Structuring Internal Communication of the Finance Business Unit in Company X

Emmi Suhonen

2024 Laurea

LAU
REA

Laurea-ammattikorkeakoulu

Structuring Internal Communication of the Finance Business Unit in Company X

Emmi Suhonen
Master of Business and Administra-
tion

Thesis
February 2024

Laurea University of Applied Sciences
Degree Programme in Leading Transformational Change
Master of Business and Administration

Abstract

Emmi Suhonen

Structuring Internal Communication of the Finance Business Unit in Company X

Year 2024 Pages 60

With the digitization of the world and remote working, the importance of communication has risen to new heights. To ensure efficient workflow, organizations need to ensure efficient and clear communication. Although there are many studies and publications on internal communication, it is always good to take an individual look at how things are working at a certain organization.

The thesis topic arose in a workshop concerning sharing knowledge and skills. From that workshop, bigger problems, such as unclear communication methods, were identified and needed to be solved promptly. This thesis concentrates on the financial business unit of a large energy transition company. For confidential reasons, this research was anonymized.

Data for this research were collected from academic publications, the internet, a survey, and a workshop. The collected data were examined with a critical point of view and the relevant content is presented in this research. All personnel-related data were anonymized and the target organization may use it in the future.

The theory part of this research is related to communication in organizations, leading transformational change, and implementing suggested action plans in a work community. These are the core parts of this research that the organization may consider also in the future. The purpose of this thesis was to create guidelines for clear communication for the finance business unit, but also give a possibility to expand these methods and guidelines wider inside the organization.

The communication guidelines were created to be adaptable to changes in the department and the company. During this research, these guidelines were already implemented in daily work. The usability of the guidelines will be monitored and measured through a survey and open feedback. These guideline suggestions were accepted by the finance business unit CFO, team leaders, and personnel. To achieve structured internal communication, the use of the tools and software provided by the organization was examined by a survey. Based on the results, a suggestion for guidelines was presented to the personnel.

Keywords: internal communication, transformational change, communication methods

Content

1 Introduction

Communication in a work community is inevitable for a company to function as it should. In today's modern and diverse communication surroundings, choosing the right communication method and channel is sometimes difficult. Organizations, especially large multinational corporations, might use several different software for communication. To guarantee fluent and efficient information sharing, there needs to be some guidelines and rules to follow. Also, understanding how communication works in a work environment is important to know and assimilate.

The research was created for structuring the internal communication in a local finance business unit in this target company. Company X consists of multiple units in several countries. The concern raised among the personnel was that vital information is not shared efficiently or might disappear in the jungle of communication, between teams and colleagues. To tackle the problem, team leaders decided to organize a workshop.

This research was launched after the target company's workshop for local finance business unit personnel. The purpose of the workshop was to discover how and when people share their knowledge and skills. Also vice versa, when and from where people wanted to receive information. Together with the workshop and survey results, were the communication guidelines presented to team members.

1.1 Theory Background

The theory of this research has been gathered from academic publications and target company experts. The meaning of communication is to share the company's mission, and vision, delegate, and give feedback. Conversations, meetings, and gathered information are part of personnel's everyday work. Communication ties people and functions together. (Kortetjärvi-Nurmi, Kuronen, Ollikainen 2009, 7-8.) This theory supports the research question of what needs to be improved with the internal communication in the organization's finance business unit.

Especially after the COVID-19 pandemic the way of communication has changed radically. Digital environments have given us new ways to work and communicate (Piha 2015, 41). However, it takes time to adopt these new methods and integrate new software.

Understanding how communication works is only the starting point. The problems in communications must be identified and made tangible, to be able to create a unified and functional plan and guidelines. Lastly, the hardest part is implementing the plan and engaging people.

The responsible one needs to know how to lead a change. A good communicator makes things happen as wished (Piha 2015, 66). A good communicator may also use interventions, such as nudging, to achieve change in personnel's behavior (Haugh 2017, 684).

1.2 Content of the Research

In the second chapter, we will go through the theory of communication and look at different communication methods and tools in general. The target company's communication channels are being introduced as well. The chapter dives into seeking the meaning of communications, as well as the responsibilities and practices.

The third chapter is about the research methods. Because this is action research, the methods for qualitative research are important to understand well. Research methods and data acquisition are the foundation for this thesis. This research includes a survey for personnel, asking for insights for improving the internal communication in the finance business unit. The survey was organized instead of interviews, to gather objective and honest opinions and insights, but also considering the timing of the company's fiscal year tasks. The online survey allowed them to choose a suitable time and place to answer for the participant.

The research question and results, among the target organization introduction, are presented in chapter four. This chapter also shows how the results were gathered and conclusions made, and how the communication could be structured in the future. This chapter sheds light on communication guidelines presented for personnel, and the feedback the suggestions received has been presented.

Leading a transformational change is a major part of implementing suggested action points. Chapter five will go through transformational change and its importance. The final implementation will be under the guidance and authority of team leaders.

The last chapter is about the conclusions and sharing insights into the thesis process. Here is also, presented the feedback from the organization's contact person, the thesis supervisor, who is the head of finance business unit development tasks.

2 Communication

This chapter provides the theory of communication and will go through the communication tools and methods in general. Communication is changing information between individuals or groups, and processing information (Wiio, 1992, 115-119). What is the information? As Wiio (1992, 109) explains, information is something intangible given in exchange with someone else. It might be determined through computer language, ones, and zeros, one type of information. But there is also linguistic information, which is recognized by its impact. Information has three different phases. The first is a change in the processor, which can be a computer or a human. After the change, the processor converts it into a meaningful form. The third step is to save the data to a drive, cloud, or brain. (Wiio 1992, 112.)

Communication is needed in organizations for different purposes. These might, according to Åberg (1998, 147-149) support basic functions, building an image of vision, sharing the news for employees and stakeholders, orientating new employees, and the informal communication between colleagues. Structuring these situations correctly and efficiently will affect productivity.

Communication can be divided into different types, individual, group, or organizational communication, according to Lee Thayer (1968). (Wiio, 1992, 120.) In this research all of these are a part of the communication. Individuals shared information, group announcements, and received information from organization leaders. In this research, individual communication is considered to be between one to three participants (Puro 1998, 105). This determination is based on team size, which is between four to nine team members. Group communication is between teams or business units. Organizational communication in this research is ruled out, due to the focus on the finance business unit’s internal communication. On some level, this is included in sharing information with other teams.

The purpose of this research was to structure the communication and tools used for that, to clarify and ensure effective information sharing in one business unit. That’s why it is important to take into consideration the understanding of a message, information, and communication. The communication should better consider the recipient's needs and be more clearly targeted at different target groups (Pirinen 2023, 246). People tend to vary the attention given differently for different information given, and that affects how motivated they are to handle the information. It needs to be considered how the message has been constructed, has been used persuasion, and does the recipient trusts the sender, as Chaiken (1987) presents in the heuristic theory. (Lehtonen, 153-162).

This aims to ensure understanding of a difficult matter, the information is shared with the right target audience, and then the number of recipients can be increased and avoid misunderstandings (Wiio 1992, 137). For ensuring that the message has been understood, it is crucial to ask recipients to verify that, and use oral and written format to make sure the information will be remembered (Carroll 2015, 134).

The obstacles to good communication are according to Slotosch (2022):

- obscure requests
- fear of asking
- lack of consistent messaging

To tackle these barriers, the business unit must redefine message content, clarify responsibilities, and work tasks and create communication guidelines. And not to forget the ethics in communication, as ethics are an essential part of communication. The company and employees must follow the organization's rules and government laws. By that, it must be viewed carefully what information can be shared. (Juholin 2022, 49).

2.1 Communication in the Work Community

As Åberg (1998, 143) claims, seeing communication as a powerful resource will benefit the whole organization. Personnel in finance business units act as a mental resource. These people will create their team spirit and steady ways of working and communicating. This includes Kurt Lewin's (1939) theory that organizational communication is divided into informal and formal communication (Wiio 1992, 206). Both ways are important, and a work community uses both ways of communication in daily work. This research especially has the pleasure of engaging personnel in it.

As communication is an essential part of daily work, it must be carefully structured and planned in the work community. As Åberg (1998, 144) describes, the employees of the work community divide the tasks and work together to create something that are not able to do themselves. According to Hagerlund & Kaukopuro-Klemetti (2013, 6), there are some guidelines for well-maintained and nurtured communication, as listed below:

- increases knowledge, awareness, and understanding
- increases the sense of belonging
- arouse interest and desire to participate
- strengthens community and commitment
- promotes equality
- promotes interaction
- strengthens openness and the ability to handle even painful issues

- removes uncertainty
- creates security
- increases motivation and performance

The purpose of a message is to influence on some level, either adding information, influencing action, or convincing something (Kortetjärvi-Nurmi & Murtola 2015). Typically, in the finance business unit, the purpose of a message is to add or inquire information.

The process of communication can be divided into sections, which will help to construct an effective and understandable message, as Portny (2017, 311) describes.

- Message including thoughts and ideas
- Sender
- Message encoded to understandable language for others
- Convey method
- Distraction
- Receiver
- Message translated back into thoughts and ideas

This message can be informal or formal and in oral or written format. The sender needs to consider the type and language of the message, depending on the participants and message content. Usually, oral communication is informal, and written formal information. (Portny 2017, 314.)

2.2 Communication Responsibilities

Communication is an essential part of management work. The purpose is to communicate the organization's goals, vision, and daily routines. This is to make targets clear for everyone at the company. (Juholin 2022, 56.) Every member of the work community should communicate efficiently every day (Korhonen & Rajala, 2011, 16).

As a large organization, the research company has ongoing projects widely throughout the organization. Reporting on these coming and ongoing projects must be available for all personnel. However, it is good to keep in mind that not all details of the projects and processes are necessary for all teams or business units. That's why the possible benefits of information shared should be estimated thoroughly. (Joki 2021, 167.)

Every member of this business unit, and the whole organization, is responsible for ensuring successful communication, and everyone needs to have an understanding of their responsibilities (Korhonen & Rajala 2011, 16). Everyone is an expert in their field and daily tasks, so it is important to have a clear plan and guidelines for coherent communication. (Hagerlund &

Kaukopuro-Klemetti 2013, 8-18.) As there are software changes used in daily work or some surprising event or accident might occur, sharing the information effectively and fast is a premise for a functioning work community. The author also mentions the importance of inclusive discussion to tackle and correct problems. (Joki 2021, 164.)

In a large organization such as the research target company, it is important to ensure that the foundations of communication are at a good level and well-functioning. This is to ensure that everyone has access to necessary information and can share it. This increases the well-being of employees. (Juholin 2022, 58.) It is a part of daily work to consider who has not yet received key information or to whom was the last information shared (Korhonen & Rajala 2011, 18).

A carefully planned communication plan or matrix will ensure the right information reaches the right person. This plan should consist of relevant employees and team leaders listed. It is a good idea to list also, which information needs to be shared and how this information will be shared, which tools will be used for this. (Carroll, 2015, 136-137.) In a successful organization, everyone takes responsibility as a communicator. They will evaluate the efficiency and quality of the information, share the knowledge they have, search actively for information, and give feedback on communication. (Korhonen & Rajala 2011, 20.)

2.3 Communication Channels

For different types of communication, there are different channels. Some information requires more thorough reading, investigating, and a possibility to discuss, in some cases a brief notice is enough. (Joki 2021, 168.) This was one of the research questions to be answered: when to use which channel?

2.3.1 Email

Employer provides all employees with Microsoft Outlook as an email software. Email especially Outlook is used widely in the business world. Outlook provides not only a messaging service but also a scheduling assistant and calendar (Microsoft 2023a). According to Microsoft News Center research (2014), email is a vital tool in Finnish organizations.

The problem here is that some important messages might drown in a flood of messages. It is sometimes difficult to filter the messages that require immediate attention or action. Also, the search for information might be hard despite the search tool if one is not certain of the sender or the exact topic. That’s why it is important to carefully frame the topic to be informative enough (Joki 2021, 170). Everyday communication can be improved by little steps. By thinking about an email topic carefully, every employee can help each other to save time, by ensuring that the topic is easy to understand more quickly. (Korhonen & Rajala 2011, 17.)

Efficient email is short enough and easy to read. People tend to glans through the messages, so other than the topic, the message itself should be structured. Kortesuo & Patjas (2014, 42) gives an example of a long message or when assigning tasks to multiple people. Divide the message into sections and start the task parts with the name responsible for that task.

2.3.2 Microsoft Teams

Microsoft Teams (later Teams) is used as an internal instant messaging tool. All the online meetings are held on Teams. These meetings consist of team meetings, project meetings, and monthly reviews. After increased remote work this channel has been established as one of the most important. It makes communication between employees simpler and faster. In addition, Teams is customizable for different kinds of needs. (Cleary 2023.)

Teams provide a chat, calendar, and group discussion tools (Microsoft 2023b). During an online meeting, it is possible to have a discussion in the chat area and go back to the discussion afterward. Teams can also be used as a document-sharing base. It is possible to upload documents, sheets, and notes in different groups. Microsoft OneNote, among many other software, can be imported to Teams. These features enable the possibility of real-time and simultaneous use of documents by multiple users.

The identified problem with Teams was that personnel tend to have several channels and groups they are taking part. Remembering which channel, group, or discussion some information is, in might be impossible.

2.3.3 Internal Drive

This internal cloud-based storage has been in use for years. The benefit of this is that most of the personnel have been using it for a long time and know where to find exact information. Information is divided into different sections by folders. Every team has its folder and subfolders containing mainly documents of instructions.

The problem with this disk storage is that it is often full, which means that no new information can be saved there. It requires a contact to IT support to free more space. Another known problem is that this disk runs slowly, due to the amount of material stored. It is an old and unreliable solution. The lack of a VPN connection also prevents access to this drive.

2.3.4 Meetings

When wanting to obtain a common understanding, it is best practice to communicate in a group (Carrol 2015, 135). The benefits of a meeting are the possibility to share information at once to all and give a chance for open discussion. It requires preparation to have an effective and well-structured meeting. (Joki 2021, 168.)

The financial business unit has every month a joint meeting, in which all the important and latest topics are discussed. The meeting proceeded with every participant sharing their updates or points of view. This method is time-consuming and inefficient and is now under change. In the first meeting after adjustments, only team leaders or one representative presented the latest topics and new projects. Only the relevant information was gathered and introduced. This gives more time to dive deeper into the topics and leaves time also for questions.

For example, the credit team had a meeting beforehand and gathered all the relevant topics from each team member to be presented. Most of the teams have their scheduled weekly or monthly meetings. Different teams might also have unit meetings regularly. As an example, the credit team has weekly meetings and monthly meetings with the accounts receivable and billing team. The latest topics and project releases are being discussed in these meetings.

2.3.5 Internal Intranet and Microsoft SharePoint

The internal intranet is for sharing important information among the whole organization. It is a company webpage for internal use only. The internal intranet may be used for posting updates, storing resources, and sharing files. A problem is that it is hard to get employees to adopt the use of intranet as a daily habit. (Cleary 2023.) For only exact business unit communication this is not relevant. But for sharing business unit structure or contact information, the Intranet has sections for these functions. The intranet could be used for sharing the updated organization matrix, which will be updated soon, as a side project of this communication research.

Microsoft SharePoint is used as the core software for document collection and storage. In SharePoint, it is possible to create sites for teams and business units (Microsoft 2023c). This is implemented in the researched company also. Personnel has a different level of using it. Some find it difficult to use. Information and documents were hard or impossible to find or some did not have access to the needed area to get the documents. For some, it is difficult to know where they should be looking for desired information, because of the large quantity of documents.

2.4 Conclusions

As communication is an essential part of work, it is important to acknowledge the used tools, software, and methods. All these communication tools and methods are important. The use of these depends on the purpose. It is important not to forget verbal communication because that is the most used method in daily work life.

The verbal communication may be combined and used parallel with communication software. The case is to record the verbal information and make sure it is accessible and easy to share with the relevant audience. Organizations should also pay attention that everyone can use these tools and software at a sufficient level.

3 Research Methods

This research aimed to develop the business unit's internal communication, and especially clarify the used tools and create ground rules for communication. That's why this research can be classified as action research. As Kananen (2009, 9) mentions action research can be performed by an employee, an expert, or a leader. Action research is heavily related to practical work and the identification of underlying problems. This research method provides not only written reports but also suggestions for development and change (Kananen 2009,60).

For a better understanding of the topic, the researcher has already experienced the business unit's and company's communication tools and methods throughout work experience. As Kananen (2008, 48) emphasizes, personal experiences will give a whole new perspective.

Action research has many names for example participatory research or emancipatory research, but in the short term, it is learning by doing. (O´Brien 1998, 2/13). As O'Brien also mentions it is a group of people discovering a problem and together developing necessary methods to solve this problem. And that was the case in this research. Employees and team leaders of a financial business unit discovered that the internal communication was unclear, unstructured, and confusing.

Action research combines qualitative and quantitative research methods including the researcher's intervention. The research method targets especially social action which is based on communication (Heikkinen 2006, 16). The researcher participated as an attendee in the workshop as part of the ideation process and voting on the development targets.

Action research does not proceed in chronological order, but more in a spiral, based on Kurt Lewin's (1948) theory. The spiral model leads to developing new and several consecutive rounds from the action research spiral, where research, observation, reflection, and replanning relate to each other. (Heikkinen, Kaukko, Salo 2023, 26.) Action research can also be described as a cyclic form. Action research differs from conventional research methods, which are executed in chronological order, by a process that proceeds in unpredictable or unconventional order. Conventional research begins with a literature review followed by a research plan, adjusting research questions, data collection, and analysis ending with presenting results. (Heikkinen, Rovio & Kiilakoski 2006, 79.)

Figure 1 Action research processing (accordingly Wan, C. & Abdullah, N. (2023)

As in figure 1 presented, this research began with identifying a communication problem among personnel. It then proceeded to the workshop, followed by a survey and presenting suggestions. After presenting suggestions, feedback was gathered, and proposals were modified to reflect feedback. This cycle was done once during this research, but it is possible to start it over as many times as needed later. This is because this research launched the development process, and it will be continued and adjusted as the business unit changes.

This research was planned after the workshop. Using observing and being one of the attendees, the researcher planned a survey for personnel. By combining information, feedback, and results from these actions, the data was analyzed and reflected in theoretical material. From this was formed a communication guidelines presentation which was presented to personnel. Feedback was gathered guidelines were adjusted, and suggestions for implementation were presented. The order of action points depended on the process phase and results of actions.

3.1 Qualitative Research

Qualitative research does not strive to generalize, but to describe, understand, and give an interpretation of a phenomenon. The aim is to gain a deep understanding of this phenomenon and analyze it during the whole process of research. (Kananen 2008, 24.) The concern raised by personnel was confusing communication. A deeper look into this concern taught that the core problem was a lack of communication guidelines. As Hesse-Biber & Leavy (2011,45) mentions, qualitative research's goal is to look at the communication process in certain social groups, in this case, the finance business unit. People were not aware of what tool and when to use, or which information were supposed to share to whom. From those thoughts was discovered that the organization matrix needed to be updated and everyone's work tasks should be opened in writing and available to all, in case of an absence. In this research, we will focus on the core problem, communication guidelines.

In this research has been used both qualitative and quantitative research methods to gain a better understanding, as Kananen (2008, 26) mentions. The purpose of quantitative research is to find a cause-and-effect relationship, using numerous research materials and the researcher stays objective, and gives structure to the research. This is the case in the launched survey in this research. The researcher established a survey for personnel and did not answer it by herself. The survey's purpose was to discover which tools are most used in daily work, what functions are already working, and what needs to be improved.

As the qualitative part, there was a workshop for personnel to discover the main problems and ideate better communication methods. Qualitative research is more flexible and gives the possibility to explore different ways of research (Kananen 2008, 27). This method is more interpretive, aiming from practice to theory, including the participation of the researcher and better understanding. As Kananen (2008, 29) describes quantitative research often has qualitative parts, such as open questions. Surveys related to this research had questions that were scored and combined with open questions to collect qualitative answers. These scored questions were also interpreted on qualitative methods, understanding better which parts of communication, knowledge, and information sharing had the most difficulties. Usually, the data in qualitative research cannot be assessed in mathematical ways, because the collected data is not numbers. Data is formed and collected from observations, surveys, and workshops (Girardin 2023).

3.2 Data Acquisition Methods

During the data acquisition phase, it is necessary to determine what kind of data will be needed and how that data will be collected. As in action research, the data collection and analysis go hand in hand, as the process proceeds there might be a need to gather more information. (Kananen 2008, 56.) As new questions and insights occurred during the research, there was a need to gain more understanding which led to collecting more data. And for that reason, the cyclic feature was clear.

As the workshop was the first step of this process, the researcher needed to collect data and theoretical information afterward. What that knowledge gained, the researcher was able to re-evaluate the data from the workshop and form a series of questions for the survey.

As mentioned, the data will guide the research and list how to collect the data for qualitative research. These are data collection methods defined below in figure 2.

Observation

- covert observation
- direct observation
- tentative observation
- participatory observation

Action research

Documents

- literature
- visual, and audiovisual documents

Case studies

- single case study
- multiple case study

Interviews

- focus groups
- individual interview
- group interviews

Figure 2 Action research methods (accordingly to Kananen 2008, 57)

In this research, these methods were combined and not all of these have been used. The researcher chose the methods that supported this process and gave the best results for developing the issue. The data collection methods were adapted to the personnel behavior of the financial units and the use of time in addition to daily work. Table 1 shows the methods used and their structure.

Table 1 Research methods used in this research (accordingly to Kananen 2008, 57)

Observation	Documents	Action research
participatory observation	literature	
covert observation		

As a participating observer, the researcher was part of the workshop group and ideation team. All participants were encouraged to participate and give thoughtful insights and opinions. The answers given in the workshop were written down in a memo. This memo was used in this research. The covert observation method was used in the survey part. The researcher left out answering the questions and focused on analyzing the answers.

The purpose of observation is to collect data and information by observing behavior or phenomena in a live event. In this research, the observation method was used as participant observation. The researcher was a part of a group in the workshop and gained insider insights. (QuestionPro 2024.) The data collected was the suggestion from participants on improving internal communication. There was no human behavior observation involved in this research.

As with other types of data, in this research, as action research, it was necessary to collect relational, interpretive, and subject knowledge. The data format is lingual, and the sample size is relatively small. Only 19 persons were asked to answer the survey and 18 out of 20 were able to participate in the workshop. (Clark, Porath, Thiele & Morgan 2023.)

To verify the quality of data, there can be used triangulation method. This means that data has been collected from three or more different sources to ensure data answering research questions and collected data is reliable. (Clark et al. 2023.) In this research, the data for triangulation was collected by observation, survey, and feedback from communication guideline presentation.

Clark et al. (2023) present ten relevant questions, when beginning the planning of data collection. Table 2 below lists and answers these ten questions for this study.

Table 2 Ten questions for data acquisition

Question	Answer
What data is needed?	Theoretical information, insights from personnel, and learnings by observation.
What are the ways to collect data?	Literature, observation, and feedback.
How is this data documented and organized?	Material from the workshop is in PowerPoint, and survey material is in the website service. All this material was transcribed in understandable written and/or picture format.
What methods are most appropriate?	Survey for personnel, observation in a workshop, and feedback from presentation.
How much time there is for data collection?	Data collection started in December 2023 and was an ongoing process throughout the research.
Is there a need for creating data sources?	Creating questions for the survey.
Do the data sources support the research questions and each other?	Data sources were optimized to answer research questions, and data was collected throughout the research, and adjusted to support research phases.
Does the data collection provide multiple perspectives?	Perspectives are from several theoretical sources and the user side. Combining these will give the best results.
How does the data fit in the triangulation method?	Data collected was planned to fit the triangulation, for executing action research. Personnel insights and opinions compared to anonymous survey results, observation, and theory, will give a thorough view of research questions and problems.

Is there a need for more than three data sources?	Three sources are enough in this research. There is a possibility for future progress which then requires more data.

3.3 Survey

The survey is an important way of collecting and analyzing data. It may be implemented as an interview or questionnaire. The questionnaire is a quantitative method, which is measured numerically by the answers. (Vehkalahti 2014, 11-13). In this research, the questions were open questions but some of the answers were given points. Because of the nature of the questionnaire, and the wanted results, it is combined with qualitative and quantitative methods. From the answers were gathered similar aspects and counted as to how many had the same thoughts or insights. That's why the questionnaire was more of a survey, an interview done in written format. The purpose was to search for causality, what area in communication needed improvement why, and how much things affect each other. (Vilkka 2007, 23.)

The researcher wanted to stay objective and did not want to influence answers. That was possible by keeping a distance from recipients with an online survey (Vilkka 2007, 16). Also, the researcher didn't want to interrupt too much of the daily working time by interviewing all participants one by one.

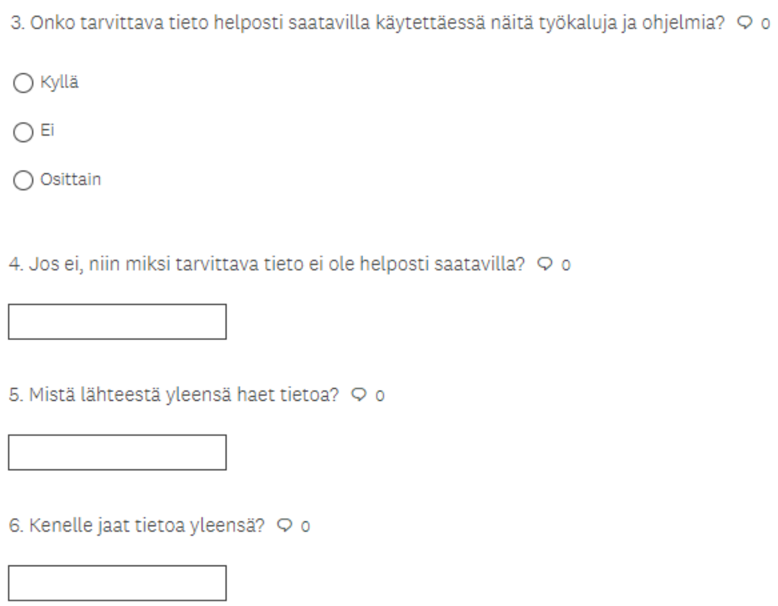
Validity tells if the questionnaire is measuring the right things (Vehkalahti 2014, 41). Many researchers creating qualitative research claim that validity and reliability can only be used in quantitative research. That's why Steinar Kvale (Syrjälä 2006, 147) suggests using the term validation instead of validity. In this questionnaire, the questions were about communication tools and finding information. These questions answer the research problem. This survey's reliability cannot be proved because the questionnaire was handled in this research only once. However, the aim is to send it again after the guidelines created based on this research have been implemented. (Bolarinwa, 2015.)

The overall response rate was low, 10 out of 19 respondents (53 %) answered. This does not then represent everyone's opinions. The answers, however, were similar to each other and gave the direction to proceed. The core problem could be identified from this survey, combined with the workshop results. The was a need for clear and structured guidelines to enhance the internal communication and information-sharing policy. This response rate might also indicate the willingness to implement and commitment to future actions.

Validity tells if correct things were measured during the survey (Vehkalahti 2019, 41). In this research and survey, the researcher received the answers for developing internal communication. Because this survey was more of an online interview, instead of a questionnaire with numeral options, it could not be measured by numbers. That is why reliability, which tells how precisely things were measured (Vehkalahti 2019, 4), could not be applied here.

A link to an electronic questionnaire was sent to employees in December 2023 by email and was due January 2024. The reason for this long answering period was the upcoming holidays and busy month and year-end in the finance unit. Total recipients were 19, excluding the CFO and researcher. The reason for this decision was that the CFO was not participating in this project and the researcher did not want to influence the insights in this situation, because it was not employer-directed mandatory action. This survey was implemented with SurveyMonkey a survey tool, the free version.

Questions were formed related to workshop discussions and formed research questions, and included sections identifying communication tools, sharing, and searching information, and developing the internal communication. Most of the questions were in open question form, for gathering exact insights and opinions from personnel, as figure 3 (Suhonen 2023) below shows.


3. Onko tarvittava tieto helposti saatavilla käytettäessä näitä työkaluja ja ohjelmia? 0

- Kyllä
- Ei
- Osittain

4. Jos ei, niin miksi tarvittava tieto ei ole helposti saatavilla? 0

5. Mistä lähteestä yleensä haet tietoa? 0

6. Kenelle jaat tietoa yleensä? 0

Figure 3 Most survey questions were open questions (Suhonen 2023)

The researcher did not want to rule out answers or narrow down the insights and develop ideas too much. Questions regarding tools used in daily work were in multiple-choice form because the company has only a few software in use for internal communication. Questions related to the search for information and whether respondents have the necessary knowledge and skills to use the software were given answer options yes, no, or partly. If the recipient felt that it was difficult to find information, they were asked to specify the answer.

3.4 Ethics During the Research

Research always follows good scientific practice, which means that the questions and objectives, data collection and processing, and the presentation of the results in the research do not offend the target group or scientific community. (Vilkka 2007, 90.)

The purpose of scientific research is to produce qualified and precise information, but simultaneously follow the laws and rules of the privacy policy (Kuula 2006, 15). It was clear from the beginning of this research that it would be entirely anonymous. Also answering the survey was voluntary and anonymous. No personal data or information that could be used to identify a person had to be collected in this research.

Because in the workshop all team leaders were present, it might affect answers and willingness to discuss openly about grievances. The questionnaire allowed answering anonymously and might increase honesty, and respondents had more time to think about the questions. Although discussions in the group may create more solutions and give a wider perspective, these types of matters might be personal, and that's why group work can create pressure.

Studying behavior in a small group of people who are working closely daily, needs to have a clear description of the research purpose and how the gathered data will be collected, handled, and saved. It is important to let the participants know the purpose of the research, and how the data is collected saved, and used (Kuula 2011, 233.) At the beginning of the workshop, it was announced that the answers were written down and used for development purposes. All the answers were on paper and anonymous. These papers were collected and saved by one team leader. One participant was responsible for taking notes, so this research is based on that memo.

The questionnaire was sent by email. The message contained a link to the online questionnaire, which did not require filling in any personal information. Answers could not be connected to any person and the online format gave a possibility to specifically anonymize the answers. There was no need for questions to be asked about job titles or participants' age or gender because this survey was only for an exact group inside the organization. All the recipients answered the same questions in the same order to keep the survey as objective as possible (Vilkka 2007, 28).

From the beginning of this research, it was clear and agreed with the target company, that this research will be anonymized, due to the company's strict code of conduct. This was to avoid any breach of a confidentiality agreement with the researcher and the company. All the results and background material have been presented with honesty and following the laws and guidelines, considering all parties

3.5 Material Management

Collected data and material does not contain any personal information. For this research, there was no need to gather specific information on gender, age, or other personal aspects. Answers from the survey were gathered anonymously and cannot be connected to any person. Insights and suggestions from the workshop were collected on a team level, not by any specific person. Research material was gathered from online publications, including articles and e-books, printed material, published books, and from target company's material.

All the collected data was saved as a Word document or Excel sheet in Google Drive, owned by the researcher. To access this data, the researcher needed to sign in with strong authentication. For the survey results, the data was collected by the SurveyMonkey survey tool, which inquires a sign-in. Only the researcher was able to access these data storages.

This collected data will be shared with the principal after modification, as a part of the results of this research. After this project, the answers in SurveyMonkey were deleted permanently. Data saved in Google Drive, Word documents, and Excel sheets, was overwritten to ensure that the information was deleted properly.

SurveyMonkey provided graphics of the answers and open questions answers were available for collecting deeper information. The most useful parts of this survey were the freely written answers concerning how these communication tools are being used.

4 Local Unit and Current Situation

This chapter will go through the target organization and the research problem. The used data collection methods, workshop, and survey will be examined here. The finance business unit consists of 21 experts and consists of a business unit leader, team leaders, and employees. The business unit is structured in teams, as shown in figure 4 below. This is the current figure, and it includes names under every title, but these are classified information and have been anonymized at the customer's request.

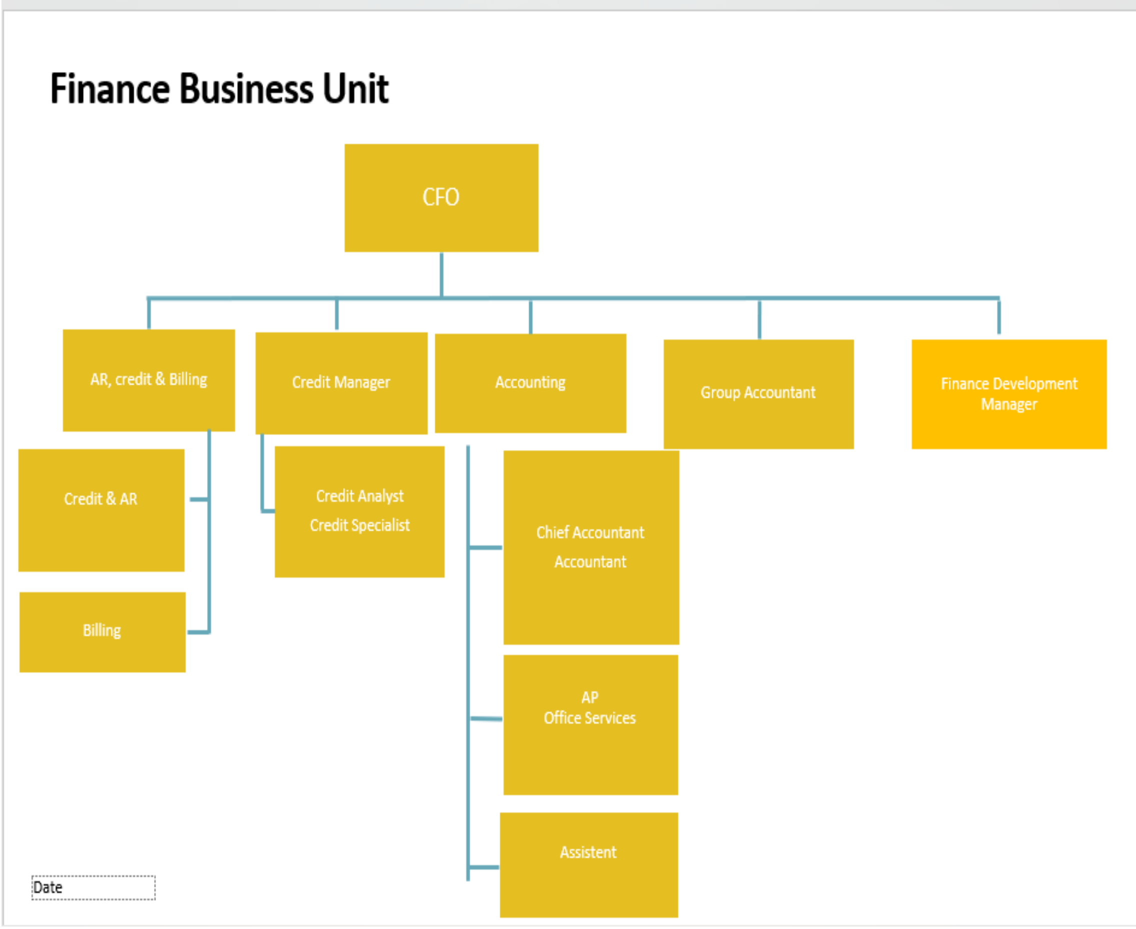


Figure 4 Local unit structure (accordingly company's internal publication, 2023)

As there are many different communication tools, employees feel sometimes overwhelmed and confused when sharing and searching information. All these channels are used randomly and with no unified guidelines. Personnel sometimes have an unclear target group for the message, or they do not know which information applies to whom. All the tasks of every team affect the other team's work. So, it is important to guarantee a flexible and fast flow of information.

4.1 Research Problem and Question

The concern of internal communication is raised among employees. It was unclear which channels should be used and who are the relevant recipients of different information. The company has several channels in use and not all information is related to all. Employees wanted to avoid irrelevant information sharing and an overload of messages received and sent.

As Kananen (2009, 30) writes, action research needs to have a development target and naming it. Also, it is important to define to exact problem. In this research, it was relatively clear what the problem was—unclear internal communication, which confused employees. To narrow down the core problem researcher needed to adjust the research to the given timeframe and resources. Employees and team leaders needed a solution in a short time to ensure that communication was efficient and time-saving.

The researcher formed questions to define the problem. These questions are shown in figure 5.

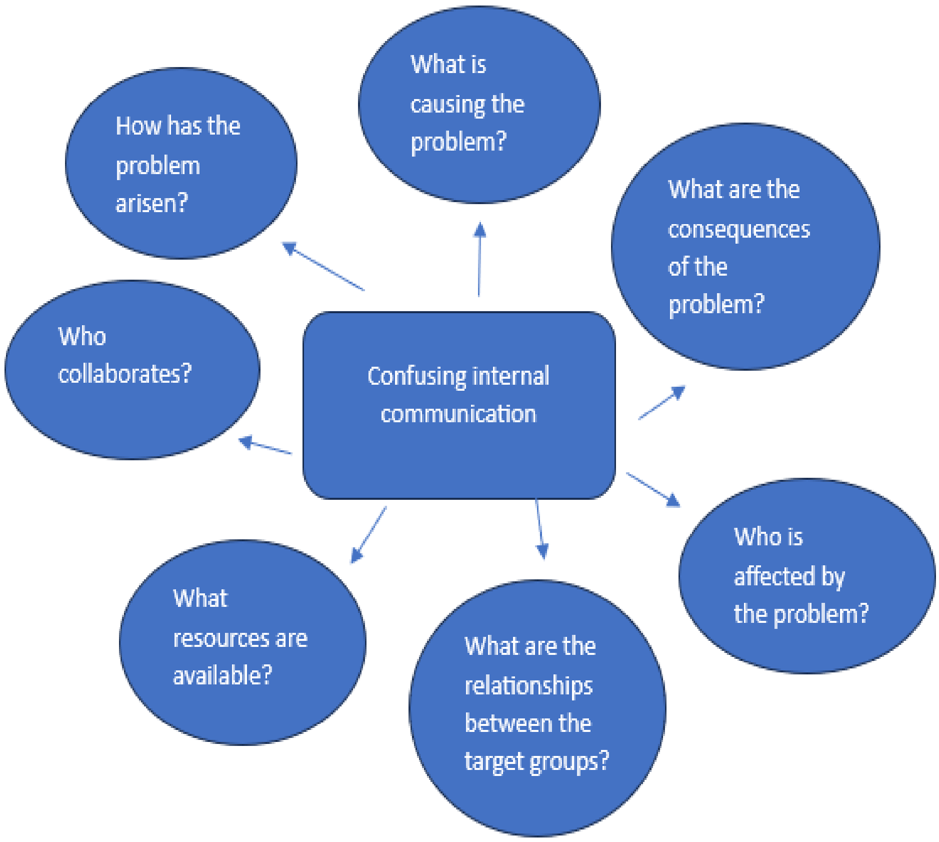


Figure 5 Forming research questions (accordingly Stringer 2007, 109)

The core problem was confusing and unstructured internal communication. That led to a series of questions. Answers to these questions came from the researcher's daily work and observing colleagues' concerns in a workshop held in November 2023. A survey was sent to personnel in which they were asked to also answer these questions. We will dive deeper into these later in this paper.

As a solution, the researcher formed three main questions:

- Who should be informed and in which channel?
- Which information should be shared with whom?
- Are there any guidelines created or available for internal communication?

From these questions, we can see clear action points, as they should be in action research (Kananen 2009, 38). The questions remained as formed at the beginning of the research.

4.2 Sharing Knowledge and Skills – workshop

Workshops are a way to gather personnel together and let the ideas flow. A workshop is a time and space where the aim is to engage the personnel to think about how to improve their daily work (Vision Factory 2023). A workshop is a way to develop targeted matters together with personnel, customers, or other stakeholders, and understand the problem or create a wanted solution (Saku 2023).

The typical challenges for organizing a meaningful workshop are according to Grape People (2023):

- The participants are not present and committed to the workshop work.
- Wrong questions or problems are solved in the workshop.
- Joint decisions cannot be made in the workshop.
- Participants do not give comments easily.
- The loudest ones take the attention, but the majority are not involved.
- The group loses focus and eventually no one knows what was decided.
- It is not certain whether everyone is committed to the results of the workshop.
- Participants do not keep up with the process.

To ensure that the time spent on this workshop is as efficient as possible, there are some guidelines to follow. It is important to know the participants well enough to understand the dynamics of the group (Monthan 2023). In this case, the facilitators, team leaders, and personnel have worked together for a longer period.

The topic of the workshop was “sharing knowledge and skills” which was quite broad but informative enough. The underlying dissatisfaction and problem were identified on some level, but the purpose was to define these together and find a solution that satisfies everyone and makes daily work efficient.

To ensure that decisions are made, the goal was to pick up two or three issues to be developed. This is a clear goal that can be measured (Monthan 2023) and this way the topics are a mutual decision of the group, and everyone is committed to taking a part in development and implementation.

To engage personnel in development work, the facilitators divided participants into groups. The groups were given a short period to freely discuss the topics. Since the participants worked closely with each other daily, the discussion was open and fluid. The facilitators were attending as group members and that way none felt that someone was watching or judging their comments. This ensured a trustful and fruitful discussion.

All groups were handed out pen and paper so that even the quiet or shy ones were able to commit to this task. One could write down their thoughts if felt that they did not have a chance to comment. Some of the groups had one person to take all the notes of the discussion and in other groups, everyone wrote down something in their turn.

The discussion parts were divided into short periods to ensure full focus on the task. First were given the guidelines and general information about the topic. The first group discussion was given 20 minutes and another 20 minutes to share the findings. The workshop then had a short break to get some refreshments and relax. The second discussion was given 15 minutes, and the final sharing of the conclusions and suggestions was given five minutes per group. All suggestions were written down to be gathered for later use.

The latter commitment of each participant is difficult to forecast. However, this workshop aimed to engage participants in the early parts of the process and raise interest in the topic. The chances are that implementation and engagement are greater later with this method. The other point is that these issues were raised by the personnel before the workshop was planned.

The workshop was structured beforehand, and the steps were communicated to the participants in written format. The researcher informed the participants of the progress of the research monthly as well as in the finance business unit's informal meetings.

Financial department team leaders designed and organized a two-hour workshop for employees and team leaders. 20 people were invited and 18 were able to participate. Everyone received pre-assignment by email. Pre-assignment consisted of the following questions:

1. What is in your opinion working well and what areas should be improved?
2. Is it clear to you what information and knowledge you should share and in which circumstances?
3. Is it clear to you to whom you should share the information?

4. Is it clear to you which channel should be used to share information?
5. Are there any other issues that should be raised?

These questions were a base for upcoming discussions and were not answered in writing beforehand, but these were the topics to answer in group discussions.

Participants were divided into groups beforehand and made decisions by team leaders. The purpose was to mix employees from different teams that they are not working in daily. This enables manifold ideation and view for internal communication in the current situation.

First, the participants went through this PowerPoint presentation of general information about communication.

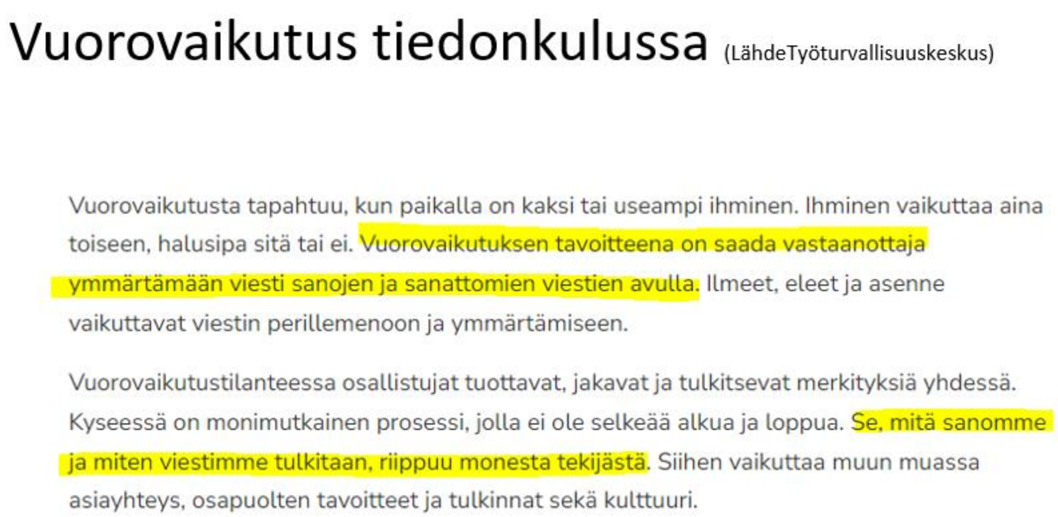


Figure 6 General information of communication principals (The Centre for Occupational Safety 2023

This slide, figure 6, is translated into English from the website of The Centre for Occupational Safety below.

> Interaction occurs when two or more people are present. A person always influences another, whether he wants it or not. The goal of the interaction is to make the recipient understand the message using words and non-verbal messages. Facial expressions, gestures, and attitudes affect the delivery and understanding of the message. (The Centre for Occupational Safety 2023.)

In an interaction situation, participants produce, share, and interpret meaning together. It is a complex process with no clear beginning and end. What we say and how our messages are interpreted depends on many factors. It is influenced by, among other things, the context, the parties' goals and interpretations, and culture." (The Centre for Occupational Safety, 2023.) The highlighted sentences in figure 6 emphasize the importance of being understood, and what and how we communicate depends on a variety of factors.

Principles for good communication are according to The Centre for Occupational Safety (2023):

- listening
- presence
- interest
- empathy
- ability and desire to cooperate
- consistency
- support
- giving space
- Preventing good communication
- prejudice
- biases
- generalizing or judging
- avoiding responsibility
- lack of interest
- rush

The final instruction was to concentrate on the nearest work community and develop that community in question. The aim is to build a communication matrix, consisting of answers accordingly to figure 7:

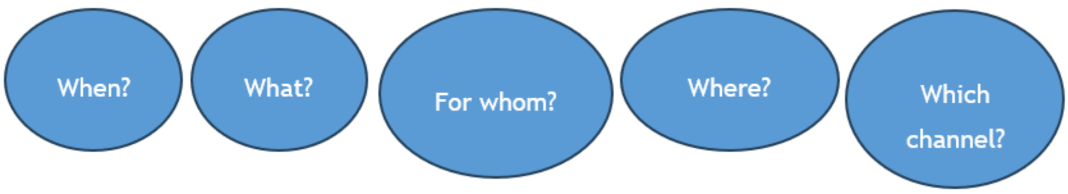


Figure 7 Questions to be considered and answered in the workshop

First, this will be implemented for the finance department in Finland and later expand this matrix to other business units and finally to other countries' offices and business units.

4.2.1 Group Work Part One

Groups were given 20 minutes to discuss freely given topics and write down notes. Then all groups had five minutes to present their point of view. The following table 3 shows group findings.

Table 3 First group discussion results

Group A	Group B	Group C	Group D	Group E
Dividing different topics in different channels in MS Teams, under each held meeting discussion area.	Taking and sharing notes at the joint financial department monthly meeting or some topics shared beforehand. A lot of information on topics which one does not have acknowledgment and the target group of this information should be defined and announced.	The month-end meetings are good.	Monthly Town Halls are great.	The organization matrix should be updated. Adding some brief information on each employee's range of responsibilities. Instructions on where to ask for help or information.
In joint financial department monthly meetings people share a lot of information using strange professional terms. No notes from these meetings at all.	Disagrees with group A on using MS Teams meeting discussion channels to share information afterward. It is difficult to find the relevant information from there.	The course for monthly joint finance department meetings is getting better because the content is more condensed. These meetings should use more vernacular terms. When a new project is being introduced, the	Notes from team meetings (implemented among credit and account receivable teams) are a great way to share information with people who are absent for some reason.	MS Teams channel for monthly end meetings is great and has a lot of relevant and informative information.

		assumption is that everyone is familiar with the topic or the project on some level.		
The right person must answer your question so that in the future you will immediately know who to reach out to. Redirect the question to the right person.	The positive is that in general communication works well, people are not afraid to ask a colleague, and searching for information works well. The general attitude encourages us to communicate.	Weekly bulletin.	Department-specific job descriptions are not always up-to-date and how they work.	From time to time the email is shared in a too narrow distribution.
Work instructions should be updated.	Sometimes it is hard to redirect questions to the right recipient because the competence outside your team is not quite enough.	Monthly casual financial meeting is a good place to share information and other informal meetings are also welcome.	Stakeholders are not always clear. E.g., internal change negotiations - who is affected and how.	Clarification on sharing one's acknowledgment principles. What to share and to whom?
	Weekly information letter.	Clarifying information and message recipients and stakeholder groups.	Work instructions should be updated.	Everyday grapevines are not the best way to share important information.
		Communication style: it is important to take another look at your message before you send it. Especially email messages might sound harsh to someone	If someone receives relevant information, it should be shared with all whom it concerns.	Most of the time it is clear how to and what information to share, and who is responsible in which area inside one's team. Other teams

		if not formed appropriately.		might not know how each team works.
		Hallway monitors could show some relevant topics and information.	Many communication channels. Clarification for these.	Suggesting better structure in OneDrive and SharePoint.
				Everyone should have access to work instructions.

As the results show in table 3, all the groups had similar views and opinions on what works well and what are the development targets. Although all conversations were held among inside groups, many topics raised were similar. Internal communication is considered working, but the identified problem lies in communication channels and the lack of knowledge of to whom information should be shared to

4.2.2 Group Work Part Two

Groups were rearranged by shuffling participants into new groups. Each group's task was to pick two to three topics that they think are important and should be improved and developed. Groups were given 20 minutes to discuss and then five minutes to present their top three topics. At this table 4 below are the topics that are raised.

Table 4 Topics for improvement and development after the second discussion

Group E	**Group D**	**Group C**	**Group B**	**Group A**
Financial departments work on task updating.	Clear work instructions for all to see in one place.	Organization matrix update.	Updating and sharing work tasks and areas of responsibility.	Nothing to add.
Communication channels.	Communication channels should be	Work instruction update.	Monthly joint financial department	

	clear and consistent. Congruent channels for the financial department.		meeting notes and a channel for sharing. Also, in clear language and terms.	
Notes from the joint monthly financial department meetings.	Organization matrix update.	Breakfast club (informal meeting)	Clarification on communication channels.	
	Business units and teams could introduce themselves at SharePoint or intranet.	Joint team meeting regularly including all teams from the financial department ("mega team meeting")		

Group A's contribution cannot be considered here because the group's answer was only "nothing to add". The work instruction sharing was mentioned in four groups out of five. The reason for not taking this problem as an action point was that this would be a mandatory process for all teams and business units in the whole organization in the year 2024.

Clear communication channels were raised in three groups. In the discussions, it was an important part of the problem, and the researcher identified it as a core problem of confusing and misunderstood communication in the business unit. This was raised as a research topic. As related to this, the organization matrix will be updated, in a separate project. This was later raised as an organizational-level goal for 2024.

The third topic that was mentioned by the three groups was the monthly joint meeting. This meeting goes by the name "current affairs". The structure of the meeting was time-consuming and incoherent. No one has any memos from that meeting and at the next meeting, not all can remember what the last meeting's topics were.

4.3 Results and Action Points

As the next steps to be taken, the individuals voted on the three most important topics of all the topics raised. These selected top 3 topics were changing the structure of the monthly joint meeting, defining the communication methods and tools, and updating the organization matrix.

Changing the structure of the monthly joint meeting means that only one person from the team will present the latest news and topics. One will be chosen to take notes which will be shared with all on a Teams channel, so the people absent can follow up. This also serves the purpose of searching for information after the meetings. This is a scheduled meeting, so this meeting is in the Teams calendar, and for that, there is also a Teams channel.

Under each channel is possible to open a conversation or ask more questions to clarify discussed topics. Meeting notes and other possible documents or PowerPoint presentations can be saved in the files section. This ensures that all the material and all topics discussed are available to everyone who is part of this business unit. It is everybody's responsibility to participate in turns to take notes. Usually, it is the team leader who presents the team topics. This monthly meeting is mandatory for all to participate, in person or online.

For an informal meeting, it was suggested to have a short breakfast meeting once a month. Every team provides breakfast for other teams in their turn. This is a place to catch up with colleagues and share some informal and light knowledge and information. On the other hand, these kinds of meetings have been an initiator for larger development projects, such as this research. The discussion flows freely on various topics and many people may have similar opinions or views on the problem.

4.3.1 Local Finance Business Unit Matrix

The purpose of the organization matrix update is to clarify the structure of the financial department. As shown at the beginning of this chapter, in figure 4 the matrix contains a team and title. Especially for new employees, this might not give enough information when sharing or seeking information. This update will ensure efficient information sharing and communication with the right contact. The structure of the organization matrix will be simple but include a picture of an employee and a short introduction of main responsibilities in addition to the title, as described in figure 8 below.

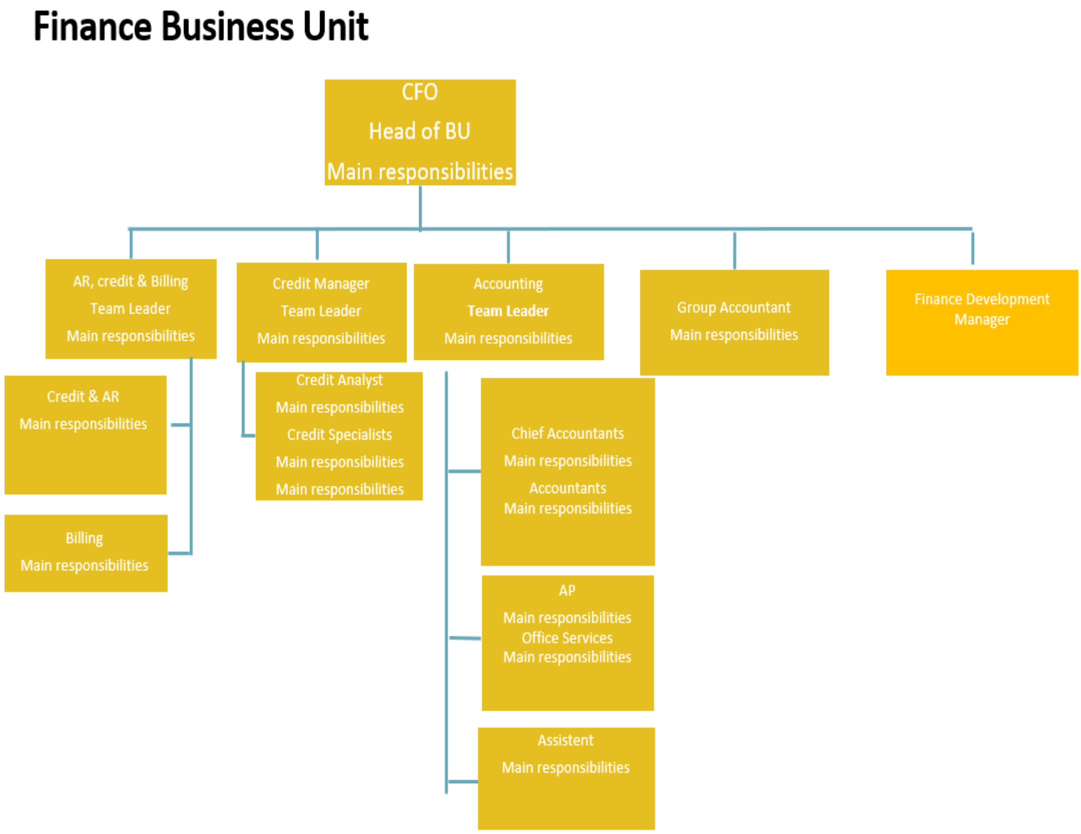


Figure 8 Updated local finance business unit organization matrix.

Small pictures of each will give a face behind the tasks and titles. As several other business units are working in the same building, this structure and matrix will help in searching for the right target group in communication. The aim is to expand this for the whole organization, after all, different business units cooperate in projects and need to share inevitable information. For this, the matrix should be located on an easy-access form and channel. Also, for future purposes, the matrix should be located on a channel that anyone from the organization can access. The aim is to expand this method for the whole organization and subsidiaries soon.

Three volunteers were selected to start this update project. The project team will use the already existing matrix and update missing information on the main level. Responsibility to update one's information and picture will be directed to everyone whom it concerns. The aim is that whenever one's responsibility or a team changes, the individual will update the relevant information. This will be a separate project during the spring of 2024 and will not be a part of this research.

4.3.2 Work Instructions

Many groups in the workshop wanted work instructions to be updated. That helps when covering someone's tasks or searching for the right contact person when sharing information. Some teams have already started this updating process earlier. This work is ongoing and is separated from this research. The work instructions and the organization matrix will be saved in a place easily accessible to all. This location will be decided as the project moves forward. The schedule planned for this is the year 2024.

4.4 Survey Results and Action Points

The survey invite was sent to 19 recipients in total. The answer rate was 53 % (10 out of 19). The researcher was expecting nearly all to answer, but this rate is quite good considering the timing of this survey. The answer period was quite long, three weeks, due to bank holidays, vacations, and the year-end financial responsibilities.

The first two questions were about the tools and software used in daily work and if there is a need to have some guidance for using them. The most used channel among respondents was Teams (80%), followed by email (70%), oral communication (50%), and phone calls (10 %), as shown in figure 9.

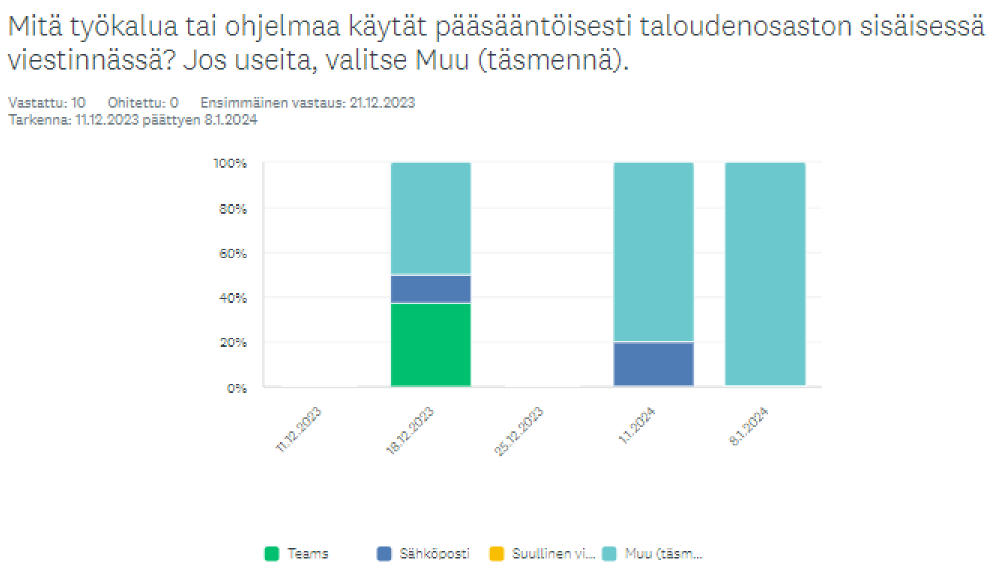


Figure 9 The most used channels in internal communication (Suhonen 2024)

The respondents use these channels parallel. The company has launched Teams during the COVID-19 pandemic, so it is quite new for employees. That might explain at least partially the answers to the next question, which was about the skills to use these tools. 40 % percent answered that they know how to use these channels efficiently and 60 % answered that they can use these channels efficiently partially, as shown in figure 10.

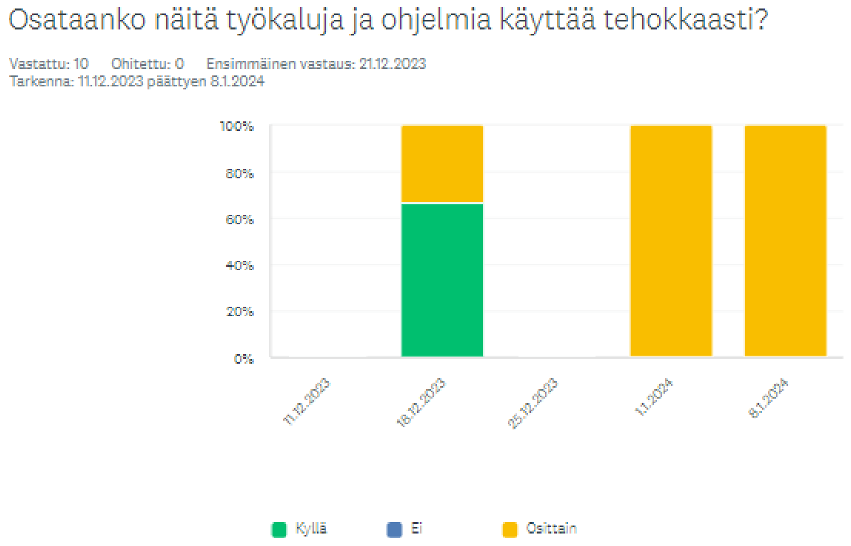


Figure 10 Are these tools used efficiently? (Suhonen 2024)

That points out that there is a need to map which tools and software are not yet inefficient in use and organize training for employees.

Then it was asked if the needed information is easy to find by using these tools and software, and if not, why. None of the respondents did specify why the information is not available easily, even though 40% of respondents felt that the information is easy to find, but 60 % answered that it is partially easy to find. These answer rates are shown in figure 11.

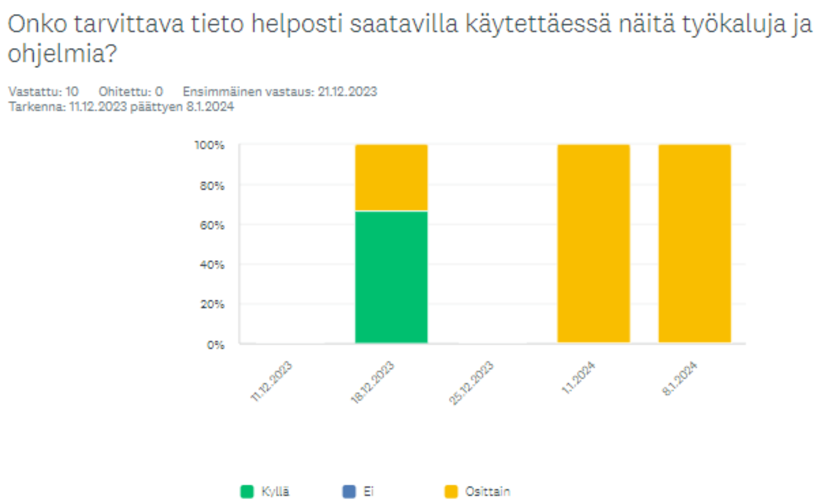


Figure 11 Is the relevant information easy to reach? (Suhonen 2024)

These questions had an opportunity to specify the answer. The main reason for not finding information efficiently was the lack of unified guidelines or practices. The shared information is saved on several different locations and the number of messages in email and Teams was exhausting. Some respondents felt also that the Teams included a lot of irrelevant information which caused difficulty in finding the information searched. The oral communication was acknowledged to be fast but easy to forget the received information. None answered though that they are unable to find information at all.

When asked what the primary place is to search for information, the response rate was even. Teams (30 %), email (30%), internal intranet (20%), Google (20%), and asking directly from colleagues (10 %) were answered. For internal information Teams, email and intranet are logical and recommended places for searching for information, but Google might be used for other topics. People are using a lot of Teams despite they are not all entirely sure how to use it efficiently.

The seventh question was about what kind of information, in which situations, and which tools are used to share information and knowledge. The answers were quite broad, but mostly the information is shared with colleagues, inside their team or who is considered to need that information. These answers show that there is a lack of guidelines and uncertainty about the possible receivers of certain information. The organization matrix could be helpful with this, to show the roles and responsibilities. It is then easy to choose the correct persons to send information to.

The information and knowledge are shared when there occurs software or work instruction updates. Also, the situations when guidance is needed, or the own work task changes and will affect other people's work processes. The shared information and knowledge are given immediately in meetings or orally to team colleagues. The most used channel for sharing the information was email (100 %) followed by Teams (80 %). These channels are being used in parallel.

Some are sharing every possible thing for a broad distribution to ensure that nothing is left out. This will increase the number of emails and the anxiety when trying to find the needed and relevant information. It would be more beneficial to consider more carefully whom to share and what information. Erikson 2019, 275.)

As for the last question, the participants were asked their insights on how they would improve internal communication. The most frequently answered topic was the need for unified guidelines for sharing and saving information and documents. Also, the overall information sharing was experienced to be problematic and narrow. There was a feeling that some people keep the important information to themselves and that would cause problems in a workflow. Another thing related to this was everyone is responsible for taking a moment to think about how and to who's work their tasks will affect.

The researcher noticed after the survey that the form could have been constructed in a better way, to receive numerical material for analyzing the answers. Also, in some questions, it would have been clearer to give the option to select multiple options and optional comments. However, this survey gave the necessary answers and insight for creating the guidelines for internal communication.

4.5 Communication Guidelines

From the workshop discussions and insights, and after the survey findings, the researcher created the communication guidelines. These guidelines are kept short in purpose, to ensure they are easy to understand, remember and execute. As Wiio (1992, 179) explains, there are different types of people, and they process communication and tools related to it differently. Some are progressive and curious to explore and test new methods and tools while others take more time. Too complex and long texts and rules might be forgotten if read at all. The guidelines were presented to personnel of the finance business unit in a joint monthly meeting. Feedback was gathered right after the presentation in oral. The researcher took notes of the comments.

These guidelines have already been implemented in some parts of accounts receivable and the credit teams for some time. These two teams gave good feedback on these methods. The guidelines are clear, information is easy to share and find and these action points are easy to remember and follow. That is the reason for using these already existing guidelines for the whole finance business unit, with some modifications.

4.5.1 The Guidelines for Internal Communication

First, it was ruled that the informant had the responsibility to share the information with the whole team in the chosen channel. The whole team is the informant, as someone possessing critical or inevitable knowledge, is responsible for sharing it. It is important that information sharing is not only oral informal, or chain communication, which might change its form or content and eventually disappear.

Second, important, and high-priority information needs to be shared as quickly as possible. These topics usually relate to daily work and might have a significant impact on some team's work routines. For example, in an email, the exclamation mark can be used to mark the message as important.

To gather information, it is recommended to take notes at each meeting. It can be a team meeting or a business unit meeting. The discussed topics can then be found later, and it is possible to check the responsibilities and set actions. The recommended channel for the notes is Teams. Every team has its channel, and it is possible to use OneNote or upload documents. There is also a business unit's shared channel to which everyone has access. The monthly joint meeting notes should be saved there. This requires that in every meeting there will be someone responsible for taking those notes. In the accounts receivable and credit team, they have set up that each team member takes turns taking notes. Every team can decide the best practice for themselves.

Some insufficient and general questions for all team members can be shared on the team channel. This way the question can be answered by whoever has the knowledge and at the same time others can learn too. Some smaller or more detailed questions are good to send in the chat channel directly to the person responsible or who knows.

For the broader sharing of information and messages, should be used email. In Outlook is possible to address messages for the whole organization or whole business units, depending on the matter. Generally, everyone is responsible for reading their emails. This is also the right channel to share information and knowledge on behalf of the whole team. Before sending an email, it is good to take a closer look at the content and, as importantly, how the text sounds. Is it rude or commanding? Does the message itself be consistent and easy to understand? (HY+ 2023.)

From all these notes and discussions in Teams, it is easy to follow up on the most important information for example after a vacation or a leave. All recent and important topics are grouped under dated and accurately named sections. These short notes guide the person to search for more in-depth information in e-mail, intranet, or Teams attachments. It is also possible to create and pin group chats in Teams. A suggestion was to create a topical channel for short news under the finance business unit Teams channel.

The last point was about oral communication. This method is used in priority in daily interaction. This works well in the repetition of topics already introduced. What is discussed in a meeting should be written down and the document should be saved in a proper and agreed place.

Added to all these suggestions is that when receiving an urgent message, it is good practice to notify the sender that you have received the message, excluding e.g., group email. Whenever there is a need to clarify the content or ask for more information, it is done by sending that question to everyone.

4.5.2 Feedback and Adjustment

After presenting these guidelines in a monthly finance business unit meeting, feedback was gathered immediately orally. According to this feedback, slight adjustments were made to this guideline.

In the future, every team will fill in Teams on ready-made PowerPoint base important topics before this monthly meeting. This will ensure that the meeting is efficient will include only valid information and will follow the agenda. Also, all the possible presentations will be saved in Teams, so that everyone can return to topics and presentations afterwards.

One important reminder raised concerning email was that it is important to think carefully about the email content because it is relatively easy to share and forward messages to anyone. Sometimes some messages can be forwarded outside the organization by mistake. Here lies a security breach possibility. Outlook email gives a possibility to restrict recipients which might be a useful function.

On the other hand, it is relatively easy to search for information on email software, though messages received by email are high. The search function can be used by sender name, topic, or content. Also, the information including attachments will be saved securely, because Outlook saves messages on the cloud, too.

In urgent cases, it is best practice to contact the right person and go through the matter in discussion. Afterward, a memo can be shared with relevant recipients.

5 Leading Transformational Change

A modern organization needs to pay attention to how to manage change and transform themselves. The key factors to success in change are will, skill, rigor, and scope. Fostering understanding and role modeling are important parts of a company's will to lead successfully transformational change. People need to know the reason for the change. In this research, the purpose of change was clear for employees, as the initiative came originally from them. The team leaders are the ones who will lead the example on the implementation of new ways of work. (Krishnan, Rainone, Silverman & Skerritt 2023.)

To lead a successful change, all employees need to have all the necessary skills to execute the changes (Krishnan et al. 2023). The survey and the workshop included a question about the need for skill improvement with communication tools used in the company. Another aspect of the survey was to give employees the possibility to use their skills and influence throughout this change.

Leading a change successfully, it is suggested that leaders should be seen as a practice including situated, relational, and dialogic methods from psychology and other sciences. As indicated by Rossi (2019, 165-167) in a conflict, a group's or individual's different experience and understanding of a situation, it is important to discuss it with the people to solve it and create mutual understanding.

Bazerman and Moore (2002, 3) explain Kahneman's (2003) theory of different ways of thinking. Leaders should study their decision-making practices carefully, especially during a change. Most of our daily decisions are made fast, intuitively, and almost automatically, (system 1 thinking) while bigger and more important decisions are made with system 2 thinking, which is slower and uses logic.

On the employee side this could mean, related to this research, that changing a communication channel to other than used to, may concern some people. The first feeling might be that it is too much to learn and remember, on top of daily work, something new, especially when development progress in this company is continuous and fast-paced. Understanding the purpose of this change, saving time, and making the communication clearer, should be presented in a way that supports groups' and individuals' decision-making. Acknowledging some of the common decision-making heuristics, team leaders can guide, or nudge, people to wanted solutions. In this research, the solution was presented based on the group's insights, so the focus should be on nudging people to implement the guidelines.

To succeed in rigor, planned and suggested changes must be implemented at a fast pace (Krishnan et al. 2023). The workshop was held in November 2023 and the presentation of communication guidelines was presented in January 2024. In this case, it was done fast so that the topic would not be forgotten. The actual implementation is a continuous process and will take time, with all the possible adjustments included. The pace of implementation depends on each team and the team leaders. Are the team leaders willing to adopt these guidelines in daily work and how they will lead the group? In this change process, the effort from team leaders is to plan the change and exert influence over people participating in the process (Rothwell, Stavros & Sullivan, R. 2009, 14).

Organizational development is a long-range process. The aim is to make changes from a deep, complex, and long-lasting perspective. Also, the management needs to approve and support the change. (Rothwell et al. 2009, 14.) The target company's CFO is not participating in the development process but supporting it and this research.

Aiming to improve a broader scope may lead to success in transformational change (Krishnan et al. 2023). The scope of this target company is wider than just this research target group. The aim is to expand congruent guidelines for the whole organization. This research works as an ignition and test environment for that.

A part of this change process is a plan. Despite the lack of a communication plan in the company, employees may have a good communication culture. However, the problem comes to daylight often, when someone is on leave, on vacation, or has left the company. Where to search for the required information then? How to ensure that the knowledge does not disappear and consume time for rediscovering something that has been already in practice? (Juholin 2022, 107.)

We all have internal conflicts. As Bazerman & Moore (2002, 105-107) describe, these conflicts usually have two sides: something that we want to do or should do. If people are presented with options one by one, they usually end up with the "want" self-decision. But when offering multiple choices at once, people tend to listen to the "should" self. With this context, it was beneficial to present communication guidelines ready with divided sections for each channel and include some options to use.

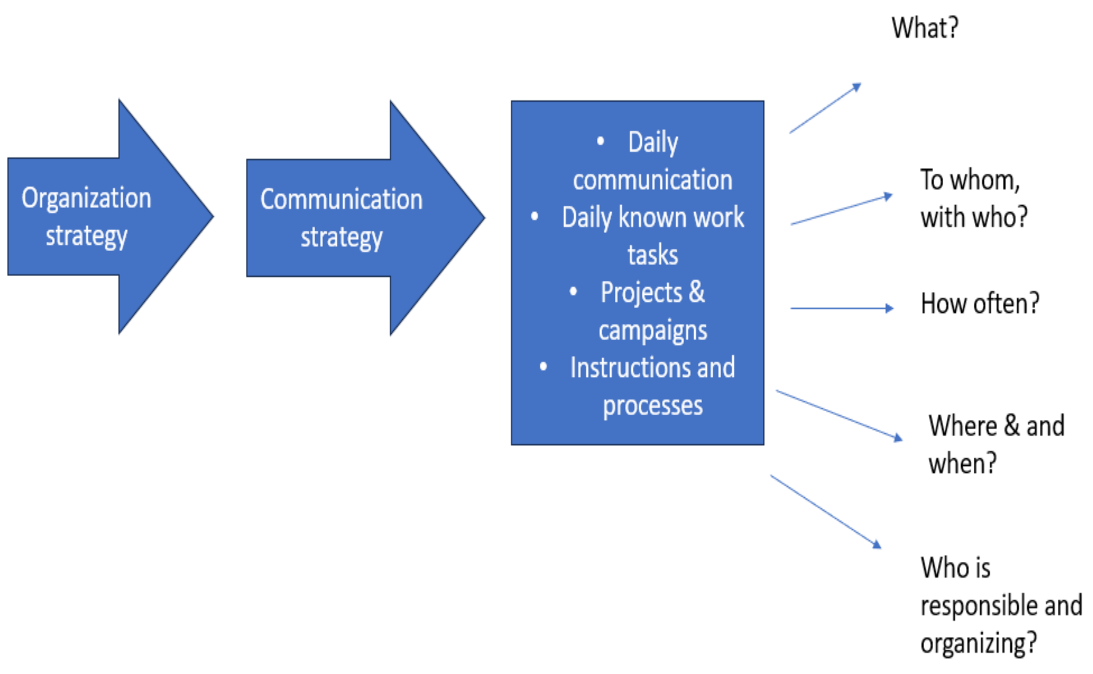


Figure 12 A classic plan for communication (accordingly Juholin 2022, 109)

Figure 12 shows the basis of planning and structure of communication (Juholin 2022, 109). For a leading change in communications, this simple model may give a clear vision of what to research and where the problem points. What are the most critical phases when planning the change?

Communicating on projects includes evaluating who needs to know about the content and its effects. Who should be included in the conversation and who needs to know the progress? As

Juholin (2022, 117) presents, the communication should be planned to answer shortly what is the purpose and result of the project, who's work will this affect and what is the schedule.

Daily communication includes face-to-face conversations, meetings, and instant messaging (Juholin 2022, 113). The target company emphasizes the meaning of face-to-face meetings, because of effective development progress. Some minor information can be discussed online via calls or Teams meetings. But in reality, some employees work remotely for different reasons from time to time. That's why being present online in whatever meeting is better than not participating at all.

Campaigns occur in periodic phases, and these are planned to last for a certain period (Juholin 2022, 120). Informing on these campaigns is important in the financial business unit because especially campaigns related to sales will have an impact on finance. Employees are inevitably prepared for possible extra work or a new product launch.

The guideline, for who is responsible for what is, that whoever organizes a meeting or is responsible for a project, will share the information. On daily communication or in urgent matters, all employees are in a responsible role. For the work tasks, the update project was established, to avoid information from disappearing, and ensure that daily tasks and work can be done fluently.

How to engage employees in implementing the guidelines when the effort taken to develop this seems hard? For here the answer could be that the survey was volunteer, and the workshop was mandatory. It is easy to choose not to answer if it is not a must. Even though some might have important and brilliant insights. Hallsworth, Halpern, Algate, Gallagher, Nguyen, Ruda & Reinhard (2014) point out in their article on using EAST, that people tend to stick with defaults. In this case that could mean that all these efforts and actions to create structured communication are a mandatory part of work.

But it might be tricky to achieve a true change. It might be difficult to define the responsibility areas. All team members have their unique work history and ways of working, which they will bring into their current workplace. However, people want to participate and be a part of a team and organization. It might be a long process to engage employees, but it is possible to get everyone interested in the process. (Erikson 2019, 269-271.) As Piha (2015, 24) mentions in her book, is inevitable to add communication which creates trust and action. Today trust is gained through equals and action made together.

When personnel participate in a development task, it helps the engagement in the implementation phase. For implementation, there needs to be a plan, which includes according to The Centre for Effective Services (2024) actions such as:

- assessing enablers and barriers
- developing a plan
- establishing an implementation team
- designing monitoring, evaluation, and feedback system
- staff training and support

The enablers were in this research enthusiastic people participating actively in the development tasks. Barriers may be people who are afraid of change or are lacking in information or skills. In this case, the implementation team is formed by team leaders. It is their responsibility to monitor, evaluate, and gather feedback on this change.

Monitoring can be executed daily, by following if the given instructions are being followed. Team leaders can remind personnel to take and share notes and memos of held meetings. Based on this monitoring team leaders can evaluate the efficiency of the new methods in use. Do the guidelines need to be adjusted or re-framed? After receiving feedback from end users, this process can be started again and create a better working solution if needed, or slightly adjust the irrelevant or poorly functioning sections. Feedback can be gathered orally when either centrally in a meeting or via email or Teams from the users.

By sharing the vision from the start, following up a strategy and plan, leading the change by example, listening to end users and possible problems, and communicating enough, team leaders can better engage personnel for the change (Bangasser 2014).

6 Conclusions

After implementing these new guidelines, it is beneficial to collect feedback from the users to understand how these are working in everyday work. Is there a need for some adjustment? Is some part irrelevant or not useful to use at all? The feedback can be collected via a new survey orally in the finance business unit joint meeting, or a team meeting.

As of January 2024, the organization’s premises had a renewal. The finance business unit teams were originally at different ends of the office floor. After renewal, the financial team as a whole unit, is located near each other. The future will tell, how this arrangement will affect internal communication. Will it increase face-to-face conversations? If so, will that create again a culture of communication where information is shared orally and eventually disappears? Or will it make communication more efficient because it is easier to figure out who might be the relevant recipient of shared information? It is known that when people are not seeing each other regularly, they will leave the people outside more easily. This is called the proximity bias and is often referred to in the relationship between manager and employee. An employee sitting close to the manager will be more favored than an employee sitting further away. (Urwin 2023.)

This research did answer the demand of having structured guidelines and unified rules of communication. Employees were confused about what channel to use for information sharing and or searching. These guidelines are easy to modify as the business unit develops and depend on how the employees implement these rules. It is possible to add more channels or more detailed information on how to use these channels, or on the contrary decrease the amount of the channels. Also, every team can adjust the document and memo sharing in the way they see it as the most beneficial and efficient.

The survey was not a success as per answer rate, but it still gave valuable information on what channels are mostly used, what information is being shared and searched, and what the main issues with internal communication. This research will work as a good base work and discussion opener when finding reasons why internal communication is not working optionally. By repeating this process and learning and adjusting actions, this model can be expanded for the whole organization.

However, the timing of the survey might be affected by the response rate. The year-end is the busiest time of the year for the business unit. However, the uniform answers gave a good path to follow and a starting point for creating the guidelines.

The proposal is to gather feedback and adjust the proposals to meet the needs of the financial unit. As for business unit teams, there could be organized another workshop, where each team can modify these guidelines to answer their needs best. The finance business unit needs to concentrate on structuring the internal communication together with the personnel. Improvement in documenting the verbal communication and ensuring that this information is also shared with appropriate recipients. The execution could be initiated by team leaders but involving the personnel in the planning would make the implementation and engagement more efficient.

Education for using the organization’s communication tools is beneficial because it will give more structure and efficient ways for daily work. This also concerns the documentation, storing, and sharing of the information. These insights could be useful for other organizations, with the modification and adjustment of each organization's structure.

6.1 Feedback from the Employer

The thesis supervisor from the company represented gave his feedback on this development suggestion.

“Valuable insight on how to develop communication skills. Especially, which tools should be used. Also, information in communication messages targets people. Why they are receiving certain information? We should decide how to categorize topics. Example important, team-specific, hurry, etc. Also, observe the “unformal” and “formal” communication. Not all discussions are meant to be “confirmed/shared/public”. But how to determine these categories to develop our internal communication skills and target higher competence.”

This feedback is constructive for developing and adjusting development suggestions in the future. This thesis gave insights and tools for constructing internal communication to be efficient and targeted.

6.2 Thesis Process and Own Learning

This research started with business units organizing workshops on sharing knowledge and skills. It quickly occurred that the main problem was in lack of communication guidelines. It was unclear to the personnel which communication channel should be used in which case. I suggested to our CFO to research this topic and together with my supervisor ideated to fit in the business unit’s goals. I saw this as a perfect opportunity for my thesis project.

This research will help my daily work as well since I’m a part of this business unit. I have already insights and experience in communicating with colleagues. My task in this process was to create, introduce, and partly implement these guidelines. The theory part of this research has been interesting, and I can use these learnings later in my work life.

The process was fast-paced, due to my interest in the topic and because I had a point of view and experience from several years with the target company. Attending to some parts of this research made me biased and that affected the results of this research.

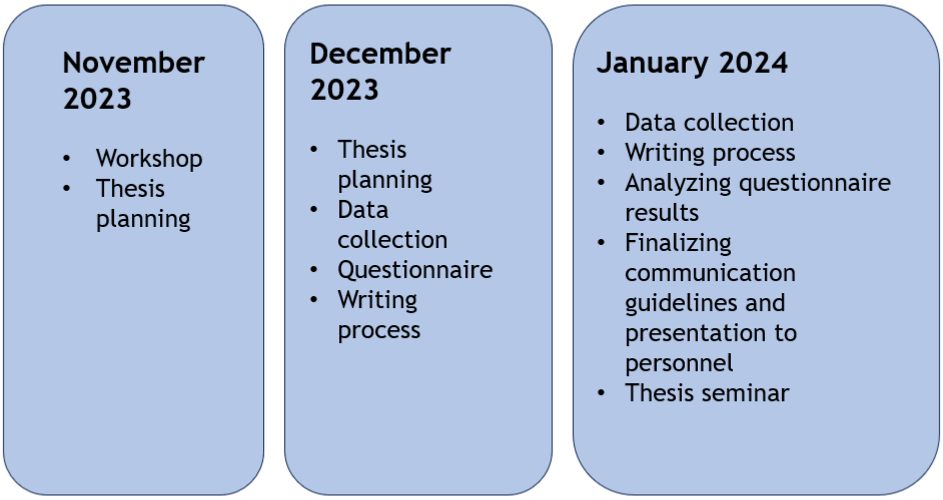


Figure 13 Progress of the research

As shown in figure 13 the planning phase started in November 2023 and continued with the data collection and writing process in December. As for the nature of this research, action research, the data collection was a continuous process.

The theory base is comprehensive and will benefit the target company. Created guidelines may be used as a base for future processes and implemented as such or modified for other business units and subsidiaries. The learning process of leading a change is interesting and unfortunately, the main responsibility is left to team leaders. As an expert I am participating in the process, implementing these guidelines in daily work, and suggesting methods and tools for the change.

The challenge with this thesis was to find time from the daily work of my colleagues to participate. It also took some time for the participants to talk freely and present the anomalies of the internal communication.

References

Bazerman, M., Moore, D 2022. Judgment in managerial decision making. 8th edition. Wiley.

Carrol, J. 2015. Effective project management for a smooth performance! 2nd edition. United Kingdom: In Easy Steps Limited.

Erikson, T. 2019. Kehnot pomot ympärilläni. 2nd edition. Atena kustannus Oy.

Hesse-Biber, S., Leavy, P. 2011. The practice of qualitative research. Second edition. London: Sage Publications.

Heikkinen, H. 2006. Toimintatutkimuksen lähtökohdat. In opus Heikkinen, H. L.T., Rovio E., Syrjälä, L. (editor). 2006. Toiminnasta tietoon: toimintatutkimuksen menetelmät ja lähestymistavat. Heikkinen, Hannu L.T; Rovio, Esa; Tynjälä, Päivi; Kakkori, Leena; Huttunen, Rauno; Tiihonen, Arto; Lautamatti, Liisa; Klemola, Ulla; Huovinen, Terhi; Syrjälä, Leena; Kontinen, Tiina; Häkkinen, Päivi; Kiilakoski, Tomi. Helsinki: Kansanvalistusseura 2006.

Heikkinen, H., Kaukko, M. (editor) 2023. Toimintatutkimus: käytännön opas. Tampere: Vastapaino.

Joki, M. 2021. Henkilöstöasiantuntijan käsikirja. 7th edition. Vantaa: Hansaprint.

Juholin, E. 2022.Communicare! Ota viestinnän ilmiöt ja strategiat haltuun. Turenki: Hansaprint Oy.

Kananen, J. 2008. KVALI: Kvalitatiivisen tutkimuksen teoria ja käytänteet. Jyväskylä: Tekijät & Jyväskylän ammattikorkeakoulu.

Kananen, J. 2009. Toimintatutkimus yritysten kehittämisessä. Jyväskylä: Tekijät & Jyväskylän ammattikorkeakoulu.

Korhonen, N., Rajala, R. 2011. Viestinnän prosessointi: koreografia kaaokselle. Helsinki: Talentum.

Kortetjärvi-Nurmi, S.; Kuronen, M. & Ollikainen, M. 2009. Yrityksen viestintä. Helsinki: Edita.

Kortetjärvi-Nurmi, S., Murtola, K. 2015. Areena: yritysviestinnän käsikirja. Helsinki: Edita.

Kortesuo, L., Patjas, L. 2014. Pillillä vai pasuunalla? Viestinnän käsikirja yrittäjille. Kirjapaino Jaarli.

Kuula, A. 2006. Tutkimusetiikka: aineistojen hankinta, käyttö ja säilytys. Jyväskylä: Vastapaino

Kuula, A. 2011. Tutkimusetiikka: aineistojen hankinta, käyttö ja säilytys. Tampere: Vastapaino.

Lehtinen, J. 1998. Visiosta luotaukseen: viestintä työyhteisön voimavarana. In opus Kivikuru, U., Kunelius, R. (editor). 1998. Viestinnän jäljillä: näkökulmia uuden ajan ilmiöön. Juva: WSOY.

Piha, K. 2015. Rytmihäiriö: tartu mahdollisuuksiin tai kuole. Helsinki: Talentum Pro.

Pirinen, H. 2023. Esihenkilö muutoksen johtajana. Helsinki: Alma Talent.

Portny, S. 2017.Project management for dummies. 5th edition. New Jersey: John Wiley & Sons Inc.

Puro, J., 1998. Yksilöiden välillä: keskinäisviestinnän tutkimus ja sen haasteita. In opus Kivikuru, U., Kunelius, R. (editor). 1998. Viestinnän jäljillä: näkökulmia uuden ajan ilmiöön. Juva: WSOY.

Rossi, P. 2019. Conflicts in leading and managing change: towards reflective practice. In opus Kangas, A. (editor), Kujala, J. (editor), Heikkinen, A. (editor), Lönnqvist, A. (editor), Laihonen, H.(editor), Bethwaite, J. (editor). Leading change in a complex world: transdisciplinary perspectives. Tampere: Tampere University Press.

Rothwell, W., Stavros, J., Sullivan, R. & Sullivan, A. 2009. Practicing Organization Development: A Guide for Leading Change. 3rd edition. Publisher: Center for Creative Leadership.

Stringer, E. 2007. Action Research. London: Sage Publications.

Syrjälä, L. 2006. Toimintatutkimuksen lähtökohdat. In opus Heikkinen, H., Rovio E., Syrjälä, L. (editor). 2006. Toiminnasta tietoon: toimintatutkimuksen menetelmät ja lähestymistavat. Heikkinen, Hannu L.T; Rovio, Esa; Tynjälä, Päivi; Kakkori, Leena; Huttunen, Rauno; Tiihonen, Arto; Lautamatti, Liisa; Klemola, Ulla; Huovinen, Terhi; Syrjälä, Leena; Kontinen, Tiina; Häkkinen, Päivi; Kiilakoski, Tomi. Helsinki: Kansanvalistusseura 2006.

Vehkalahti, K. 2014. Kyselytutkimuksen mittarit ja menetelmät. Helsinki: Finn Lectura.

Vilkka, H. 2007. Tutki ja mittaa: määrällisen tutkimuksen perusteet. Copyright Hanna Vilkka.

Wiio, O. 1992. Viestinnän tukimussuuntia. Helsinki: Yliopistopaino.

Åberg, L. 1998. Visiosta luotaukseen: viestintä työyhteisön voimavarana. In opus Kivikuru, U., Kunelius, R. (editor). 1998. Viestinnän jäljillä: näkökulmia uuden ajan ilmiöön. Juva: WSOY.

Electronic Publication

Bangasser, R. 2014. Five Ways to Engage Employees in Change: Change management is not change enforcement. To successfully manage a transition, leaders need to guide employees through it. Published on the SHRM website. Cited 10.1.2024. https://www.shrm.org/topics-tools/news/hr-magazine/five-ways-to-engage-employees-change

Bolarinwa, O. 2015. Principles and Methods of Validity and Reliability Testing of Questionnaires Used in Social and Health Science Researches. Published in Nigerian postgraduate medical journey Oct-Dec 2015 issue. https://journals.lww.com/npmj/fulltext/2015/22040/principles_and_methods_of_validity_and_reliability.1.aspx#:~:text=Reliability%20is%20an%20extent%20to,pertains%20to%20scores%20not%20people.

Cleary, A. 2023. Internal communications: 15 Effective Internal Communication Channels For Your Business. Cited 29.12.2023. Published in ContactMonkey website 30.11.2023. https://www.contactmonkey.com/blog/internal-communication-channels

Girardin, M. 2023. What is qualitative research? Methods and examples. Published 12.4.2023. Cited 22.12.2023. https://www.theforage.com/blog/skills/what-is-qualitative-research

Grape People. 2023. 8 keinoa työpajojen vetäjälle. Cited 23.12.2023. https://grape-people.fi/blogi/8-keinoa-tyopajojen-vetajalle/

Hagerlund, T., Kaukopuro-Klemetti, H. 2013. Työyhteisö viestii jotta olisi olemassa: kunta-alan työyhteisöviestinnän opas. Helsinki: Suomen Kuntaliitto. https://www.kuntaliitto.fi/julkaisut/2013/1565-tyoyhteiso-viestii-jotta-olisi-olemassa

Hallsworth, M., Halpern, D., Algate, F., Gallagher, R., Nguyen, S., Ruda, S. & Reinhard, J. (2014). EAST Four simple ways to apply behavioural insights. Behavioural Insight Team, London. https://www.bi.team/wp-content/uploads/2015/07/BIT-Publication-EAST_FA_WEB.pdf

Haugh, T. 2017. Nudging corporate compliance. Published in American Business Law Journal, volume 54, issue 4, 683-741. 26.11.2019. Cited 4.1.2024. https://papers.ssrn.com/sol3/Papers.cfm?abstract_id=3004074

HY+. 2023. Sisäinen viestintä: 10 perusohjetta johtajille ja esihenkilöille. Published 2019. https://hyplus.helsinki.fi/en/sisainen-viestinta-10-perusohjetta-johtajille-ja-esimiehille/

Krishnan, R., Rainone, N., Silverman, Z., Skerritt, D. 2023. Transformation and people & organizational performance practices: how to gain and sustain a competitive edge through transformation. Published for McKinsey & Company October 2023. Cited 29.12.2023. https://www.mckinsey.com/capabilities/transformation/our-insights/how-to-gain-and-sustain-a-competitive-edge-through-transformation

Microsoft. 2023a. Microsoft Outlook: Connect, organize, and get things done with free personal email and calendar. Cited 16.12.2023. https://www.microsoft.com/en-us/microsoft-365/outlook/email-and-calendar-software-microsoft-outlook

Microsoft. 2023b. The new Microsoft Teams is now generally available: Collaborate more effectively with faster, simpler, smarter, and more flexible Teams. Cited 16.12.2023. https://www.microsoft.com/EN-US/microsoft-teams/group-chat-software?icid=SSM_Search_MicrosoftTeams_CTA1

Microsoft. 2023c. SharePoint: Your mobile, intelligent intranet. Cited 16.12.2023. https://www.microsoft.com/en-us/microsoft-365/sharepoint/collaboration

Microsoft News Center. 2014. Tutkimus viestintävälineistä työpaikoilla: Viestinnän reaaliaikaisuus ja yhteisöllisyys lisääntymässä, elintärkeä sähköposti säilyttää asemansa. Cited 20.12.2023. https://news.microsoft.com/fi-fi/2014/06/02/tutkimus-viestintavalineista-tyopaikoilla-viestinnan-reaaliaikaisuus-ja-yhteisollisyys-lisaantymassa-elintarkea-sahkoposti-sailyttaa-asemansa/

Monthan, D. 2023. Miten onnistua työpajan fasilitoinnissa: 18 helppoa askelta menestykseen! Cited 23.12.2023. https://howspace.com/fi/blogi/miten-onnistua-tyopajan-fasilitoinnissa/

O´Brien. 1998. An Overview of the Methodological Approach of Action Research. Cited 20.12.2023. https://base.socioeco.org/docs/overview_of_action_research_methodology.pdf

QuestionPro. 2024. Observational Methods: Unveiling Insights in Action. Cited 4.1.2024. https://www.questionpro.com/blog/observational-methods/

Saku. 2023. Yhteiskehittämisen opas 2021. Cited 23.12.2023. https://www.puheet.com/blogi/yhteiskehittamisen-opas

Shakespeare, V. 2023. Market research strategies: Observation research. Fuel Cycle. Cited 22.12.2023. https://fuelcycle.com/blog/the-3-most-common-observation-research-methods/#:~:text=Observation%20research%20is%20a%20qualitative,of%20participation%20in%20the%20study

Slotosch, A. 2022. Top 10 internal communication issues in business. Published 22.12.2022. https://www.beekeeper.io/blog/5-signs-company-internal-communication-problem/

Spencer, C. Porath, S. Thiele, J. & Morgan, J. 2023. 5 Collecting Data in Your Classroom. Published in Center for the advancement of digital scholarship. Cited 18.12.2023. https://kstate-libraries.pressbooks.pub/gradactionresearch/chapter/chapt5/The Centre for Effrective Services (CES). 2024. Here we look at implementation stage by stage, and the outcomes or changes related specifically to the implementation process. Cited 10.1.2024. https://implementation.effectiveservices.org/overview/implementation-stages

The Centre for Occupational Safety. Vuorovaikutustaidot. 2023. Cited 16.12.2023. https://ttk.fi/tyoturvallisuus/tyoyhteiso/vuorovaikutustaidot/

Työpajat & fasilitointi. 2023. Vision Factory. Cited 23.12.2023. https://visionfactory.fi/palvelumme/tyopajat-fasilitointi/

Wan, Christina & Abdullah, Nor Azura. (2023). Using CUBES strategy in a remote setting for primary mathematics word problems. Figure. Jurnal Elemen. 9. 132-152. 10.29408/jel.v9i1.6864. Cited 21.12.2023. https://www.researchgate.net/publication/366810242_Using_CUBES_strategy_in_a_remote_setting_for_primary_mathematics_word_problems#pf6

Urwin, M. 2023. What Is Proximity Bias? How Can Managers Prevent It? Published 11.10.2023. Cited 10.1.2024. https://builtin.com/people-management/proximity-bias

Unpublished

Suhonen, E. 2023. Taloudenosaston sisäisen viestinnän ja viestintätyökalujen kyselytutkimus. SurveyMonkey. The link to this survey was expired 15.1.2024, closed and classified webpage, requires signing in.

Figures

Tables

Appendices

Appendix 1: Workshop presentation material

Workshop aikataulu

- Klo 14.00 - 14.10 Alustus & aloitusryhmiin jakautuminen
- Klo 14.10 - 14.30 Ryhmätyö/keskustelu
- Klo 14.30 - 14.50 Ryhmätyön purku ryhmässä

- Klo 14.50 - 15.05 Tauko & virvokkeita

- Klo 15.05 - 15.20 Purkuryhmiin jakautuminen & ryhmäkeskustelu
- Klo 15.20 - 15.40 Ryhmät esittelevät nostonsa
- Klo 15.40 - 15.50 Lopetus & jatko

Aloitusryhmät

Ryhmä	A	B	C	D	E
	Credit	Credit	Credit	Team Leader Credit	Account Receivable
	Billing	Team Leader/ AR	Billing	Account Receivable	Account Payable
	Accounting	Chief Accountant	Group Accountant	Chief Accountant	Office Services
	Assistant	Account Payable	Team Leader Accounting	Finance Development Manager	Accountant

Ryhmätyön tueksi

- Keskitytään ensin lähimpään työyhteisöön ja sen ko. alueen kehittämiseen.
- Lähdetään keskustelujen perusteella rakentamaan ensin Suomen taloudelle tieto-taidon jakamisen "matriisia", mitä, missä, milloin, kenelle, missä kanavassa mm.
- Jokainen ryhmä valitsee 2-3 kohdetta joita lähdetään edistämään.

Apukysymyksiä:

- mikä mielestäsi toimii hyvin & mikä ei toimi hyvin
- onko itsellesi selvää mitä omaa tieto-taitoasi sinun tulee jakaa ja missä tilanteissa
- onko itsellesi selvää ketä kaikkia tulisi informoida
- onko itsellesi selvää mikä on paras ja toimivin informointi kanava
- jotain muuta mitä olisi hyvä ottaa huomioon

Vuorovaikutus tiedonkulussa (LähdeTyöturvallisuuskeskus)

Vuorovaikutusta tapahtuu, kun paikalla on kaksi tai useampi ihminen. Ihminen vaikuttaa aina toiseen, halusipa sitä tai ei. Vuorovaikutuksen tavoitteena on saada vastaanottaja ymmärtämään viesti sanojen ja sanattomien viestien avulla. Ilmeet, eleet ja asenne vaikuttavat viestin perillemenoon ja ymmärtämiseen.

Vuorovaikutustilanteessa osallistujat tuottavat, jakavat ja tulkitsevat merkityksiä yhdessä. Kyseessä on monimutkainen prosessi, jolla ei ole selkeää alkua ja loppua. Se, mitä sanomme ja miten viestimme tulkitaan, riippuu monesta tekijästä. Siihen vaikuttaa muun muassa asiayhteys, osapuolten tavoitteet ja tulkinnat sekä kulttuuri.

Appendix 2: The survey questions in Finnish and translated into English

Taloudenosaston sisäisen viestinnän ja viestintätyökalujen kyselytutkimus

Tämä kyselytutkimus on osa ylemmän ammattikorkeakoulututkinnon opinnäytetyöprosessia. Vastausaika on noin 3 minuuttia. Vastaamalla kyselyyn annat suostumuksen käyttää ja julkaista vastauksia opinnäytetyössä. Kaikki vastaukset käsitellään anonyymisti eikä niitä voida yhdistää vastaajiin.

1. Mitä työkalua tai ohjelmaa käytät pääsääntöisesti taloudenosaston sisäisessä viestinnässä? Jos useita, valitse Muu (täsmennä).

- Teams
- Sähköposti
- Suullinen viestintä

Muu (täsmennä)

2. Osataanko näitä työkaluja ja ohjelmia käyttää tehokkaasti?

- Kyllä
- Ei
- Osittain

3. Onko tarvittava tieto helposti saatavilla käytettäessä näitä työkaluja ja ohjelmia?

- Kyllä
- Ei
- Osittain

4. Jos ei, niin miksi tarvittava tieto ei ole helposti saatavilla?

5. Mistä lähteestä yleensä haet tietoa?

6. Kenelle jaat tietoa yleensä?

7. Missä tilanteessa jaat tietoa yleensä?

8. Mitä työkaluja tai ohjelmistoja käytät tiedon jakamiseen?

9. Miten parantaisit taloudenosaston sisäistä viestintää?

The survey questions translated into English

Survey of internal communication and communication tools in the finance department

This survey is part of the thesis process for the upper university of applied sciences degree. The response time is about 3 minutes. By answering the survey, you give consent to use and publish the answers in the thesis. All responses are treated anonymously and cannot be linked to respondents.

1. Which tool or program do you mainly use for internal communication in the finance department? If several, select Other (specify).
2. Do you know how to use these tools and programs effectively?
3. Is the necessary information readily available when using these tools and programs?
4. If not, why is the necessary information not readily available?
5. From which source do you usually get information?
6. Who do you usually share information with?
7. In what situation do you usually share information?
8. What tools or software do you use to share information?
9. How would you improve the internal communication of the finance department?

Appendix 3: The communication guidelines presentation