actual communicational items that matters here. Of course it might be that respondents did not find the correct answer from their perspective to certain items but they had to choose the most convenient one.

In many answers you could see that people were answering from the point of different roles. The development discussion related answers were divided between Line Manager and HR even they were mostly emphasized to Line Manager side. The company strategy was more on the other management side (59%) but Line Manager got 39% of

the answers. My assumption is that people like to hear the strategy from the top management but the line manager has the role to bring the real message “what is in it for me?” to everyone.

#### 5.10.2 Open Question

A few good points or better said instructions were written as answers to the open question. I will again translate those into English because there were some good ideas related to certain communicational items.

“Automatic translation tools to Intra and email system as there are in Google”

“Employee satisfaction surveys should be handled with line manager’s line manager, shop steward and occupational health”

“Present organization model has made the internal communication more difficult. There should be more customer related info sessions. [...] Problem: Information about changes related to employees is received only when the changes have been made. Commitment and innovativeness are lost”

“Technique and behavior rules in telcos should be trained to everyone”

Two out of four items were related to specific trainings related to present tools, techniques and global company. This should be taken more into account. Everyone does not have the opportunity to attend to an English course so it should be brought to people. Also, it should be noticed that quick changes in organization affect people and can demonstrate as bad feelings and sick leaves. These should be proactively taken into account and if for example a project shows that many people are going for a sick leave, then careful consideration of the entire project should take place. The group process might have failed and some changes should be done.

#### 5.10.3 Interviews

As mentioned before, the interviewed persons had answered the questionnaire before the interviews so they knew the communicational items that were asked. For that reason we left the items as such out but still many issues were raised and I would like to point a few of those here:

- Sales support: traditionally sales people make the sales speech out of nowhere but if you have not received such training or do not have such skills, where should the message should then come from?
- Reporting: everyone should do reporting and that is one way of communication. We should have tools that are good enough for supporting reporting in a detailed level enough. So this goes back to channels.
- Informal communication: several tools are good so there are enough channels for this but how to verify that correct people hear you and answer to your questions, whether they were informal or formal ones?
- How to communicate only messages that have an owner, add value to receiver and do not include hidden agenda or politics?
- How and whose responsibility is it to verify continuous improvement? Who can say that which training is worth of value and which is not?
- How to give feedback, positive or negative one, which channel would be best for this and who should be the receiver?
- How to communicate direction if strategy is not brought from top to down in a detailed level?
- Where to get the customer related news, should or could there be one channel through which the news could be received or is there one person who knows everything and should share it?

There is and will not be any clear answers to any of the questions but these should be one part of further investigations and subjects for discussion. As mentioned we did not discuss on any of the communicational items separately but these issues came up as the open questions that will remain open.

#### 5.10.4 Items in Communication

The world is full of communicational items and you cannot list all of them as they are all different. You can ask questions related to everything and probably get many answers but there is not one clear answer for anything but rather a group of answers from which you can choose the best one for a certain situation. You should be able to adapt the message so that it fits to its purpose and answers to questions clearly and in a short, describing format.



One closely related thing is the filtering of data. Nowadays there is plenty of material available through different channels and one should be able to choose the communicational items that are important. If the communicational items could be formed so that there is metadata inside each message, would it be possible to filter the message through the content? This kind of approach is often used in social media and I assume that it should be more widely used in organizational communication as well. We have in our organization different news sections in Intranet but could communication still be improved in that main channel?

## 6 Conclusions

The goal for this research was to find out what could be done for internal communication in a big matrix organization. The point was to find out what the current situation is, what the desired situation should be like and what the gap in between these two stages is. The research group was chosen so that the country was set to Finland and the group for the questionnaire was set to be 1,700 project professionals in different roles. The interviewed persons were chosen inside this group so that they had different managerial roles and have to think about the communicational aspects every day.

The themes were raised very clearly from the questionnaire, open question and interviews. The open question in general had a much bigger meaning than was originally thought, because people had many comments and this shows that the subject is very important for the majority. The themes were Roles, Communication directions, Channels, Message, Time, Bidirectional communication, Communication as a function, Process, Organization and Items to be communicated. The most important ones were Roles, Communication directions, Channels and Time.

The themes were analyzed in a detailed level one origin at a time and conclusions were drawn upon them. I think the results varied significantly depending on the different research methods used as the point of view was varying from answerer to answerer. However, there were certainly some similarities in all of them. The results of the study were quite surprising in some aspects: foreseeable regarding some themes and rather traditional for some themes. The questionnaire could have been set in several ways but I was pleased with the results I received through the question setting. I believe that the results were worth of the research and that the analysis may help to improve communication in general in our company.

I was confident to make some generalizations since the results of this study are based on a group of 1,600-1,700 people and the organization as such is ten times bigger. The results were not unique, I assume that similar results could be received from many organizations, especially big ones and for that reason and therefore, generalized re-

sults could fit any company. If the whole organization had been studied, then perhaps different aspects related to cultural and geographical differences might have been considered. I think that is an area worth of investigating but the results could produce a similar document like this thesis. Cultural differences in communication could be investigated in some other format as well, maybe even in a less scientific format.

The client here can be considered to be the Marketing and Communication department but this research will help the work for me as the manager and hopefully the colleagues of mine. I will make a summary of the conclusions theme-by-theme and let us see if we can make the communication a bit better in the organization. Communication can never be perfect but there are always items that can be improved at all levels and I hope that the readers of this thesis can take something out for their own working life.

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## Appendix 1: The Questionnaire

### Internal communication questionnaire

Please help us to develop internal communication. There are a few questions below in which we hope to you get your answer for. The survey should not take more than 10 minutes. Thanks for advance!

Pyytäisin sinua auttamaan sisäisen viestinnän kehittämässä. Alla on muutamia kysymyksiä, joihin toivoisimme saavamme sinulta vastauksen. Kyselyyn vastaaminen vie noin 10 minuuttia. Kiitos jo etukäteen!

From whom you wait for certain information primarily?

Keneltä odotat saavasi tietoa seuraavista asioista ensisijaisesti?

	Line Man- ager (esi- mies)	Other Ma- nagement (muu joh- to)	Project Manager (projek- ti- pääl- likkö)	Customer Res- ponsible (asia- kasvastaava)	Res- (asia- HR)
Company strategy (strate- gia)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee satisfaction sur- vey (henkilöstötyytyväi- syyskysely)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational restructu- ring (organisaatiouudistuk- set)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer satisfaction (asiakastyytyväisyys)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work opportunities (työ- mahdollisuudet)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nominations in Your area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Line Mana- ger (esi- mies)	Other Ma- nagement (muu joh- to)	Project Manager (projek- ti- pääl- likkö)	Customer Res- ponsible (asia- kasvastaava)	Res- (asia- HR
(nimitykset alueellasi)					
Nominations in general (nimitykset yleisesti)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project/customer news in your area (projekti- ja asi- akkuusuutiset alueellasi)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project/customer news in general (projekti- ja asiak- kuusuutiset yleisesti)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development discussion (kehityskeskustelu)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rewards (palkitseminen)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upcoming trainings (tulos- sa olevat koulutukset)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our company in public media in Finland (Yrityk- semme julkisessa mediassa Suomessa)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our company in public media abroad (Yrityksem- me julkisessa mediassa maailmalla)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New internal projects (uu- det sisäiset projektit)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal tools (sisäiset työ- kalut)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities in Your area (mahdollisuudet esimerkik- si avoimet myyntiprojektit alueellasi)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities in general (mahdollisuudet esimerkik- si avoimet myyntiprojektit)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Line Man- ager (esi- mies)	Other Ma- nagement (muu joh- to)	Project Manager (projek- ti- pää- likkö)	Customer Res- ponsible (asia- kasvastaava)	Res- (asia- HR)
yleisesti)					
Competences required for certain project or role (Tiettyä projektia tai roolia varten vaaditut osaamiset)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Goals set for certain project (Projektille asetetut tavoitteet)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Status of certain project (Projektin status)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Setting goals for development discussions (tavoitteiden asetanta kehityskeskustelua varten)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trainings/seminars related to own technical competence (koulutukset ja seminaarit teknisiin kompetensseihin liittyen)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trainings/seminars related to own customer field (koulutukset ja seminaarit asiakkuuksiin liittyen)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
eLearnings & webinars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal processes (sisäiset prosessit)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

From which channel you wait for certain information primarily?

Mistä kanavasta odostat saavasi tietoa seuraavista asioista ensisijaisesti?

	Intra	Email	Face-to- face/phone	Info/meeting	Other channel
Company strategy (strategia)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee satisfaction survey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	Intra	Email	Face-to-face/phone	Info/meeting	Other channel
(henkilöstötyytyväisyyskysely)					
Organizational restructuring (organisaatiouudistukset)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer satisfaction (asiakastyytyväisyys)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work opportunities (työmahdollisuudet)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nominations in Your area (nimitykset alueellasi)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nominations in general (nimitykset yleisesti)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project/customer news in your area (projekti- ja asiakkuusuutiset alueellasi)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project/customer news in general (projekti- ja asiakkuusuutiset yleisesti)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development discussion (kehityskeskustelu)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rewards (palkitseminen)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upcoming trainings (tulossa olevat koulutukset)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our company in public media in Finland (Yrityksemme julkisessa mediassa Suomessa)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our company in public media abroad (Yrityksemme julkisessa mediassa maailmalla)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New internal projects (uudet sisäiset projektit)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal tools (sisäiset työkalut)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities in Your area (mahdollisuudet esimerkiksi avoimet myyntiprojektit alueellasi)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities in general	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Intra	Email	Face-to-face/phone	Info/meeting	Other channel
(mahdollisuudet esimerkiksi avoimet myyntiprojektit yleisesti)					
Competences required for certain project or role (Tiettyä projektia tai roolia varten vaaditut osaamiset)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Goals set for certain project (Projektille asetetut tavoitteet)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Status of certain project (Projektin status)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Setting goals for development discussions (tavoitteiden asetanta kehityskeskustelua varten)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trainings/seminars related to own technical competence (koulutukset ja seminaarit teknisiin kompetensseihin liittyen)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trainings/seminars related to own customer field (koulutukset ja seminaarit asiakkuuksiin liittyen)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
eLearnings & webinars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal processes (sisäiset prosessit)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In the next section I would like to know to whom you would like to communicate about certain matters

Seuraavassa osiossa haluaisin tietää mille taholle sinä haluaisit tietyistä asioista viestiä

To whom you would like to communicate your feedback about internal issues as employee satisfaction surveys, organizational changes or general wellbeing in the office? You can choose several options.

Kenelle haluaisit viestiä sisäisen palautteesi liittyen esimerkiksi henkilöstötyytyväisyyskyselyihin, organisaatiomuutoksiin tai yleiseen hyvinvointiin työpaikalla? Voit valita useamman vaihtoehdon.

- HR
- Line Manager (esimies)
- Other Management (muu johto)
- Customer Responsible (asiakasvastaava)
- Delivery Manager (toimitusvastaava)
- Project Manager (projektipäällikkö)
- Colleague (kollega)
- Communication and Marketing (viestintä ja markkinointi)

To whom you would like to communicate your feedback related to customer?

Kenelle haluaisit viestiä asiakkaaseen liittyvän palautteesi?

- HR
- Line Manager (esimies)
- Other Management (muu johto)
- Customer Responsible (asiakasvastaava)
- Delivery Manager (toimitusvastaava)
- Project Manager (projekttopäällikkö)
- Colleague (kollega)

- Communication and Marketing (viestintä ja markkinointi)

To whom you would like to communicate your ideas?

Kenelle haluaisit viestiä ideasi?

- HR
- Line Manager (esimies)
- Other Management (muu johto)
- Customer Responsible (asiakasvastaava)
- Delivery Manager (toimitusvastaava)
- Project Manager (projektipäällikkö)
- Colleague (kollega)
- Communication and Marketing (viestintä ja markkinointi)

By using which channel you would like to communicate your feedback and/or ideas?

Mitä kanavaa käyttäen haluaisit viestiä ideasi ja/tai palautteesi?

- Email
- Internal tool
- Face-to-face/phone
- Info/meeting

Comments and improvement ideas for this questionnaire and for developing internal communication

Kommentit ja kehitysideat kyselyä ja sisäistä viestintää varten