



Developing Resident Communication at the City of Helsinki

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<p>The main objective of this master's thesis was to develop the City of Helsinki strategic communication to correspond to the residents' expectations of communication, participation and citizen democracy. This study provides information about the expectations that pioneering residents in a new neighbourhood under construction have in terms of both communication and participation and points to domains of communication and participation to be developed as well as gives suggestions to this end.</p> <p>This thesis is grounded on theories about strategic communication, stakeholder communication, expectation management, and organisational listening. Strategic communication that includes two-way, dialogic communication and listening to stakeholders and their expectations, is seen as key to enabling resident participation and implementing democracy in this study.</p> <p>This thesis is based on a case study of the residents of Jätkäsaari. The research was designed and implemented in three steps. First, there was a mapping of the current means and practices of communication and participation of the City of Helsinki to and with its residents. It was followed by a survey to the residents of Jätkäsaari to find out their views of the communication of the City of Helsinki. After, there was a workshop for three communication managers in order to find ways to develop the city communication.</p> <p>The main findings of the research were that the City of Helsinki and its communication enjoy the residents' wide trust and the residents appreciate the communication as a whole. The City of Helsinki had fulfilled the residents' expectations of reliability, and of getting relevant and interesting information in a clear and understandable way. However, the City of Helsinki had not been able to meet the residents' expectations of listening, two-way communication and dialogue, nor their expectations concerning responding to feedback and possibilities to participate.</p>	

Thus, the main development suggestions to the City of Helsinki are to listen better to its residents, and develop its communication to be two-way and dialogic in order to answer to the expectations of residents and to enable their participation. This includes new structures and processes, such as creating new ways to deal with feedback, systematic and transparent communication about the possibilities of participation, as well as systematic monitoring and analysis of the residents' expectations. In addition, the City of Helsinki should nurture a new organisational culture that puts the residents in focus. The City of Helsinki should also see that an organisation's communication is the responsibility of the whole organisation, not just the communication department. Successful strategic communication requires input at every level. With these means, the City of Helsinki can increase the residents' understanding of their possibilities to participate, and therefore, reinforce democracy.

Keywords

strategic communication, stakeholder communication, expectation management, organisational listening, the City of Helsinki, citizen democracy

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1 Introduction

Helsinki is growing at a great pace - there is need for new homes to thousands of new residents. It shows in the Helsinki skyline, which is filled with cranes and construction sites in many corners of the city. Several areas in Helsinki are transforming from former industrial areas to new city districts. People who move to a new neighbourhood in the construction phase might live in the middle of noise, dust, cranes, and trucks for more than 15 years. These pioneer residents expect support with this constant temporality and changing circumstances – they have expectations in terms of communication and possibilities to participate in the development of their own surroundings.

These residents' expectations are the starting point for this study. The residents expect that the City of Helsinki listens to them and actively communicates to and with them in situations described above. They also expect to participate in the matters that concern their everyday lives: they have expressed these expectations themselves during the years I have worked at the City of Helsinki as a communication specialist. I must have heard dozens of times how the City of Helsinki does not listen to the residents, or the residents cannot influence over the matters of the own neighbourhood.

These expectations are part of a larger cultural change towards increasing demands of transparency, openness and citizen democracy. The objective of this master's thesis is to develop the City of Helsinki strategic communication to correspond to the residents' current expectations of communication, participation and citizen democracy. This is in line with the Finnish communication guidelines for municipalities, according to which, promoting and implementing democracy is the general task of communication in public sector organisations (Lavento 2008, 19).

In this study, two-way communication and listening to the residents is seen as an important means to implementing democracy and enabling participation. Citizen democracy requires dialogic communication that promotes discussion and participation. Citizen engagement is impossible without listening to what the citizens have to say (Macanamara 2016, 24). Further, a public organisation is always dependent on the approval of the citizens for its actions and cannot justify its functioning without proper communication and dialogue in each stage of decision-making processes (Sauri 2015, 47).

Thus, based on the above notions of two-way and dialogic communication, this thesis suggests how the City of Helsinki could improve its communication with the residents, and the residents' possibilities to participate in the development of their neighbourhood. Further, it will propose communicational means to meet the residents' expectations to be listened. This will be done by a case study of Jätkäsaari, which is a fruitful context of research, since it is one of the largest construction sites in Helsinki and in the country. There are thousands of pioneering residents living in demanding conditions - these conditions might increase the residents' expectations, and therefore give a good basis for developing communication.

By providing information about their expectations in terms of both communication and participation, and analysing these expectations, I will point domains of communication and participation to be developed, and give suggestions.

I will describe the context of this study with the objective of the thesis and research questions in the second chapter. After that, I will present a literature review and give a theoretical context for the study in chapter 3. The process of conducting the study, methodology and research design are described in chapter 4. Chapter 5 focuses on the analysis of the data. After, in chapter 6, I will conclude the thesis with a discussion on the research questions, theory, analysis and development suggestions.

2 Context of the study

The City of Helsinki is a large organisation with 38 000 employees. The city organisation consists of four divisions, the Education Division, the Urban Environment Division, the Culture and Leisure Division, the Social Services and the Health Care Division. The central administration, The Helsinki City Executive Office, is the fifth division. It is a department subordinate to the City Board. It functions as a planning, preparation and executive body for the City Council, City Board and the Mayors.

Coordinating the construction of new neighbourhoods, like Jätkäsaari and Kalasatama, is on the responsibility of the Helsinki City Executive Office. Therefore, the communication with the residents of new neighbourhoods is mainly on its responsibility as well.

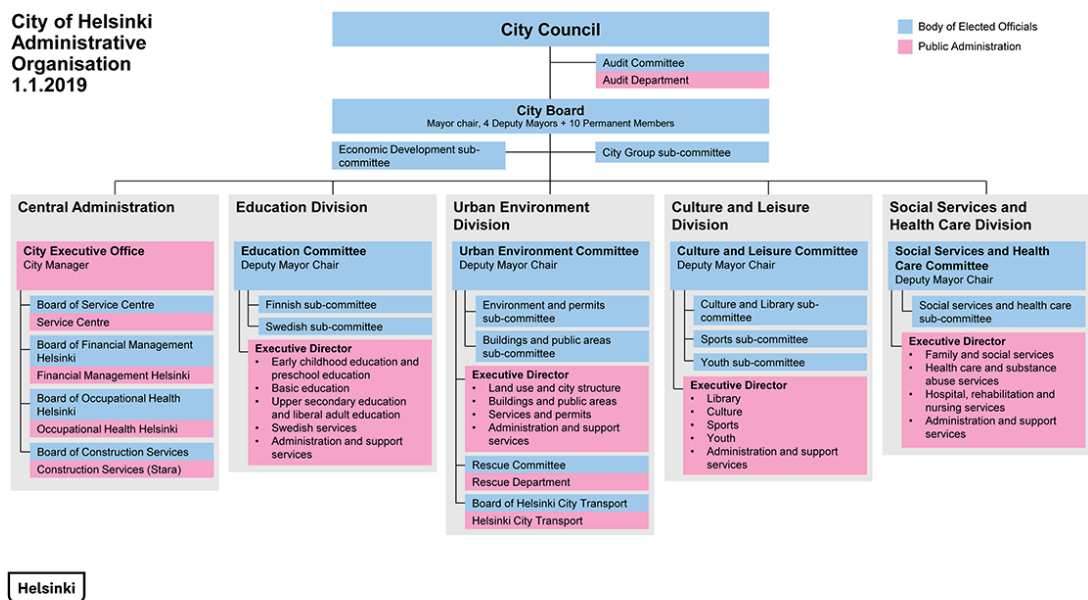


Figure 1. The organisation chart of the City of Helsinki.

2.1 Communication at the City of Helsinki

The City of Helsinki has communication guidelines that have a basis on legislation. The Constitution of Finland, the Local Government Act, and the Act on the Openness of Government Activities, and especially the parts in these concerning freedom of speech, communication, interaction and the publicity of documents, form the framework for the city communication (Helsingin kaupunki 2019, 1).

Even though the above-mentioned list is not exclusive, it covers the most important matters. For the purposes of this study, the Local Government Act 410/2015, 29 § plays an important role, as it states that municipalities like the City of Helsinki have a legal duty to inform residents, communities and businesses about their services and operations. This means giving sufficient information about services, economy, matters under preparation and decision-making as well as the impacts of different decisions. Municipalities also have a duty to inform people about the ways to participate in decision-making processes. Communication must be clear and understandable and consider different groups and minorities.

The City of Helsinki communication guidelines (Helsingin kaupunki 2019, 3) also state that the city communicates in the best interest of the city and its residents. According to the guidelines, the residents are the most important stakeholder group (idem).

In addition to the communication guidelines, there is a communication policy approved by the City Board that enlarges the vision presented in the guidelines. According to the policy, communication in the City of Helsinki is a tool to interact with the residents, businesses and communities alike. The communication policy states that Helsinki “communicates and discusses with the residents”. (Helsingin kaupunki 2015.)

Thus, the Helsinki City communication guidelines and policy both emphasize interaction with the residents as well as their participation. The communication policy says that residents and communities are encouraged to participate in the development of the city (Helsingin kaupunki 2015). The goal is to make residents, communities and businesses aware and well informed about the city plans, functioning and services well in advance. In my view, these two goals intertwine. Having sufficient information early enough is a prerequisite to be able to participate meaningfully in the city development. It can be said that enabling open decision-making processes and participation of residents and other stakeholders as well as informing about public services are the key to the City of Helsinki communication. The link between communication and participation seems rather clear.

2.2 Participation at the City of Helsinki

The City of Helsinki has a structure in place for listening and resident participation. Helsinki states on its webpages concerning the Participation and Interaction Model about participation that

Helsinki invites city residents and its partners to join the development of the city, its services and areas. Our City is a place of community, influential deeds and encounters. Helsinki enables spontaneous activities of citizens. A positive city experience is also conveyed through a good service culture and interactive communications. The decision-making is open and participatory.
(City of Helsinki.)

In addition to the above, the principles of participation in Helsinki apply to the operations of the entire City organisation (City of Helsinki). Nevertheless, the emphasis is on participating in the City processes especially at the planning and preparation stages (not e.g. construction). In addition to voting in the municipal elections every four years, the residents may discuss the future of the city at resident meetings and online.

The Mayor's resident evenings are held in different neighbourhoods four times a year. Local conditions and the future of the neighbourhood are discussed during the events. There are also resident events concerning city planning, discussing current plans. Surveys are organized on current topics and plans.

There is also the Ruuti participation system for 13- to 20-year-olds for formulating ideas, participating in the general discussion, commenting on the ideas of others, as well as getting help for their own activities. The residents of Helsinki can make initiatives related to the operations of the City of Helsinki online (kuntalaisaloite.fi).

Helsinki also has the new Participation and Interaction Model (for the years 2018-21) approved by the City Board in November 2017. It includes a local worker in each district to help the residents with promoting initiatives and development proposals. Business coaches work in different areas as promoters of business activities. The model also entails participatory budgeting, which means that the City of Helsinki allocates an annual sum of around 4.4 million euros for implementation of ideas proposed by the residents.

2.3 Jätkäsaari

Jätkäsaari is a new neighbourhood that is under construction to a former dock area in the southwest corner of Helsinki. Jätkäsaari will be home to 21 000 residents, and offer jobs for 6 000 people. The construction started in 2010 and continues until the end of 2020s when all the sub-areas will be built. At the time when this study is written, there are approximately 6 000 residents in the area. There are several other similar new districts that

are being constructed in Helsinki, such as Kalasatama, Kruunuvuorenranta, and Her-
nesaari.

Communication to and with the residents of Jätkäsaari follows the above guidelines and principles. The means of communication are the website uuttahelsinki.fi/jatkasaari, a home base to all information and news, a Facebook page, articles in Ruoholahden Sanomat, which is a free newspaper distributed in Jätkäsaari and surrounding areas, releases distributed to all homes and businesses, and press releases. Sometimes the webpages of the City of Helsinki www.hel.fi are used (mainly news), and on a rare occasion the City's main social media accounts Twitter, Facebook and Instagram. It is possible to meet the construction project manager about twice a year at the local library for questions and discussions. There is also an online event for asking questions from the project manager on Facebook every six months. Some residents also contact the project manager directly by email. The project staff follows the residents' discussions in the Jätkäsaari-liike Facebook-group to be on the pulse of issues that might be rising.

One challenge in the resident communication is the residents' experience that the City of Helsinki and its representatives do not listen to them. Another issue that the residents raise is the lack of possibilities to influence in matters that concern their own neighbourhood. According to Luoma-aho and Pekkala (2019, 15) the digitalisation of communications has increased people's possibilities to participate, but simultaneously their expectations of participation and influencing have increased as well. This is visible among the residents of Jätkäsaari, and one explanatory factor for their experiences. However, these experiences should be given due attention in the communication. There is no structured, communicational way to meet these expectations of listening and participation on a daily level.

Indeed, the lack of listening has been shown to have a connection to the loss of trust by stakeholders (Macnamara 2016, 299). Recognising stakeholders' perspectives, which lead an organisation to improve communication and stakeholder relations, is likely to lead to increased value in the eyes of stakeholders (Macnamara 2014, 383). If residents lose their confidence in the possibilities to participate and influence, the city organisation loses its credibility and justification.

2.4 Objective of the study and research questions

The objective of this master's thesis is to develop the City of Helsinki strategic communication to correspond to the residents' current expectations of communication, participation and citizen democracy. This study provides information about the expectations that pioneering residents in a new neighbourhood have in terms of both communication and participation. First, this thesis looks at how the City of Helsinki communication is perceived by the residents of Jätkäsaari, one of the biggest new districts in Helsinki, in its current state. After that, the thesis focuses on the expectations that the residents have concerning listening and participation. Finally, this thesis gives development suggestions for the City of Helsinki communication to meet these expectations better.

The research questions are the following:

RQ 1 How do the residents of Jätkäsaari or people planning to move to Jätkäsaari perceive the communication of the City of Helsinki?

RQ 2 What are the residents' expectations concerning communication, listening and participation?

RQ 3 How should the City of Helsinki communication be developed to better meet the expectations of listening and participation among the residents?

3 Theoretical framework

In this chapter, I present the main concepts and theories that are related to strategic communication, stakeholder communication, expectation management, and organisational listening.

3.1 Strategic communication

Strategic communication is a concept used both by communication scholars and by communication practitioners: strategic communication is a research field and a practice. In a recent publication, Falkheimer and Heide (2018) present strategic communication as a concept that integrates different fields of communication, like public relations, organisational communication and marketing communication together into a comprehensive framework. Zerfass and his colleagues (Zerfass, A., Verčič, D., Nothhaft, H., & Page Werdere, K. 2018, 387) also have a holistic approach in arguing that strategic communication encompasses all communication that is substantial for the survival and success of an entity.

This integrative approach to strategic communication is based on the notion of communication having fundamental importance to the organisation's existence, legitimacy, and operations (Falkheimer & Heide 2018, 57.) Communication is not merely a tool for conversations inside the organisation or about distributing messages to internal or external publics. Rather, communication is a means to formulate organisations' strategies and put them into practice (Zerfass et al. 2018, 387). Furthermore, it is important to note that communication happens on every level of the organisation (Falkheimer & Heide 2018, 74).

Falkheimer and Heide (2018, 134) have summarized four main goals or most common arguments behind strategic communication into a model. In their model, one of the goals is effectiveness: communication efforts contribute to the organisation's effectiveness (Falkheimer & Heide 2018, 135). On the level of practice, strategic communication helps organisations understand how they can effectively distribute their message to their stakeholders and engage in conversations with them. This means e.g. customizing communication according to the stakeholder group, which saves time and money.

Second, Falkheimer and Heide (2018, 135) write that strategic communication plays an important role in building or maintaining an organisation's reputation or image. An organisation can adjust or consolidate its stakeholders' perception of its activities and values by

means of communication (Falkheimer & Heide 2018, 73). It includes creating trust in the organisation as well as building its long-term legitimacy. It should not be forgot that communication has a significant role in building trust among an organisation's internal as well as external stakeholders (Zerfass & Huck 2007).

The third goal of strategic communication in Falkheimer and Heide's model (2018, 135) is its contribution to the changing or strengthening of organisational identity for its employees. In other words, communication contributes to the organisational culture and supports the organisation's mission and vision.

Lastly, strategic communication promotes transparency between the organisation and its stakeholders. This notion is based on a democratic view of organisations and society according to which closure and retention of information is perceived as negative. (Falkheimer & Heide 2018, 135.)



Figure 2. Goals of strategic communication (adapted from Falkheimer & Heide 2018, 134).

Considering the communication of the City of Helsinki to and with its residents, three of these goals are especially relevant for this study: efficiency, image, and transparency.

Strategic communication helps organisations, like the City of Helsinki, define how, when and where communication takes place, what is communicated and how the communication is organised and implemented. Listening to the stakeholders and engaging in conversations with them provides information of their expectations and of the best ways to communicate with them. Doing the "right things" according to the information that the City of

Helsinki gets from its stakeholders may really save time and energy, and not make decisions to which they might be opposed. As Falkheimer and Heide (2018, 134) state, the ability to understand what is going on between different stakeholders and an organisation is vital to making good decisions. Thus, strategic communication including dialogue and listening to stakeholders is an important means to increasing efficiency.

Efficiency on its behalf links to transparency. The better and more effective communication becomes, the more it creates and increases transparency, since the stakeholders are better aware of the organisation's actions and values. Put in the setting of this thesis: the residents of Helsinki are better aware of important subjects concerning their own neighbourhood and are better able to participate in the matters that concern them. For the City of Helsinki, transparency is an important principle in all of its actions, as for other public organisations functioning in democratic societies.

In addition to this, the image people have of the City of Helsinki is important for its functioning to be legitimate. If the stakeholders lose trust in the organisation, using public taxpayers' money is harder to justify. Strategic communication plays a role in maintaining the City of Helsinki's reputation and legitimacy.

To summarize the meaning of this model to the City of Helsinki: all these goals of strategic communication relate to participation, which is an important strategic goal for the City of Helsinki. Effective communication enables open and transparent decision-making processes and participation of residents and other stakeholders. This in turn helps build the organisation's long-term legitimacy and maintain the stakeholders' trust.

Thus, participation is in the centre of the organisation's strategic communication. Listening and stakeholder dialogue are an important part of strategic communication, because they are a means to enable participation. However, there is some debate about whether dialogue and two-way communication can in fact be part of strategic communication (e.g. Macnamara 2016). According to Falkheimer and Heide (2018, 72-73) these researchers see strategic communication as one-way manipulation and persuasion. However, this narrow perspective focuses on communication as management, and fails to see the complexity of an organisation's communication (Falkheimer & Heide 2018, 72-73).

3.2 Stakeholder communication

There are several concepts to describe and analyse the external operational environment and external actors of an organisation, such as publics, target groups or stakeholders. A target group is a group of individuals that an organisation wants to reach, segmented by different variables. The concept originates from marketing communications, and implies that these groups are passive recipients of messages. Publics are in the centre of public relations theory. Stakeholder is used in corporate communication. As a concept, stakeholder is more active and less anonymous than publics or target groups. Therefore, Falkheimer and Heide consider the concept of stakeholder to be the most fruitful term when it comes to strategic communication since it implies a concrete and active view of the external actors of relevance to organisational goal-oriented communications. (Falkheimer & Heide 2018, 87-88.) Following Falkheimer and Heide, I will use the concept of stakeholders in this thesis.

The concept of stakeholder originates from the domain of business strategy and management. However, stakeholder theory has also become an important domain of research since the 1980s when Edward Freeman (1984) formulated his classical definition of stakeholders. According to this definition, a stakeholder is “any group or individual who can affect or is affected by the achievement of the organisation's objectives” (Freeman 1984, 46).

During past decades, Freeman's definition has been enlarged to include groups who have interests in the organisation, regardless of the organisation's interest in them. Some writers have narrowed the definition to those who contribute to the financial bottom line of the organisation (Rawlins 2006, 2). Savage, Nix, Whitehead & Blair (1991) write that stakeholders include those individuals, groups, and other organisations who have an interest in the actions of an organisation and who have the ability to influence it. Post, Preston, and Sachs suggest that a stakeholder can contribute to an organisation's activities either voluntarily or involuntarily, and is therefore its potential beneficiary and / or risk bearer (Post, Preston & Sachs 2002, 8).

Essential to these definitions is the concept of stake. According to The Cambridge Dictionary, “If you have a stake in something, it is important to you because you have a personal interest or involvement in it” (The Cambridge Dictionary). Cornelissen (2014) writes that a stake is an interest or a share in an undertaking that can range from simply an interest at one extreme to a legal claim of ownership at the other extreme. Thus, not all stakeholders have the same stake in an organisation, but it varies.

Then, stakeholders are important to an organisation's activities, and the management should be interested in the stakeholders' interests. Stakeholders can even be seen as crucial to a firm's capacity to create wealth and to its long-term value (Post et al. 2002, 9). However, the variation of the different stakeholders' stakes means, that from the organisations' perspective, some stakeholders are more important than others. Establishing a hierarchy between different stakeholders is part of stakeholder management. Stakeholder management refers to organisational policies and practices that take into account the goals and concerns of all relevant stakeholders (Post et al. 2002, 9).

Finding out who an organisation's stakeholders are and differentiating them from each other, stakeholder identification and stakeholder salience in other words, is of the most discussed subjects in the stakeholder literature, as Laplume, Sonpar & Litz (2008, 1160) state in their review article on stakeholder theory. Koschmann (2016, 12) summarizes stakeholder identification and salience as labelling stakeholders in different groups and classifying them, and then choosing to which one(s) an organisation should pay attention to. Several scholars in stakeholder theory have attempted to identify stakeholders using systematic criteria (Rawlins 2006, 3). Freeman (1984) proposed that the segmentation techniques of marketing would be a good tool for categorizing stakeholders, and understanding their interests. Rawlins (2006, 6) proposes to map stakeholders and then prioritize them according to three attributes: power, legitimacy and urgency. The priorities between different stakeholders are situational, and might change with time and issues at hand. Cornelissen uses these same three attributes to define the salience of a stakeholder (Cornelissen, 2014, 47).¹

This vision of stakeholder management has been questioned by postmodern or constructionist approaches. In this discourse, stakeholder enabling has replaced stakeholder management. This means that the stakeholders are no longer static groups to be "managed" and the relations between organisations and stakeholders are seen dynamic and mutually beneficial. (Johansen & Nielsen 2011, 206.) These approaches are less organisation-centric, and focus more on relations the stakeholders have with the organisation.

Koschmann is one of the constructionist critics to stakeholder management. According to him, stakeholder management is about helping to control the organisational environment

¹ This thesis only examines one stakeholder group, the residents of Helsinki. Therefore, I will not present stakeholder mapping or prioritising.

(Koschmann 2016, 2). Koschmann (2016, 13) argues that stakeholder management involves the identification of stakeholders: classifying them and thinking about the legitimacy of their claims. This means stakeholders have a separate status as “stakeholders” of the organisation, having been identified by it. However, according to Koschmann (2016, 14), a constituent does not have a separate status as “stakeholder” apart from identifying with a particular organisation. In this thinking, stakeholder relationships do not exist apart from interaction between the stakeholders and the organisation, and the notion of a stakeholder does not come into being apart from this process of identification. Koschmann (2016, 2) sees stakeholder relations constructed and existing in communications, and constituted through processes of social interaction.

According to Koschmann (2016, 12), the organisation’s perspective to stakeholder relations should be shifted from identification *of* stakeholders to identification *with* the stakeholders (italics mine). This allows a better opportunity to have mutually beneficial ideas for both the organisation and its stakeholders. Identifying with the stakeholders also allows stakeholder identities to change in relation to the organisation (Koschmann 2016, 14).

Identifying and prioritizing stakeholders is a basis for planning communication to the stakeholders in the school of thought who focuses on stakeholder classification and salience, in the “traditional model” as Koschmann (2016) calls it. Communication differs from a stakeholder group to another in timing and content. Koschmann (2016, 10) argues, that this dominant view of stakeholder communication entails a view of communication as transmission of messages, and the primary concern is their effectiveness. According to Falkheimer and Heide (2018, 22), the vision of communication as transmission is very common in an organisational context. Communication professionals have traditionally focused on forming the messages according to the stakeholders and choosing the right medium for the message. However, its effectiveness is doubtful, despite the massive communication efforts, and it is an open question whether the recipients have understood, accepted and internalised the messages (Falkheimer & Heide 2018, 22).

However, dialogue is valued in different organisations, at least in theory. In another field of communication practice, namely public relations, claims are made for two-way communication, relationships, dialogue, engagement, and social interaction with listening as a part of this (Macnamara 2016, 96). Some scholars (e.g. Grunig 1966, 1997 cit. in Macnamara 2016, 92) emphasize that two-way symmetrical public relations are the only truly ethical method of practicing public relations, as well as the most effective method. In the field

of stakeholder communication, one of those claiming for two-way communication are Johansen and Nielsen (2011, 206), who would like to see it instead of traditional unidirectional stakeholder communication. Macnamara (2016, 68) also states that only through listening can organisations know and understand the concerns, anxieties and hopes and needs of their stakeholders.

Two-way communication and dialogue are especially important to public organisations because they are a means to participation and engagement, which in turn are part of a well-functioning democracy. Indeed, according to the communication policy of the City of Helsinki, communication is a tool to interact - to communicate and discuss with the residents (Helsingin kaupunki 2015.) A former deputy mayor of Helsinki, Pekka Sauri (2015, 17), writes that it is impossible to know about the needs and wishes of residents without adequate dialogue, and sees great potential in social media to this end. According to him, in their core, social media channels entail a cultural change even to the point of having revolutionary potential – they are not a mere change in communication technology (Sauri 2015, 34). Suominen (2018, 186) writes that social media have the potential of changing the language of public organisations more approachable – which in turn might help make the relationship between organisations and their stakeholders more equalitarian. Macnamara and Zeffass also recognise the possibilities of social media to democratise voice and afford participation, dialogue and community-building (Macnamara & Zeffass 2012, 287).

There seems to be a discrepancy between values and practice. The potential of social media is recognised, but not fully used. According to Macnamara (2016, 23) several studies show that practices of communication are often focused on disseminating information - even on social media which are by definition interactive, two-way and dialogic. Further, Macnamara argues that concepts of dialogue and two-way communication remain normative ideals and are operationalised as turn taking in speaking with little focus on listening. Communication by organisations mainly involve speaking to transmit the messages of the organisations. (Macnamara 2016, 4.)

Taylor and Kent (2014, 386) also argue that most articles written on social media engagement find engagement via social media to be one-way communication from organisations to followers. In a two-year study of organisational listening, even though not statistically reliable, Macnamara and colleagues found out that public communication in different organisations consists generally 80 per cent of speaking versus 20 per cent of listening (Macnamara 2016, 142).

In her article about Finnish municipalities on Twitter, Suominen (2018, 189) sees public organisations still communicating mainly one-directionally. According to her, municipalities use social media for transmitting messages, not for conversation or participatory communication (Suominen 2018, 189). I have the same experience at the City of Helsinki. Experts in e.g. construction feel that “not everything needs an answer”, hence communication easily remains one-directional. Suominen adds that public organisations have tried to organise discussions and different forms of participation on their own platforms. However, the results have not been very impressive, since the citizens’ discussion goes on elsewhere. (Suominen 2018, 174.)

Macnamara criticizes organisations for focusing on their own point of view in their communication functions. According to him, the impact on stakeholders and audiences is seldom considered other than in how they reflect the organisations’ intentions. (Macnamara 2017, 37.) Macnamara (2016, 161) points out, that even though social media are excellent for listening, quite often they are used for identifying influencers as well as issues to be managed. In practice, influencers are targeted or engaged because they have persuasive capacity in relation to other social media users. This in turn is an organisation-centric perspective to gain the organisation's own ends, not for listening to the stakeholders per se. According to Macnamara (2016, 170), many organisations also want to increase their interaction and engagement on social media because of cyber hate, for e.g. issue management, which is problematic in the same way. In other words, the approach is organisation-centric.

Luoma-aho and Vos (2010, 322-324) also criticize organisation-centricity in stakeholder communication. They argue that it is issues and discussions, often not organisations that are at the centre of communication today. Therefore, in their view, organisations can no longer expect to be in a dominant role, but should focus on finding relevant issues and arenas for each issue (Luoma-aho & Vos 2010, 322-324).

3.3 Expectation management

Listening to stakeholders and stakeholder dialogue are essential for understanding the stakeholders’ expectations, which are an important part of an organisation’s operational environment. Expectation management helps organisations make sense of these expectations and make informed decisions. In practice, it means monitoring and listening to stake-

holders and analysing their expectations thoroughly. Understanding stakeholders' expectations also enables a more fruitful dialogue with them. According to Johansen and Nielsen (2011, 206), a successful stakeholder dialogue is determined by an organisation's ability to understand stakeholders' interests. Therefore, one can say that expectation management helps public organisations like the City of Helsinki, have a better dialogue with their stakeholders, increase transparency and most importantly, increase participation, as discussed in chapter 3.1.

Analysing stakeholders' expectations gives valuable information about the relations between an organisation and its stakeholders as well as how the organisation should change or where it should head, issues that need improvement, or what kind of actions could give the organisation competitive advantage (Olkkonen 2014). It is important to note that stakeholders' expectations may also change over time. Therefore, monitoring and analysing them is a continuous process (Olkkonen & Luoma-aho 2015, 95).

Public organisations like the City of Helsinki do not have competition and competitive advantages to gain by understanding expectations. However, using taxpayers' money means they need to legitimate their actions in the eyes of their stakeholders. Ruptures between expectations and actions, or trying to meet wrong expectations, may threaten an organisation's reputation (Olkkonen 2014, 25). Thus, understanding stakeholders' expectations is key to building trust and long-term legitimacy.

There are several ways of categorising stakeholder expectations. Olkkonen (2014) splits them into four groups: expectations of a minimum acceptable level of actions, expectations about how an organisation will probably act (often based on experience), expectations that concern stakeholders' hopes, needs, and values concerning the organisation, and stakeholders' expectations of ideals that the organisation could reach or could pursue. The last two refer to positive outcomes from the stakeholders' perspective. (Olkkonen 2014, 23-25.) Stakeholders' negative experiences may lower expectations and positive experiences may raise expectations.

Olkkonen and Luoma-aho (2015) have elaborated the above categorisation further. The writers make an important point saying that it is essential to analyse how the stakeholders' expectations have formed and what they are based on. Stakeholders' expectations for an organisation's behaviour may vary depending on how they have formed. Expectations can base on a normative, value-based evaluation, or a predictive, experience-based evalua-

tion. (Olkkonen & Luoma-aho 2015, 89.) A normative expectation refers to what the stakeholders think the organisation should or ought to do, and are positive in nature, like the two last categories in Olkkonen's (2014) first classification described above. Experience-based expectations might be either positive or negative, which influences on what is expected from the organisation in the future. Thus, expectations need to be interpreted in their proper contexts (Olkkonen & Luoma-aho 2015, 90). A contextual analysis determines how the organisation should assess expectations.

To help understand expectations, Olkkonen and Luoma-aho (2015) have created a model. Expectations build on two axis in the model: the axis of tone, meaning what the stakeholders value or not value, and the axis of confidence the stakeholders have in the organisation, which varies from high to low (Olkkonen & Luoma-aho 2015, 93). According to the model, there are four types of expectations. Optimistic expectations are positive expectations that the organisation is expected to fulfil. They can base on previous positive experiences of the organisation or other positive data. Cynical expectations are positive expectations the organisation is expected to fail: the organisation is not seen as willing or capable to perform as wished for. Pessimistic expectations mean the organisation is believed to offer negative outcomes. They signal distrust in the organisation and its capacity or will to perform according to the expectant's values. They might be expectations of e.g. poor quality, or withheld or distorted information. Cautious or blind faith expectations mean expectations e.g. about a negative issue, and at the same time, having confidence in the organisation's possibilities to offer positive results or to avoid negative results. They might also refer to blind faith vis-a-vis the organisation. (Olkkonen & Luoma-aho 2015, 93.)

Both positive and negative expectations have to be considered, as they can be interpreted as stakeholders' future wishes, as well as critique or distrusting doubts towards an organisation (Olkkonen & Luoma-aho 2015, 90). However, recognising negative expectations is especially important, since they are a sign of the stakeholders' disappointment and of their negative attitude towards the organisation (Olkkonen 2014, 24). Negative expectations also reveal issues that need improvement. In addition, they are essential to reputation management, especially in the current communicational environment, with easy-to-access platforms for anyone to express opinions with a wide audience (Olkkonen 2014, 23). As Olkkonen and Luoma-aho (2015, 94) state, expectations are delicate, since instead of having a clear opposition, there might be silent manifestations, meaning people turning away from the organisation, when expectations are not met.

For the City of Helsinki, understanding residents' expectations is not only a means to legitimate its actions or manage its reputation, but most of all a means to improve resident participation. The lack of listening the residents of Jätkäsaari have experienced probably deals with cynical or pessimistic expectations: the residents do not have faith in the City of Helsinki to fulfil their expectations concerning the matters of their own neighbourhood. However, it might also be due to having had a possibility to participate, but not having achieved the desired goal, which might be impossible to reach. It is also worth noting that one person may have both positive and negative expectations.

Olkkonen and Luoma-aho's model can help organisations analyse their stakeholders' feedback, and help organisations see possible warning signs and future opportunities in the feedback. Indeed, listening and monitoring to residents' expectations is also important to detect changes or increasing disengagement. Disengagement leads to lost relationships (Olkkonen & Luoma-aho 2015, 94). Therefore listening to cynical and pessimistic expectations are central for the future of stakeholder relations.

3.4 Organisational listening

Listening to stakeholders is important for understanding their expectations. This understanding helps enable stakeholder participation and engagement. In general, organisational listening can be defined as comprising the culture, policies, structure, processes, resources, skills, technologies, and practices applied by an organisation to give recognition, acknowledgement, attention, interpretation, understanding, consideration, and response to its stakeholders (Macnamara 2016, 52).

According to Macnamara (2016, 247), listening to stakeholders is grounded primarily in the culture of an organisation. He writes that it is important that senior management as well as the communication professionals recognise that stakeholders have the right to speak and to be heard with understanding and consideration. Organisations also need policies for listening (Macnamara 2016, 252). For the City of Helsinki, the Participation and Interaction Model for the years 2018-21 (see chapter 2.2.) is a case on point and gives support to the concrete work of listening to the residents.

There are several categories to listening, like listening to someone who initiates communication, hearing as receiving signals such as emails or letters, listening out for e.g. otherwise unheard voices, or listening in, which is a form of active listening that could be social media monitoring in practice, for example (Macnamara 2016, 44-49). The most important

thing is to give recognition to what has been said. Macnamara has created a framework of organisational listening to this end. It includes the seven canons of listening, a “seven-point check-list”, which consist of the following: recognising others with a legitimate right to speak, acknowledging to people that they have been heard, giving attention (=time), interpreting their messages fairly and receptively, trying to understand others' views, perspectives and feelings, considering what others say and responding to all of this in an appropriate way. (Macnamara 2016, 41-43.)

Technically speaking there are many tools for listening. Public organisations have the responsibility to consult the public on major issues and respond to inquiries from citizens in democratic societies. In the case of the City of Helsinki, city planning and its different phases is a good example of this. While public consultations provide stakeholders with opportunities to have their say and give input, there are certain limitations to them, such as having “the usual suspects” at these consultations (Macnamara 2016, 99). Macnamara is concerned for not hearing marginal voices. However, I have detected the problem of having a content, but silent majority with only a small and loud group of critics. This large and more or less happy majority is unfortunately inactive at these consultations. Quite often, this is the case in informal (and formal) consultations in Jätkäsaari.

Moreover, there are several other ways to listening: surveys, interviews, web inquiries, face-to-face-meetings, emails, letters, media and social media monitoring, and customer service, for example (Macnamara 2016, 143). Measurement and evaluation of communication could be one way to identify how well an organisation relates to its stakeholders (Macnamara 2016, 153).

Different practices of listening require personnel, even with adequate tools in place (Macnamara 2016, 266). Sauri states this too (2015, 42): two-way communication requires a person in both ends of the dialogue. A copy-paste method is not enough: public organisation employees must be able to explain matters understandably, in their personal way to each person contacting them. In short, listening requires a person who has the skills to listen, but also the infrastructure to support it (Macnamara 2016, 268). Of course, some tolerance towards angry and critical voices is needed, too.

However, not all listening is necessarily productive. Therefore, there should be some criteria for determining what feedback, comments, requests, and proposals from stakeholders are presented to decision-makers and policy makers (Macnamara 2016, 269). Too much

responsiveness hinders organisations from following long term strategies and plans (Macnamara 2016, 272). There should be a process of recognising and considering public opinion and following a set of equitable administrative and decision-making processes that may, or may not, result in change or modification (Macnamara 2016, 272). This could be applied to new districts in Helsinki that are in the middle of construction, and could be enlarged to having criteria for everyday work as well, e.g. responding to feedback in social media. Clear measures would help establish rules for communication and place all personnel – also others than communication specialists – on the same page on how to act.

3.5 Summarising the theoretical framework

The main theoretical concepts in this master's thesis are strategic communication, stakeholders and stakeholder communication, expectation management and organisational listening. Strategic communication understood according to the model of Falkheimer and Heide (2018) is the nominator to which the other concepts relate.

Stakeholder communication is part of strategic communication. It helps organisations strengthen their performance and makes their communication more efficient as well. This requires two-way, dialogic stakeholder communication, where the stakeholders are in focus, not the organisation (e.g. Koschmann 2016; Luoma-aho & Vos 2010; Macnamara 2016). Two-way communication gives information of the stakeholders' views and expectations, which enables organisations to change their actions and communication if needed. Two-way, dialogic communication also increases organisations' transparency, since the stakeholders get a better view in the functioning of organisations. Two-way, dialogic communication also increases transparency by increasing organisations' efficiency. The better organisations communicate, the better the stakeholders are aware of their functioning.

Moreover, two-way, dialogic stakeholder communication enables monitoring and analysing stakeholders' expectations. Dialogue with the stakeholders and listening to them gives information about their attitudes, values, future wishes, or critique, towards the organisation. In addition, understanding stakeholders' expectations enables a more fruitful dialogue with them. To comprehend the expectations the residents of Jätkäsaari have, I will use Olkkonen and Luoma-aho's (2015) model of stakeholder expectations, although modified, in analysing the results of the survey study.

As mentioned above, listening to stakeholders is an essential part of monitoring their expectations. For the City of Helsinki, being aware of and “in tune” with its residents’ expectations is important for its long-term legitimacy and as a means to improve resident participation. Listening goes hand in hand with two-way, dialogic communication (Macnamara 2016), and as a part of two-way, dialogic communication is key to successful strategic communication: only through listening to the stakeholders, an organisation may grasp the stakeholders’ expectations.

Thus, in this study, strategic communication that includes two-way, dialogic communication and listening to stakeholders and their expectations is seen as key to enabling resident participation and implementing democracy. Even though all of these elements are essential, listening and creating a structure for it, are the most important tools to make participation easier. Citizen engagement is impossible without listening to what the citizens have to say (Macnamara 2016). Consequently, successful strategic communication requires listening to stakeholders: it gives input to stakeholder communication and an organisation’s functioning as a whole. Therefore, in this study, I will focus on listening to the residents as a means to ameliorate the City of Helsinki communication and the transparency of its actions, and most importantly, the residents’ possibilities to participate in the matters of their own neighbourhood. Listening makes the residents’ expectations visible, and helps enable resident participation.

4 Conducting the study

This chapter gives an overview of how this research was designed and implemented. First, I will present the research methodology and the research design. After that, a presentation of different research methods will follow: a mapping of the current means and practices of communication and participation with the residents of Jätkäsaari, the survey study to the residents as well as the workshop for communication managers.

4.1 Methodology and research design

In this study, the aim is to develop the City of Helsinki strategic communication with its residents. Case study was chosen as the research strategy, since, as an approach, case study provides a holistic understanding about a phenomenon and its complexity, such as communication processes of an organisation. In addition, case study is a suitable approach for this thesis, since it is beneficial when the goal of research is to provide new development suggestions for an organisation. (Ojasalo, Moilanen & Ritalahti 2015, 52-53.)

Moreover, as this research deals with the City of Helsinki resident communication, there is need for in-depth understanding of the residents' expectations and experiences. In situations like this, case study is an optimal strategy for research (Ojasalo et al. 2015, 52). When profound analysis is required, qualitative research is a fruitful approach, since it helps to understand individual views. Qualitative analysis helps answer "how" and "why" something is happening. This research aims at developing processes with a holistic understanding of the residents' views, of precisely how and why they expect and experience things that they do. Thus, this study looks into a single case, the City of Helsinki communication with the residents of Jätkäsaari. Jätkäsaari provides a meaningful surrounding for this kind of research, since it is a demanding setting for its residents, still being under construction. The data was analysed qualitatively.

In case studies, it is common to use multiple methods to obtain a holistic and diverse picture of the case (Ojasalo et al. 2015, 55). In this thesis, there were three steps in the research with three methods. Before presenting each data gathering method in the following subchapters, I will give a general outline of the research design below: the methods for gathering data, objectives for each method, obtained data and analysis, and a timeline.

Table 1. Research design.

Method	Objective	Data & analysis	Date and time
Mapping of the current means and practices of communication and participation	To get a picture of how, when and with what means the City of Helsinki communicates to and with the residents of Jätkäsaari as well as what possibilities of participation the residents have.	A listing of the means of communication, concrete actions of communication. A listing of the means of participation. Qualitative analysis.	March 2018
A survey to the residents of Jätkäsaari	To answer RQ1 and RQ2: How do the residents of Jätkäsaari or people planning to move to Jätkäsaari perceive the Helsinki City communication? What are the residents' expectations concerning listening and participation?	Responses of the residents of Jätkäsaari, both to multiple-choice and open-ended questions. Thematic, qualitative analysis.	March-April 2018
Workshop for communication managers	To answer RQ3: How should the City of Helsinki communication be developed to better meet the expectations of listening and participation among the residents?	Results of the brainstorming workshop: propositions to develop communication and participation. Qualitative analysis.	May 2020

The first step of research was the mapping of the current means and practices of communication and participation of the City of Helsinki to and with its residents. The mapping was done in order to get a holistic picture of how, when and with what means the City of Helsinki communicates to and with the residents of Jätkäsaari as well as what possibilities of participation the residents have. The obtained data was a listing of the means of communication and a list of concrete communication actions. In addition, there was a listing of the means of participation and a list of concrete measures of participation. These were qualitatively analysed in March 2018.

The second step of the research was a survey to the residents of Jätkäsaari, which was the main source of primary data. As a method, survey is suitable for exploring a variety of phenomena, and its advantage is the large amount of material, getting a large number of people's experiences and views at the same time (Ojasalo et al. 2015, 121). Although the data obtained with a survey is often analysed quantitatively, in this case, a qualitative analysis provided a better, more in-depth vision of the residents' experiences and expectations. In this research, the survey was designed to answer research questions one and two: how the residents of Jätkäsaari or people planning to move to Jätkäsaari perceive the

Helsinki City communication and what the residents expect concerning listening and participation. The residents' responses were qualitatively and thematically analysed. The survey was online in March-April 2018.

The third step of research was the brainstorming workshop for communication managers in May 2020. Brainstorming is an ideation method that aims at attaining new ideas by removing usual barriers of thinking and creativity (Ojasalo et al. 2015, 160). It is also widely used in case studies. In this research, the brainstorming workshop was designed to answer the third research question about how the City of Helsinki communication should be developed to better meet the expectations of listening and participation among the residents. Based on the results and the analysis of the survey study, I formulated propositions as root causes for the issues that needed improvement as well as my preliminary development suggestions for the City of Helsinki. These preliminary suggestions as root causes and ideas for development served as a basis for ideation in the workshop. Thus, the results of the workshop were propositions about how to develop the communication and participation of the City of Helsinki. These were qualitatively analysed.

4.2 Current means and practices of communication and participation

The first phase of research was the mapping of the current means and practices of the City of Helsinki in its communication and participation. Communication to and with the residents of Jätkäsaari follows the guidelines and principles of the City of Helsinki: the communication guidelines (Helsingin kaupunki 2019) and the communication policy (Helsingin kaupunki 2015). These guidelines are not discussed in this chapter, since they are presented more in detail in chapter 2.1. The general principles and means of participation are discussed in chapter 2.2. Therefore, in this chapter, communication and participation are only presented as they appear on top of the general principles and guidelines.

The means of communication to and with the residents of Jätkäsaari are the website uutahelsinki.fi/jatkasaari, a home base to all information, such as maps and news. There is also a Facebook page (facebook.com/jatkasaari), which was followed by approximately 2 800 people at the time of the survey study in March-April 2018. There are articles about construction of Jätkäsaari and other current issues nine times per year in *Ruoholahden Sanomat*, which is a free newspaper distributed in Jätkäsaari and surrounding areas. In addition, there are traditional press releases a few times per year. Sometimes the main webpages of the City of Helsinki www.hel.fi are used as a communication channel (mainly news), and on a rare occasion the City's main social media accounts Twitter, Facebook

and Instagram. The project staff follows the residents' discussions in the Jätkäsaari-liike Facebook-group to be on the pulse of issues that might be rising.

Printed releases are also distributed to all homes and businesses, once or twice a year, when tram routes are cut or other major issues affecting people's lives turn up. Printed materials with general information about Jätkäsaari are distributed to all new residents. There is also a permanent exhibition about the construction of Jätkäsaari at the local library.

When it comes to participation, there are resident evenings with presentations of current issues approximately twice a year. These events are quite popular, with around 100 participants each time. All relevant experts are present for questions and discussion in these events: the general project staff, city planning, traffic engineers, and the Port of Helsinki staff, for example. Furthermore, it is possible to meet the construction project manager about twice a year at the local library for questions and discussions. There is also an online event for asking questions from the project staff on Facebook once every six months. There are dozens of questions and participants in each event. Some residents also contact the project manager directly by email.

Even though the list of means and practices in communication and participation is quite extensive, there are no procedures and rules in terms of interaction and communication with the residents in simple, daily routines, like answering to feedback and residents' comments.

4.3 Survey to the residents

To answer the first research question about how the residents of Jätkäsaari or people planning to move to Jätkäsaari perceive the Helsinki City communication, I carried out an online survey study.

The survey to the residents of Jätkäsaari was implemented with a Questback questionnaire (Appendix 1). The questionnaire included 24 questions and a possibility to leave an email address for a lottery of cinema tickets. One-third (8) of the questions was open-ended questions, the rest being multiple-choice questions. The survey got 376 answers altogether with the whole population of Jätkäsaari being approximately 6 000 residents. This proportion of the residents is enough to give information about the residents' opinion

and the spectrum of their views about the City of Helsinki communication to and with them.

The questionnaire was published on March 2018 online and advertised on the City of Helsinki Jätkäsaari Facebook page. It was also shared on the Jätkäsaari local resident association Facebook page. The local newspaper Ruoholahden Sanomat wrote about the survey in its print version and shared it in its online channels. There was also a piece of news about the research on the www.uuttahelsinki.fi –webpages.

The content of the questionnaire was divided in three parts. The first set of questions was background information (gender, age and relationship to Jätkäsaari). The second part of the questionnaire dealt with communication in general. The third part focused on the communication channels.

The results of the survey were analysed qualitatively using thematic analysis. The analysis was based on a modification of Luoma-aho and Olkkonen's (2015) model of categorising stakeholder expectations.

4.4 Workshop for communication managers

Based on the results and the analysis of the survey study, I formulated propositions as root causes for the issues that needed improvement as well as my preliminary development suggestions for the City of Helsinki. In order to verify and elaborate my propositions as root causes and their solutions, I organised a facilitated brainstorming workshop for three communication managers in the City of Helsinki Urban Environment Division. I selected communication managers as the workshop participants for their knowledge of communication in general, their experience of this particular organisation and managing communication in it as well as their status, which gives them insight in how to pursue the changes in resident communication I aimed at.

Even though it would have been fruitful to have more participants in a workshop, it was difficult to find more people in this reference group due to the Covid-19 pandemic that spread around the world during 2020. Everyone seemed to be short of time, as the pandemic had added to his or her workload. In addition to this, unfortunately only two of the participants could really attend the workshop. The third communication manager I had invited could not be present, but she gave her notes in an email based on my workshop material.

The workshop was not based on a traditional SWOT-model of finding strengths, weaknesses, opportunities and threats. However, I listed the participants' views of the strengths and weaknesses of my proposed solutions during the brainstorming workshop.

In the beginning of the workshop, I presented the participants the main results of the survey study that I had conducted for the residents of Jätkäsaari. I presented them the two root causes that I found in my analysis of the survey results, as well as my propositions to resolve them. After, I had a list of questions to direct the workshop. I listed the strengths and weaknesses or challenges of the solutions I proposed to the communication managers during the workshop. I also recapitulated the workshop discussion to verify the list.

My presentation to the communication managers with the workshop programme is attached (Appendix 2). However, as the questions for the communication managers were in Finnish, I will present them below as well.

The first set of questions was directed to discuss about the root causes and their validity:

- Have you noticed this kind of problems in the City of Helsinki communication?
- Have I listed the right root causes, should they be refined or are they completely something else?

The second set of questions dealt with the solutions that I had proposed:

- Are there any weaknesses or challenges in the proposed solutions?
- How could the solutions be refined?
- Is there on obstacle or issue that needs to be resolved before the root causes can be resolved?

5 Findings and development suggestions

In this chapter, I will first present the results of the survey study to the residents of Jätkäsaari. After that, I will present an analysis of the results with the help of Olkkonen and Luoma-aho's (2015) framework of stakeholder expectations. The third subchapter presents the results of the workshop for communication managers. I will close this chapter with my development suggestions to the City of Helsinki communication.

5.1 Results of the survey

The first part of this subchapter deals with general information of the survey to the residents of Jätkäsaari. Then I will look at the strengths of the City of Helsinki communication, and after that, focus on the weaknesses that call for closer attention.

The background questions of the survey were obligatory. Approximately two thirds (65 per cent) of the answers were given by women. Men composed approximately a third of the respondents whereas the option "other" was 1,3 per cent of all the answers. More than half of the respondents were younger than 44 years of age. Almost one third of the respondents were between the ages of 35 and 44. Around twenty per cent were between the ages of 25-34 or between the ages of 45-54. Fourteen per cent were between the ages of 55-64. Only eleven per cent were older than 65 years. The respondents' age might reflect the age of internet users. There is no reliable data available for the demography of the residents of Jätkäsaari in general. Therefore, it is not possible to compare the extent to which the respondents' demography corresponds to the residents in reality.

Most of the respondents, 86 per cent were residents of Jätkäsaari. Nine per cent were people who are about to move to Jätkäsaari and the rest live nearby or are otherwise interested in Jätkäsaari. Thus, the answers to the survey reflect the opinions of the residents themselves.

Overall, the respondents of the survey estimated the resident communication of the City of Helsinki to be good. Two thirds of the respondents gave the grade "good" or "satisfying", some fourteen per cent even an "excellent". The most popular overall grade for the communication, on a scale from four to ten was eight, "good" (39 per cent).

It is clearly visible in the survey results, that the main strengths in the City of Helsinki communication are the choice of subjects and a good quality content in different communication channels. According to the respondents, the subjects are important and interesting. The residents hold the subjects that are most often on the communication agenda, and most visible on the website www.uuttahelsinki.fi/jatkasaari, most important. These subjects include e.g. construction schedules, changes in traffic arrangements, maps, and future services. In addition, the residents saw the possibilities on how to influence the future development of Jätkäsaari very important. The respondents also found the articles that the City of Helsinki publishes in the locally distributed free newspaper Ruoholahden Sanomat to be useful and interesting, as well as the content of the Jätkäsaari Facebook page.

The website www.uuttahelsinki.fi/jatkasaari itself was found to contain useful information by almost ninety per cent of those having visited it. Seventy per cent of the respondents think the website is well structured and clear. Sixty per cent thought it was easy to navigate on the pages. Most respondents searched for information on the same subjects that were held important in general: timetables of construction, future services, maps, and news.

Another important strength in the City of Helsinki communication is its reliability. Eighty-three respondents out of hundred saw it reliable. The respondents also found the communication quite well timed. A bit more than half saw the communication fresh and sixty-five per cent perceived the communication to be humane. There is not too much communication according to the respondents; only seven per cent thought otherwise.

Furthermore, most people thought the communication was not hard to understand nor too bureaucratic: only a bit more than one in four found the communication distant and bureaucratic. In my view, this is at least partly thanks to the Facebook page, which many respondents held a good channel for communication. As other social media, it has great potential for changing public organisations more approachable, as Suominen writes (2018, 186). I find the City of Helsinki has succeeded to be more approachable, because two thirds of the Jätkäsaari Facebook page followers follow it actively or quite actively. Most of the followers saw the content informative, useful and interesting. It also seems that Facebook communication has lowered the barrier to get in touch with the City organisation, since two thirds of the page followers found it a good channel to contact the City officials or to communicate with them. Half of the respondents thought they get enough infor-

mation on the Facebook page. Eighteen per cent of the respondents did not follow the Facebook page at all and fifteen per cent did not know of its existence. My interpretation is that the residents, who know such a page exists, follow it.

Even though the above results are very good, the survey study shows that there are weaknesses as well. The most obvious weakness in the City of Helsinki communication seems to be the lack of listening and real dialogue. The respondents raise this issue in both sections of the questionnaire, in the first part dealing with communication and dialogue, as well as in the second part dealing with communication channels. Secondly, the residents do not know the communication channels well enough. I will discuss the issue of communication channels first, and after that, come back to the lack of listening and dialogue.

According to the survey results, the City of Helsinki has a good comprehension of important subjects and interesting content, but the channels are not reaching enough people. This is certainly one of the reasons, why the respondents did not feel getting quite enough information on some subjects, which they had rated most important: the respondents' estimates for each subject varied between 2,1 and 2,7 on a scale of 1-4 (1=not getting information 4=getting enough information).

Less than half (45 per cent) of the respondents visit the www.uuttahelsinkia.fi/jatkasaari website actively on a monthly basis, and one fourth a few times per year. Only fifteen per cent of the respondents reads the pages every week. Twelve per cent goes to the website once a year or never. There is interesting content on the pages, but people do not visit the pages, and a third of the respondents felt it is not easy to find information on them.

About forty-five per cent of the respondents always or often read the articles by the City of Helsinki in Ruoholahden Sanomat, the local free newspaper. A fourth of the respondents sometimes reads the articles. About one third never reads them. Even though the respondents value the content of the articles, almost forty per cent was not aware that the City of Helsinki publishes articles in the newspaper.

These articles are always shared on the website www.uuttahelsinkia.fi and on the Facebook page – however, some respondents asked them to be shared on these platforms. Even though these respondents would follow the Facebook page, they do not automatically see all the posts due to the Facebook algorithm. This raises the issue with Facebook: even though it has clear advantages as a two-way communication channel, the

shortage is its algorithm, which prefers friends and family to organisation pages. A handful of respondents perceived Facebook not enough, and said there should be an electronic newsletter or even paper flyers from time to time as a means of communication (paper releases are used as a means of communication, but apparently not known to everyone). When it comes to possibilities and channels of participation and discussion with the project staff, most of them were less known than general communication channels or not recognised as such. The respondents knew the Jätkäsaari Facebook very well, as they did the resident evenings (known by 85 per cent). However, only a third (35 per cent) knew the general feedback channel of Helsinki, only one in five knew the tell use on the map - service, ten per cent knew there is a special channel for youth, and a third knew the general national possibility to make a citizen initiative (kuntalaisaloite.fi).

The best-known possibilities to participate and discuss with the project staff, the Facebook page and resident evenings, were the most used ones as well. Logically, the poorest known channels have not been used. Half of the respondents answered to have given feedback on the Facebook page: nine per cent often, a fifth every now and then, and a fifth one or twice. A bit more than a half of the respondents has never participated in the resident evenings; forty per cent has done so every now and then or once or twice. Eight per cent of the respondents are actively participating in the resident evenings. Thus, according to the survey results, only a handful of residents in Jätkäsaari are actively using these means to participate in the development of their neighbourhood. This might be because the respondents felt they did not have enough information on how to influence and how to participate, even though they held it an important subject.

The lack of awareness about communication and participation channels are a weakness not least because it might be the cause of a somewhat low participation rate among the residents of Jätkäsaari. However, deficiencies in dialogue and listening are more crucial when it comes to participation and implementing democracy. Shortage in listening leads to loss of trust among the stakeholders of an organisation (Macnamara 2016, 299). If the residents of Helsinki lose their confidence in the possibilities to participate and influence, the City of Helsinki loses its credibility and legitimacy.

The residents of Jätkäsaari had expressed a lack of listening before this research. The survey confirmed this experience. More than half of the respondents perceived the City of Helsinki communication one-way, and not in dialogue with the residents. According to the research literature, this is most often the case: organisations mainly communicate one-way to followers even in social media (e.g. Taylor and Kent 2014, 386). Even though the

Jätkäsaari Facebook page followers appreciated the social media communication, it appears that the City of Helsinki is communicates too much one-directionally.

The thematic of one-way communication, lack of listening and the possibilities to participate is present in the open feedback sections:

"The communication is very much one-way."²

"I would like as much two-way communication as possible."³

"I would appreciate listening more to the residents (who already live here [in Jätkäsaari])."⁴

"The residents are not really heard, and the odd answers are arrogant."⁵

"The City of Helsinki should listen more to the residents when it comes to planning in the area."⁶

"Instead of dictating the City should listen to the people who really live in the area."⁷

In the light of this research, it seems clear that resident evenings are an important way for the residents of Jätkäsaari to participate and get information. Dialogue with the organisation representatives, which is possible in the resident evenings, is the way citizens most commonly wish to participate (see e.g. Macnamara 2016, 40). In the open feedback sections, the respondents stated several times that there should be resident evenings more often. Most respondents who participated in them, felt like getting useful information there. However, almost a half of the respondents who had participated in the resident evenings felt that they had not been listened to very well or at all, even though two thirds thought they have had the chance to talk to the project staff well or quite well.

2 "Viestintä on erittäin yksisuuntaista."

3 "Mahdollisimman paljon vuorovaikutteista viestintää."

4 "Kaipaisin enemmän kaupunkilaisten (jo täällä asuvien) kuuntelemista."

5 "Asukkaita ei oikeasti kuunnella ja satunnaiset vastaukset ovat ylimielisiä."

6 "Asukkaiden toiveiden kuulemista alueen suunnitelmissa tulisi lisätä kaupungin suuntaan."

7 "Sanelun sijaan kannattaisi kuunnella niitä ihmisiä, jotka alueella oikeasti asuvat."

Even though there is a lack of listening and dialogue, there is some ambiguity and variation among the respondents' answers when it comes to feedback. When asked, if the project staff has welcomed resident feedback, forty per cent of the respondents felt responded negatively. However, seventy per cent of the respondents think that the project staff has answered to their feedback in a correct manor. About sixty per cent feel their feedback or questions have been answered soon enough or moderately well. In addition, almost sixty per cent feel they have been well or quite well listened to, even though their wishes might not have come reality. It seems that the project staff's communication is not consistent, since the respondents' experiences vary. Thus, the experience to not being listened is linked to the way feedback is received and answered to.

The respondents wrote about their experiences on giving feedback:

*"More organised conversation and openness to the feedback received."*⁸

*"The residents need to be listened to more than nowadays."*⁹

*"I don't feel residents are listened to, so my motivation to give feedback is quite low."*¹⁰

*"I have given feedback mainly on traffic. It seems that my feedback has mainly been ignored."*¹¹

The respondents preferred ways to participate in the development of their home district during its construction, were e.g. to engage in the planning of different services, respond to online questionnaires, or to participate in discussion or working groups. According to some respondents, there have not been enough possibilities of participate or influence to date:

*"There are things to develop, but being listened to is not enough, I want to feel having an impact on things."*¹²

⁸ "Organisoidumpaa keskustelua ja lisää avoimuutta saatuun palautteeseen."

⁹ "Asukkaita kuunneltava enemmän."

¹⁰ "En ihan koe, että asukkaita kuunnellaan, joten oma motivaatio laittaa palautetta on myös aika alhainen."

¹¹ "Olen antanut palautetta lähinnä liikenneasioista (kadut, liikenteenohjaus). Niistä annettuja palautteita ei pääsääntöisesti tunnuta ottavan huomioon."

¹² "Kehitettävää on, mutta ainakaan minulle ei riitä pelkkä kuuntelu, haluan ihan oikeasti myös tuntea, että voin vaikuttaa asioihin."

*"I don't care about resident evenings as I don't believe that anyone has any possibility to influence."*¹³

*"We are listened to at the resident evenings but that's all. Nothing happens afterwards."*¹⁴

*"I'd like the residents' opinion to be taken better into consideration."*¹⁵

*"One gets to have a conversation [with the City officials] at the resident evenings, however, I doubt it is of any use or impact in anything."*¹⁶

*"I have completely lost hope for getting any changes from the City. The residents do absolutely not have any possibility to influence at all."*¹⁷

*"I'd wish that the residents' opinion would really matter."*¹⁸

Many respondents' open comments indicate, that for them, to being listened equals to making the changes for which they wished. Naturally, in a democratic society, there are other residents' opinions and wishes to take into consideration, as well as official decision-making processes for many issues in urban development. However, these comments might again point to problems in communication. When receiving and answering feedback, the most important thing is to give recognition to what has been said, as Macnamara (2016, 41) states. The residents have an expectation to get recognition for their views. Again, there is a link between how the project staff receives and answers feedback, and the residents' experience to not being listened.

5.2 Expectation horizons

In the survey, I did not ask the residents of Jätkäsaari directly about their expectations, but about their experiences and views concerning the communication of the City of Helsinki.

¹³ "En välitä asukasilloista tms. koska en usko, että kenelläkään on mihinkään minkäänlaisia vaikutusmahdollisuuksia."

¹⁴ "Kyllä meitä asukasilloissa kuunnellaan, mutta siihen se sitten jääkin. Mitään ei sen jälkeen tapahdu."

¹⁵ "Haluaisin, että asukkaiden näkökulma huomioitaisiin paremmin."

¹⁶ "Asukasilloissa pääsee hyvin ääneen, en tosin tiedä onko siitä mitään hyötyä saatika vaikuttaako mihinkään."

¹⁷ "Olen tyystin luopunut toivosta saada mitään muutoksia kaupungilta. Asukkailla ei kerta kaikkiaan ole mitään vaikutusmahdollisuutta olemassa."

¹⁸ "Toivoisin, että asukkaiden mielipiteillä olisi todella vaikutusta."

Thus, it is not meaningful to categorise the residents' views in precise expectation categories. However, interpreting them with the help of Olkkonen and Luoma-aho's (2015) model of stakeholder expectations helps to form an understanding about the residents' large expectation horizons. This sheds light to the residents' future expectations, which is important for seeing possible threats to stakeholder relations, stakeholders' future wishes or their possible disengagement, which would lead to lost relations (Olkkonen & Luoma-aho 2015, 94).

In Olkkonen and Luoma-ahos model (2015, 93) stakeholder expectations build on two contextual factors: on the stakeholders' personal values and interests, and their information and past experiences of the organisation. On one hand, the expectant's expectations are based on what (s)he thinks is or is not preferable or valuable. On the other hand, they are based on what the expectant thinks can be expected from an organisation based on what (s)he knows based on information and experience. (Olkkonen & Luoma-aho 2015, 91.) These contextual factors form two continuums: an axis of expectations for positive and negative outcomes, and an axis of trust or distrust in the organisation. When these two axis are combined, there are four categories of expectations.

Instead of using Olkkonen and Luoma-aho's model as such, I will simplify it to analyse the survey results in two more flexible perspectives, the positive and negative expectation horizons. The residents' expectations can be seen as forming a triangle on the two axis, the axis of positive and negative expectations, and the axis of trust and distrust. The positive expectation horizon refers to the residents' positive expectations and / or trust towards the organisation. The negative expectation horizon refers to the residents' negative expectations and /or distrust towards the organisation. The triangle in Figure 3 below does not have clear boundaries in reality, and further, it is a heuristic way of presenting the residents' expectations.

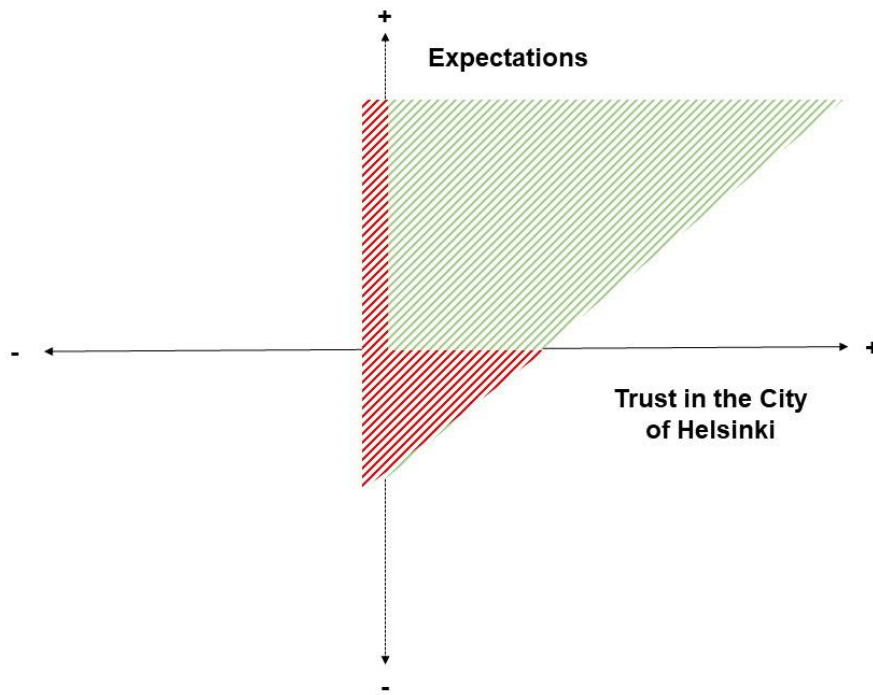


Figure 3. Positive (in green) and negative expectation (in red) horizons. Adapted from Olkkonen & Luoma-aho (2015).

The positive expectation horizon starts with the residents' value-based expectations, as they are expectations of positive outcomes from the residents' point of view. The values of the residents of Jätkäsaari, and what they desire are reflected in their answers to the survey both implicitly and explicitly. Some general trends are visible in their expectations. There is an increasing demand for citizen democracy in the Finnish and other Western societies. The City of Helsinki is a public organisation, which means that its stakeholders have legitimate expectations for transparency of all actions as well as getting reliable, sufficient information about services, economy, matters under preparation and decision-making as well as the impacts of different decisions, in a clear and understandable way¹⁹. The residents also have a legitimate expectation of possibilities to participate and influence in the matters that concern their own lives as well as expectations to be listened. Enabling resident participation is an important goal for the City of Helsinki, which is a notable factor when analysing the residents' expectations.

¹⁹ These issues are also expected by the law (e.g. the Local Government Act, Finlex 410/2015, 29 §).

Several respondents stated that they do not want to search for information, but want it served “on their plates”, easily and without effort. There is a huge amount of communication in different channels nowadays, which means that important messages and conversations get easily lost among this “noise”. The residents expect to get key information without looking for it. The current communication landscape brings forth another factor: with the huge potential and presence of social media, people expect two-way, dialogic communication from organisations. This is also confirmed in the research literature (see e.g. Macnamara 2016; Sauri 2015).

These above-described, value-based expectations serve as a basis for defining the extent of both positive and negative expectation horizons. They help understanding the residents’ both negative and positive experiences, and future expectations. This means that the scope of the horizons depends on how the residents’ value-based expectations have been met. In other words, if the residents’ expectations of positive outcomes have become reality, they have positive experiences and positive expectations for the future. If they have not become reality, the residents’ experiences are negative, and their future expectations might be negative as well. In addition to this, the negative horizon would ideally include expectations of negative outcomes that have become reality. However, this survey study does not provide enough data to analyse whether the residents’ negative experiences are based on expectations of positive outcomes that have not been met, or expectations of negative outcomes that have been met. Nevertheless, the point is that the negative expectation horizon indicates issues that need improvement, as Olkkonen (2014) states.

Interpreted through this lens, an important part of the positive expectation horizon is the residents’ wide trust towards the City of Helsinki and the information it distributes to the residents of Jätkäsaari. This means that the City of Helsinki has in fact succeeded in meeting one of the most important expectations: that of reliability in its actions and communication. Following Olkkonen and Luoma-aho, the residents will probably have optimistic expectations towards the City of Helsinki in the future. Optimistic expectations are positive expectations that the organisation is expected and trusted to fulfil (Olkkonen & Luoma-aho 2015, 93).

The residents’ experiences of getting relevant and interesting information in a clear and understandable way, belongs to the positive expectation horizon as well. The residents

held the subjects of the daily communication agenda interesting. Furthermore, most respondents thought the communication was not hard to understand nor too bureaucratic. This creates positive, even optimistic expectations for the future.

The disappointments vis-à-vis the City of Helsinki that the residents of Jätkäsaari express in the survey form the frame of the negative expectation horizon. As stated in the previous chapter, one main issue is the residents' expectation that the City of Helsinki project staff should listen to the residents, but has not done that sufficiently. The residents also expect to have influence over the matters that concern their neighbourhood, which has not become reality in the extent they expect. Communication has not been as two-way and dialogic as expected. When giving feedback, the feedback has not been received as expected. The residents' most important expectation that has not been sufficiently met, however, is the expectation of participation: many residents do not know how to participate. There is also some deficiency in meeting the expectations of getting sufficient information concerning certain subjects.

The results of the survey show that the positive expectation horizon outweighs the negative expectation horizon among the residents of Jätkäsaari. However, even though the City of Helsinki is a very trusted organisation, there are indications that some residents are losing trust. Recognising negative expectations is especially important, since they are a sign of the stakeholders' negative attitude towards the organisation (Olkkonen 2014, 24). At worst, if nothing changes, the City of Helsinki's legitimacy starts crumbling. It must also be recognised that the current trust translates as a future optimistic expectation – if this is not fulfilled, the negative expectation horizon starts widening.

5.3 Results of the workshop

As found in the analysis of the survey results, the negative expectation horizon of the residents of Jätkäsaari consists mostly of deficiencies in meeting the residents' expectations of dialogue and listening, which relate to participation. These are the most prominent issues needing changes regarding resident participation and implementing democracy. Thus, I focused on finding solutions to these in the workshop for communication managers.

The experience of the residents of Jätkäsaari is possible to track down, at least partially, to the City of Helsinki organisation. Firstly, the structures for listening and interaction with the residents who live in new city districts under construction are insufficient. (For existing

practices, please see chapters 2.1 and 4.3.) There are no procedures and rules in terms of interaction and communication with these residents on a daily basis, outside official City of Helsinki structures of participation. It depends too much on individual choices and opinions among the officials of the City of Helsinki. Even though the residents seemed to know to some extent how to participate in the decision-making processes of the City of Helsinki, they did not have a clear picture in what matters they actually had influenced concerning their own neighbourhood. This adds to the residents' feeling of not having a say in decisions that concern them.

The obvious solution to a problem of lacking processes is to create them. My initial proposition to the communication managers was to map down typical questions and feedback, and create a set of answers to them bearing in mind Macnamara's (2016, 41-43) seven canons of listening. The communication staff should do this mapping and creation of answers together with the project staff coordinating construction in Jätkäsaari and other new city districts, as well as other City of Helsinki officials linked to urban development. The residents should also get information in which matters they have had an impact in a transparent and systematic way.

The workshop participants held it important to create and maintain processes and structures of listening, as it is easier for everyone to communicate in terms of determined structures, and by means that are tested and appropriate. The attendees of the workshop proposed to pay attention to the mapping down of different types of question and feedback, and sort them into systemic problems (their term) and random problems. By systemic they meant feedback that concerns problems that are due to the "system": organisation, political decision-making processes or inevitable bureaucracy, matters that cannot be easily changed. The most important thing is to give recognition to what has been said, as Macnamara (2016) points out, since no rapid changes are in sight. The third communication manager that could not attend to the workshop stressed that the answers and the whole setting should be "from a person to another" (not from a faceless organisation to a resident). She also stated that this would help tackle the opposition between the City of Helsinki and its residents. Her points fit perfectly in the thinking of Macnamara (2016).

One communication manager suggested resident councils as a means of listening. She said that residents sometimes feel that they do not get the right answers to their questions when the interaction takes place in a written form. The answers easily go "past" the questions. According to her, these councils could also help the City of Helsinki adjust its

communication since the council could act as a test audience. In addition, it would be an arena for participation. Indeed, this should be one option among the means of listening.

In the workshop, I proposed shortages in matters of interaction and communication with the residents among the City of Helsinki officials as the second possible root cause explaining the experience of the residents of Jätkäsaari, I also believe the organisational culture lags behind of what modern communication tools assume in terms of two-way communication, and what the residents expect. In other words, regardless of new communication tools like social media, the City of Helsinki is still old fashioned in terms of interaction and communication, while the residents are already in a different phase - expecting a more proactive touch and two-way communication, like Sauri (2015) stated in his pamphlet. In my opinion, the open comments that the residents of Jätkäsaari gave in the survey, were partially due to this organisational culture. Experts in e.g. construction at the City of Helsinki have often thought that not all feedback requires answering. Communication easily remains one-directional if people do not get answers to their questions or comments. Communication and interaction are not always seen important enough, or as “real work” by the City officials.

A part of the lack of knowhow and organisational culture resolves with the structure for listening, the new processes concerning communication and interaction with the residents. A clear process would help the City of Helsinki organisation officials save time: they would know how to answer to different feedback. This in turn would help tackle the fear of feedback adding on one’s workload, which is a common problem in public organisations (Sauri 2015, 10).

My proposition to the lack of knowhow was to develop it through communication trainings. Trainings about why two-way communication and dialogue are important, especially in public organisations, should be among the most important subjects. Trainings would help tackle the problem of old-fashioned organisational culture as well.

The participants of the workshop held problems in organisational culture more important than the lack of communicational knowhow, more likely as the root cause to the lack of listening that the residents of Jätkäsaari experience. They thought that organisational culture is a result of many parts. Therefore, there should be several ways of backing a cultural change.

The attendees of the workshop saw trainings as a classical means, however problematic as it depends very much on the individual to take the learnings into action in everyday work. Nevertheless, the communication manager who could not attend the workshop pointed out that a good training motivates people. She suggested a systematic package of basic and advanced level trainings in communication. These could be virtual, small group trainings or self-studying.

The workshop participants suggested additional means on the organisational level for creating a culture change. One of them should be a “discussion of principles”: the direction of the City of Helsinki, from the top to mid-level directors, should voice the importance of two-way communication and dialogue as well as act as examples in their own work. They should instruct all staff members in setting priorities.

The participants also suggested financial incentives for good communication. According to them, communication should always be measured and systematically followed in projects like the construction of Jätkäsaari. When communication would be successful, and reach its target, there should be a remuneration. Financial incentives of this kind would help lift communication on the agenda, and make it a priority of the whole team. Inversely, if e.g. a project manager is not interested in resident feedback or communication, there should perhaps be a sanction or a consequence of some kind. However, determining inadequate communication might be difficult in a commensurate way.

The workshop participants also suggested simple, everyday means to make communication gain weight in the organisation. Of course, communication should be on meeting agendas with the same importance as all other issues. Unfortunately, according to my experience, this is not always the case at the City of Helsinki. One option to pay more attention to resident feedback is to discuss it in every project team meeting and process what issues there are among the residents, how the City of Helsinki is going to react to the issues. Nowadays, if the Jätkäsaari construction project team discusses about communication, it often deals with what the organisation is about to communicate to the public, not vice versa. It could then be fruitful to, at least start the communication part of a meeting with resident feedback.

5.4 Development suggestions

Based on the research presented in this thesis, my suggestions on how the City of Helsinki could improve its resident communication concern mostly listening²⁰. The most important measure is to create new structures for listening, in addition to the existing ones. This answers directly to the residents' expectation to being listened, and are the most important tools to make participation easier. At the same time, creating a new structure for listening automatically increases two-way communication and dialogue. As Macnamara states, resident engagement is impossible without listening to what the residents have to say (Macnamara 2016). In addition, dialogue is a form of participation itself.

Systematic listening to residents' expectations should be the in the centre of the structure. Monitoring expectations helps make them visible, which makes meeting these expectations easier. Expectations should be followed continuously, since they are subject to change over time due to changes in attitudes or values, for example (Olkkonen & Luomaaho 2015, 95). Listening to the residents gives valuable information about their future wishes, and is an essential part in making democratic, informed decisions, and a very important way of participation.

First, the structure for listening should include mapping down residents' typical questions and feedback, and create a set of answers to them. These typical questions should be sorted into systemic problems and random problems. The communication professionals should do this mapping and creation of answers together with the project staff coordinating construction in Jätkäsaari and other new city districts, as well as other City of Helsinki officials linked to urban development. Receiving and answering feedback should be done in the spirit of Macnamara's (2016, 41-43) checklist of listening, "from a person to another". It includes recognising the residents with a legitimate right to speak, acknowledging to people that they have been heard, giving attention, interpreting their messages fairly and receptively, trying to understand the residents' views, perspectives and feelings, considering what others say and responding to all of this in an appropriate way.

This structure also helps meet the residents' expectations of two-way and dialogic communication as well as lacks of answering feedback. The answers should of course be

²⁰ There are additional means to what was proposed in the workshop in these final development suggestions.

tested and changed if needed. The structure of listening with subsequent sets of answering feedback should tackle at least a part of this fear, as clear and tested structures save time. Moreover, there should be criteria for determining what feedback, comments, requests, and proposals from the residents are presented further in the organisation, meaning decision-makers and policy makers. Macnamara's (2016, 272) proposition of a set of equitable administrative and decision-making processes that may, or may not, result in change or modification, would be a good addition to existing practices when it comes to unofficial participation (not based on law such as in city planning). These processes are related to systemic problems that link to expectations that the residents of Jätkäsaari have about influencing the development of their own neighbourhood, and which have not become reality. These might concern situations, which occur in a democracy: even though people participate, the end-result might not be for what they wished. Nevertheless, the residents ought to get an answer and explanation, why the things are as they are.

The residents should also get more information about ways to participate, and in which matters they have had an impact, in a transparent and systematic way. This could lessen the experience that the City of Helsinki does not listen to the residents. The structure of listening could also include resident councils to monitor the residents' expectations. The survey respondents proposed these in another form (discussion or working groups). These councils could also serve as a test audience for communication. Moreover, the councils would be a means of participation. Some small, targeted, but regular surveys about the residents' "mood" could complement the structure of listening. As some respondents of the survey asked for more resident evenings it should be considered, whether it is possible.

My second major development suggestion concerns the organisational culture at the City of Helsinki. A couple of years before the City of Helsinki published its current city strategy, Sauri (2015, 21) argued that the Helsinki community is already in stage 3.0, but the city organisation still follows old rules. Public organisations are not competing over customers like private companies, which means they do not have to develop their working culture at the same pace. However, they should keep up with the development of the surrounding community. It is important to make it visible in the organisation that dialogue with the residents is a resource to the organisation and gives the capacity and knowledge of the whole community to the organisation's use. As Sauri (2015, 10) states, it also increases the residents' understanding of the functioning of public organisations and the rules governing them, which lessens their questions in the end.

The City of Helsinki should tackle this change in organisational culture with several means. One way would be to develop the City of Helsinki officials' knowhow about communication and participation with trainings: there should be basic and advanced level trainings, either in groups or as self-learning. Another means should be the "discussion of principles" that the communication managers suggested in the workshop. This means that the direction of the City of Helsinki, from the top to mid-level directors, would voice the importance of communication as well as act as examples in their own work. They should instruct all staff members in setting priorities. However, this might require some advocacy and advice from the communication professionals.

The changes in organisational culture could be catalysed with financial rewards for good communication. In projects like the construction of Jätkäsaari, communication should always be systematically measured and followed. When communication would reach set targets, the whole team should be remunerated. Financial incentives would make communication a priority of the whole team. Inversely, if e.g. a project manager is not interested in resident feedback or communication, there should be a sanction or a consequence. The City of Helsinki should find a way to determine inadequate communication in a commensurate way. Overall, measuring and evaluating communication is one way of being on the pulse of stakeholder relations (Macanamara 2016, 153).

Communication can become more valued in the organisation with smaller means that are easy to implement. Communication should be on meeting agendas with the same importance as any other issue. Resident feedback and residents' expectations should be discussed in every project team meeting as well as possible measures to answers to them. This is a means to both, changing the organisational culture and improving listening to the residents. Listening to the residents would be even more efficient if it was the first thing in the meeting agenda – at least in the section dealing with communication.

The respondents to the survey reported that there is also some deficiency in getting sufficient information concerning certain subjects, and that getting the information is not easy enough. Therefore, the findability and usability of the communication channels should be scrutinised. A newsletter would be an easy way to get essential information for many residents. The lack of awareness of the communication channels could perhaps be helped with a communication campaign.

6 Discussion

In this chapter, I will answer the research questions of this study, and discuss the main findings in relation to previous academic literature. After, I will propose subjects for further research and development and discuss the reliability and validity of the research. I will conclude the chapter with a reflection on my own learning process.

6.1 Key findings

The overall objective of this study was to develop the City of Helsinki strategic communication to correspond to the residents' expectations of communication, participation and citizen democracy by looking into the case of the residents of Jätkäsaari. There were three research questions.

The first research question was the following: "How do the residents of Jätkäsaari or people planning to move to Jätkäsaari perceive the City of Helsinki communication?" To answer this question, I first mapped current means and practices of communication and participation, and found that they do not entail procedures or rules in daily communication with the residents, but the communication depends on each person. This seems to cause some inconsistency in the communication, answering feedback, for example. Despite the inconsistencies, the survey to the residents of Jätkäsaari showed that the City of Helsinki and its communication enjoy the residents' wide trust. As a whole, the respondents gave the communication a very good grade, and found the communication interesting with important subjects, and further, not too bureaucratic. On the negative side, the residents do not seem to know the communication channels of the City of Helsinki well enough, and they do not get quite enough information about subjects that are important to them. Moreover, according to the residents, the communication is too one-way and not dialogic. This links to the lack of listening that the respondents had also experienced. In addition, the residents' knowledge concerning the possibilities of participation is insufficient.

The second research question of this thesis was "What are the residents' expectations concerning communication, listening and participation?" In order to decipher the expectations of the residents of Jätkäsaari, I categorised them in large positive and negative horizons based on the survey results. The analysis showed that the positive expectation horizon consists partly of the residents' value-based, positive expectations towards the City of Helsinki. Those are expectations of transparency, getting reliable and sufficient infor-

mation concerning their own lives and getting it without effort and in a clear, understandable way. These value-based, positive expectations also include possibilities to participate and influence in the matters that concern the residents and expectations of two-way communication, dialogue as well as expectations to be listened.

The value-based expectations served as the axis to which I mirrored the rest of expectations to define the scope and content of both the horizons. Those of the value-based expectations that the City of Helsinki had succeeded in meeting, contributed to the positive expectation horizon, and those value-based expectations that the City of Helsinki had failed, fell into the negative expectation horizon. Thus, on the positive side, there were the fulfilled expectations of reliability resulting in a wide trust towards the City of Helsinki among the residents, and that of getting relevant and interesting information in a clear and understandable way. On the negative side, there were unmet expectations to be listened to, two-way communication and dialogue, unmet expectations concerning responding to feedback and possibilities to participate as well as not getting sufficient information concerning certain subjects and not getting the information easily enough. The residents also expected to have influence over the matters that concern their neighbourhood, which had not become reality in the extent they had expected.

The analysis of the residents' expectations revealed that the positive expectation horizon largely outweighs the negative expectation horizon. Even though the negative expectation horizon is essential, since it signals the residents' disappointment and negative attitudes towards the organisation, both negative and positive expectations count, as Olkkonen and Luoma-aho (2015, 90) state. Expectations indicate stakeholders' future wishes, meaning the positive expectation horizon in this research, as well as critique or distrusting doubts towards an organisation, meaning the negative expectation horizon in this case. Both of these horizons give indications of what the City of Helsinki should do in the future: reclaim the positive expectation horizon and alter its actions to minimize the negative expectation horizon.

The third research question of this thesis was "How should the City of Helsinki communication be developed to better meet the expectations of listening and participation among the residents?" The workshop organised for communication managers was designed to answer this question, and it resulted in several development suggestions. First, the City of Helsinki should create structures for listening to the residents, in addition to existing ones, meaning creating criteria to define typical feedback and answers to them, bearing in mind what Macnamara (2016, 41-43) writes about listening. Second, there should be resident

councils as a means of listening: they could act as test audiences to refine communication and serve as an arena for participation. Increasing these structures of listening also increases two-way communication and dialogue, supposing the new criteria for dealing with feedback takes these as starting points. Third, to build trust and transparency, the residents should be told systematically and transparently, in which matters they have influenced, and if this has not been possible, on what grounds.

To tackle the problems of organisational culture at the City of Helsinki, meaning ignoring the importance of resident communication, the workshop resulted in suggesting several ways. The suggested means were trainings on the importance and practice of two-way communication and dialogue, a discussion of principles on the level of direction showing the importance of two-way communication and listening, financial incentives and / or sanctions for successful or insufficient communication in the organisation, and restructuring meeting agendas in favour of the residents' feedback and communication.

This problematic of organisational culture is among the most important issues to address at the City of Helsinki. According to the research literature, lack of two-way communication and dialogue are a common finding in organisational communication (Koschmann 2016; Macanamara 2016; Suominen 2018; Taylor & Kent 2014). This research shows that the City of Helsinki is a contributor to this undesirable tradition, which has its origins in organisation-centric thinking in general. In fact, this relates to the wider discussion of the relation of an organisation and its stakeholders. Stakeholders should not be seen as groups to be managed with the interest of the organisation in mind, as Koschmann (2016) and Johansen and Nielsen (2011) argue, but as beneficial to the organisation, or even a resource, as Sauri (2015) and Post et al. (2002) claim. In addition to these writers, Macnamara (2016 & 2017) as well as Luoma-aho and Vos (2010), for example, state that organisations should no longer expect to be in focus, but issues and stakeholders.

This research confirms previous academic statements that monitoring and analysing stakeholders' expectations is vital to making informed decisions (Olkkonen 2014; Olkkonen & Luoma-aho 2015). In the case of the City of Helsinki, it is a means to enable resident participation, as it gives information of the needs and expectations of the residents. If an organisation is not aware of its stakeholders' expectations and fails to meet them, as has happened in the case of the City of Helsinki and the residents of Jätkäsaari, the stakeholders might start disengaging from the organisation. Olkkonen and Luoma-aho (2015, 94) argue that this disengagement on its behalf makes the stakeholders turn their back to the organisation. It is debatable whether the stakeholders of a public organisation can really detach themselves from the organisation. In the end, the residents of a city are

dependable on the services provided by the city (in Finland, at least). However, they may become disengaged stakeholders who have lost faith in democracy realising, and their own possibilities to participate and influence, which is not a minor threat, even to democracy itself.

This study also contributes to the research discourse on the relation of democracy and listening. The residents of Jätkäsaari had expectations to participate and to be listened to. As the City of Helsinki failed these expectations, some residents experienced they had no possibilities to influence the affairs that concern them, and had started losing trust in the organisation. Indeed, these lacks of listening suggest the City of Helsinki is focusing too much on itself. This organisation-centricity has far-reaching impacts - at worst, it results in declining democracy. Therefore, two-way communication, dialogue and listening should be given due attention, since they are key to enabling participation, and democracy in the end, as Macnamara argues (2016).

Thus, based on this and previous research, the City of Helsinki should listen better to its residents, and develop its communication to be two-way and dialogic in order to answer to the expectations of residents and to enable their participation. This includes new structures and processes, such as creating new ways to deal with feedback, systematic and transparent communication about the possibilities of participation, as well as systematic monitoring and analysis of the residents' expectations. These add consistency to communication. To focus on the residents and turn its organisation-centricity upside down, the City of Helsinki should nurture a new organisational culture. Listening starts in the organisational culture, as Macnamara writes (2016, 247). Means to this end include trainings, a discussion of communication principles on the level of direction, financial incentives for encouraging good communication, and restructuring meeting agendas. Some additional means are listed in the chapter 5.4.

To conclude, the City of Helsinki should see that an organisation's communication is the responsibility of the whole organisation, not just the communication department. Successful strategic communication is about each member of the organisation contributing to it. In the case of the City of Helsinki, it is essential to understand strategic communication as including two-way, dialogic communication with consistent practices of listening as a part of it. This way strategic communication gives valuable input to the whole organisation, and really reaches its target of helping the organisation be more efficient and transparent as Falkheimer and Heide (2018) argued, and enable residents' participation. This in turn

helps maintain the stakeholders' trust and build the organisation's image and long-term legitimacy.

Finally, the development suggestions presented in this thesis only have relevance if taken into practice. If the City of Helsinki chooses to embrace the presented development suggestions, they can have an impact on the residents' experience of the City of Helsinki and its communication. If taken to practice, the residents' knowledge and understanding of their possibilities to participate in the development of their neighbourhood increases. For the City of Helsinki, listening to the residents is a strong element to enabling resident participation and not anything less than a way to reinforce democracy. Based on academic literature and this research, listening to stakeholders is warmly recommended to other, especially public, organisations too.

6.2 Recommendations for further research and development

Quite often, when it comes to city development and listening to the residents, there is a handful of people, the "usual suspects", who participate. Thus, in the future, it would be interesting to investigate the views of the supposed silent majority of the residents of Helsinki and develop techniques of listening to get their voices heard in a systematic way. Another point to take into consideration are the minorities, who do not speak Finnish. This study was limited to Finnish speaking residents.

Another subject of future research could be the expectations and experiences of residents in existing neighbourhoods that are not going through a vast transformation and where people are not living in such demanding conditions as in Jätkäsaari. It would be interesting to know, how the residents perceive the City of Helsinki communication, what issues the residents raise in these kind of surroundings, and see if it would reproduce the same results as this research, in fact. Yet, future research could contribute to shedding light to the correlation between residents' background factors, such as education, income, residence, and age, and their interest in participation to develop their own neighbourhood.

Yet one interesting idea for future research would be the ratio of speaking and listening in the City of Helsinki communication. Macanamara (2016, 142) and his colleagues found that public communication in different organisations consists generally 80 per cent of speaking versus 20 per cent of listening. Would the results of the City of Helsinki be similar?

6.3 Reliability and validity

This thesis is a case study dealing with a development project of the City of Helsinki. The results of this study are limited to this particular context and organisation. Thus, as such, is not generalizable to other situations. However, the findings might be of interest and inspiration to other public organisations dealing with similar issues.

The reliability of a research can be defined as the consistency and repeatability of the research process. If the research procedures were repeated in another research, the results would be the same. (Vilkka 2015.) Repeatability applies foremost to quantitative research. When assessing the reliability of a qualitative research, such as this thesis, the consistency of the research is in focus, since the repeatability of the research might be challenging in practice. However, the same findings should be possible to reproduce with the same methods and practices in qualitative studies, even though other interpretations might occur as well (Vilkka 2015).

Transparency of the research process is a key factor when assessing its reliability, and indicates the consistency of the research. It also enables repeatability to the extent it is possible in qualitative research. It is essential to report the research process and argumentation in detail: this helps the reader to make conclusions about the reliability of the research (Ojasalo et al. 2015, 105). In the end, the reliability of a qualitative research is about the honesty of the researcher, because it depends on the researcher's choices (Vilkka 2015).

In this study, I have reported the research process carefully to give the reader a full view on which assumptions and theories the interpretations of the results are based. I have transparently documented my argumentation of the choices of theories, research methods, gathering data as well as analysing the data in this thesis. I have also applied triangulation, which can be used to increase the reliability of a research (Ojasalo et al. 2015, 105). In other words, several methods, theories and sources have been used to ensure reliable results.

The validity of a research can be evaluated in relation to the appropriateness of the methods and processes used for the purpose (Vilkka 2015). In other words, the methods should measure what they are supposed to measure. In qualitative research, there are no exact measures, but the methodology should be consistent with the research questions, and the methodology should make it possible to discover the findings. In this thesis, I have used strong research techniques to assure the validity of the research. To some extent,

qualitative research is inevitably subjective as it is about human understanding and interpretations.

In the resident survey conducted in this research, several communication professionals reflected the suitability of the questions for the context. In avoiding misunderstandings and distortion of results, it is essential to make sure the respondents understand the questions as the researcher intended. In this thesis, the survey questionnaire was tested and refined before it was put online. In addition, the workshop for communication managers was one way of validating the survey data, and a part of the triangulation to increase the reliability and validity of this research. However, some questions remain. It can be asked, whether the answers of the respondents to the survey are representative of the views of the residents of Jätkäsaari. The number of respondents to the survey was enough to conclude development suggestions for communication. Nevertheless, it was not statistically reliable, and there is a risk that the respondents' demography corresponds to the demography of internet users in general, not the residents of Jätkäsaari. This is related to another point concerning the representativeness of the answers. It is open to debate, if the respondents were mostly the active people, who take part in the development of their home city and who might be more critical towards the City of Helsinki than the most of the residents.

In the beginning of the research process, I worked at the City of Helsinki Executive Office that is responsible for the communication of urban development and most of the communication with the residents of Jätkäsaari. In other words, I was developing my own work. This enabled a thorough understanding of the research problematic, and sufficient knowledge to design the research and the survey questionnaire in a meaningful way. During the process, I have paid attention to be conscious about my attachment to the organisation, the problematic, and the residents of Jätkäsaari. I have been transparent about all the choices, data and analysis in this thesis. I have also considered ethical points of view and informed all the participants in this thesis of which they are part.

6.4 Reflection on own learning

In the beginning of the thesis process, I was fascinated by participation, which was one of the reasons I chose it as the starting point for the study. This research deepened my interest towards participation, both on an academic as well as practical level. Theoretical ponderings over strategic communication, participation, stakeholders' expectations and listening have also reinforced my skills as a communication professional. I believe applying this deepened knowledge will help me in my work.

During this research process, I have learned that quite small communicative actions may have grand impacts on how the residents see the City of Helsinki as an organisation and on their experience of the organisation. One person can really influence the reputation of the City organisation with seemingly petty actions. This is a fact that ought to be advocated and made known to everyone in the organisation.

Moreover, this research has reinforced my thoughts about what is most important in the work of public sector organisations. I find that resident participation and implementing democracy should be in the focus of our work, among us communication professionals, as well as among others. I see that the organisation of work should directly reflect this view. During a working week, there should be more time to reflect upon the role of the residents in our work, the impact of our daily routines on the residents, as well as the effectiveness of our work. In other words, there should be more time to be in contact and dialogue with the residents.

Too many times our communication remains transmitting messages, and not listening to the residents and having conversations with them. We still think in terms of the organisation, and not the residents. In addition, very often, the most important thing is to “get the communication out there”, to publish something instead of focusing on what would be in the agenda of the residents. This is certainly partly due to the legal duties of public organisations to inform people about decision-making processes and factors influencing those decisions. However, the setting should be turned upside down to the extent it is possible and start listening more to the residents. We should ask ourselves, how our daily actions help implement democracy.

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Appendices

Appendix 1. The survey questionnaire to the residents of Jätkäsaari.

Jätkäsaaren viestinnän ja vuorovaikutuksen kehittäminen

Hyvä jätkäsaarelainen, tuleva asukas tai lähialueilla asuva,

Helsingin kaupunki haluaa kehittää viestintäänsä ja vuorovaikutusta Jätkäsaaren ja muiden rakenteilla olevien kaupunginosien asukkaiden kanssa.

Uuden kaupunginosan rakentaminen on pitkäkestoinen urakka, ja valmistumiseen menee jopa vuosikymmeniä. Kaupunkilaiset voivat vaikuttaa uusien alueiden rakentamiseen pääasiassa niiden kaavoitusvaiheessa, mutta harva tulevista asukkaista tietää muuttavansa uuteen kaupunginosaan vielä siinä vaiheessa.

Vastaamalla tähän kyselyyn autat kehittämään uusia viestinnän ja vuorovaikutuksen toimintamalleja, joiden avulla asukkaiden näkemyksiä kuullaan ja voidaan myös huomioida entistä paremmin rakentamisen aikana. Vastaamiseen menee noin 10 minuuttia.

Voit vastata nimettömänä. Jos haluat osallistua Finnkinon 10 lipun leffalippupaketin arvontaan, kirjoita nimesi ja sähköpostiosoitteesi niille varattuun kenttään kyselyn lopussa. Nimiä ei julkaista tai käytetä muihin tarkoituksiin.

Tässä kyselyssä keskitytään viestinnän ja vuorovaikutuksen kehittämiseen, ei Jätkäsaaren kaupunginosan kehittämiseen. Aineistoa käytetään myös Haaga-Helian viestinnän johtamisen opintojen lopputyöhön (lisätiedot: tuuli.wallenius@hel.fi).

Taustatiedot

Sukupuoli

Nainen

Mies

muu

Ikä

alle 25

25-34

45-54

55-64

65 tai vanhempi

Suhde Jätkäsaareen

asun Jätkäsaarella

olen muuttamassa Jätkäsaareen

asun lähialueilla tai olen muuten kiinnostunut Jätkäsaaresta

Helsingin kaupungin viestintä ja vuorovaikutus

a. Kuinka tärkeäksi koet, että kaupunki kertoo seuraavista Jätkäsaarta koskevista aiheista? (1= ei lainkaan tärkeää, 2=ei kovin tärkeää, 3=melko tärkeää, 4=hyvin tärkeää)

1. Jätkäsaaren osa-alueiden rakentamisaikataulut
2. Asukkaiden vaikuttamismahdollisuudet Jätkäsaaren kehittämiseen
3. Millaisia palveluja alueelle tulee
4. Tulevat julkisen liikenteen reitit
5. Poikkeavat liikennejärjestelyt (esim. katkokset raitiovaunuliikenteessä, ajokaistojen väliaikainen sulkeminen)
6. Kaupungin järjestämät yleisötilaisuudet

b. Kuinka hyvin koet saavasi tietoa tällä hetkellä seuraavista aiheista?

(1= en saa tietoa tarpeeksi, 2=saan jonkin verran tietoa, 3=saan tietoa melko riittävästi, 4=saan tietoa riittävästi)

1. Jätkäsaaren osa-alueiden rakentamisaikataulut
2. Mahdollisuksistani vaikuttaa Jätkäsaaren kehittämiseen
3. Millaisia palveluja alueelle tulee
4. Tulevat julkisen liikenteen reitit
5. Poikkeavat liikennejärjestelyt (esim. katkokset raitiovaunuliikenteessä, ajokaistojen väliaikainen sulkeminen)
6. Kaupungin järjestämät yleisötilaisuudet

c. Mitkä ovat sellaisia aiheita, joista et ole saanut, mutta haluaisit saada tietoa?

d. Kuinka hyvin seuraavat väittämät mielestäsi kuvaavat kaupungin viestintää Jätkäsaaren rakentamisesta ja kehittämisestä?

(1=huonosti, 2=melko huonosti, 3=melko hyvin, 4=hyvin)

1. viestintä on luotettavaa

2. viestintä on riittävää
3. viestintä on monipuolista
4. viestintä on oikea-aikaista
5. viestintää on vaikea ymmärtää
6. viestintä on etäistä ja byrokraattista
7. viestintä on yksisuuntaista (kaupungilta asukkaalle)
8. viestintä on keskustelevaa
9. viestintä on raikasta
10. viestintä on tylsää
11. viestintä on inhimillistä
12. viestintää on liikaa

g. Minkä kouluarvosanan (4-10) antaisit Jätkäsaarta koskevalle viestinnälle?

h. Anna palautetta ja esitä toiveita kaupungin viestinnästä.

Viestintä- ja vuorovaikutuskanavat

a. Tietoa Jätkäsaaren rakentamisesta löytyy kootusti kaupungin www.uuttahelsinki.fi/jatkasaari-sivuilta. Kuinka usein käyt verkkosivuilla?

1. viikoittain
2. kuukausittain
3. muutaman kerran vuodessa
4. kerran vuodessa tai harvemmin
5. en koskaan

b. Millaista tietoa etsit www.uuttahelsinki.fi-verkkosivuilta? Voit valita useamman vaihtoehdon.

1. Uutisia tai tapahtumia
2. Tietoa rakentamisen aikataulusta
3. Karttoja
4. Tietoa alueen nykyisistä tai tulevista palveluista
5. Yleistä tietoa Jätkäsaaresta
6. Tietoa mahdollisuuksista yrityksille
7. Yhteystietoja
8. Muuta, mitä?

c. Miten hyvin seuraavat www.uuttahelsinki.fi-verkkosivuja koskevat väittämät pitävät mielestäsi paikkansa? (1=huonosti, 2=melko huonosti, 3=melko hyvin, 4=hyvin)

1. Verkkosivuilla on hyödyllistä tietoa.
2. Löydän helposti tietoa verkkosivuilta.
3. Verkkosivut ovat selkeät.

d. Anna palautetta ja esitä toiveita verkkosivuja koskien.

e. Kaupunki ylläpitää Jätkäsaari-sivua Facebookissa. Miten hyvin seuraavat väittämät pitävät mielestäsi paikkansa? (1=huonosti, 2=melko huonosti, 3=melko hyvin, 4=hyvin)

1. Seuraan Facebook-sivua aktiivisesti.
2. Seuraan Facebook-sivua satunnaisesti.
3. Facebook-sivun sisältö on hyödyllistä.
4. Facebook-sivun sisältö on mielenkiintoista.
5. Facebook-sivu on hyvä kanava keskustella kaupungin kanssa ja ottaa yhteyttä.
6. Saan riittävästi tietoa Jätkäsaaresta kaupungin Facebook-sivulta.
7. Facebook-sivua päivitetään riittävän usein.
8. En seuraa Facebook-sivua lainkaan.
9. En tiennyt, että kaupungilla on Jätkäsaari-sivu Facebookissa.

f. Helsingin kaupunki julkaisee kuukausittain keskiaukeaman artikkelin Ruoholahden Sanomissa. Kuinka hyvin seuraavat väittämät pitävät mielestäsi paikkansa?

(1=huonosti, 2=melko huonosti, 3=melko hyvin, 4=hyvin)

1. Luen artikkelin joka kerta.
2. Luen artikkelin useimmiten.
3. Luen artikkelin toisinaan.
4. En koskaan lue artikkeleita.
5. Artikkelit ovat hyödyllisiä
6. Artikkelit ovat mielenkiintoisia.
7. Artikkelit ovat tylsiä.
8. En tiennyt, että kaupunki julkaisee artikkeleita Ruoholahden Sanomissa.

g. Anna palautetta ja esitä toiveitasi artikkeleita koskien.

h. Missä kanavassa tai millä tavoin haluaisit saada tietoa Jätkäsaaren rakentamisesta ja kehittämisestä?

i. Tunnetko seuraavat tavat osallistua kaupungin kehittämiseen, antaa palautetta Helsingin kaupungille tai kysyä kysymyksiä kaupungin asiantuntijoilta? (kyllä / en)

1. Jätkäsaaren Facebook-sivu
2. Jätkäsaaren yleisötilaisuudet tai asukasillat
3. Palaute-kanava (hel.fi/palaute)
4. Kerro kartalla -palvelu (kerrokartalla.hel.fi)
5. 13-20-vuotiaiden nuorten Ruuti-vaikuttamiskanava (ruuti.munstadi.fi)
6. Kuntalaisaloite (kuntalaisaloite.fi)

j. Kuinka usein olet osallistunut asukasiltoihin ja yleisötilaisuuksiin tai antanut palautetta tai esittänyt kysymyksiä eri kanavissa? (1=usein 2=silloin tällöin 3=kerran tai kaksi 4=en koskaan)

1. Jätkäsaaren Facebook-sivu
2. Jätkäsaaren yleisötilaisuudet tai asukasillat
3. Palaute-kanava (hel.fi/palaute)
4. Kerro kartalla -palvelu (kerrokartalla.hel.fi)
5. 13-20-vuotiaiden nuorten Ruuti-vaikuttamiskanava (ruuti.munstadi.fi)
6. Kuntalaisaloite (kuntalaisaloite.fi)
7. Kaupungin asiantuntijan (esim. projektinjohtaja) henkilökohtainen sähköposti

k. Jos olet osallistunut Jätkäsaaren asukasiltoihin, kuinka hyvin seuraavat väittämät pitävät mielestäsi paikkansa? (1=huonosti, 2=melko huonosti, 3=melko hyvin, 4=hyvin)

1. Olen saanut hyödyllistä tietoa Jätkäsaaren asukasilloissa.
2. Olen saanut keskustella paikalla olleiden asiantuntijoiden kanssa.
3. Minua on kuunneltu Jätkäsaaren asukasilloissa.

l. Anna palautetta ja esitä toiveitasi asukasiltoja koskien.

m. Kaupunki pyrkii kuuntelemaan asukkaita ja huomioimaan heidän toiveensa mahdollisuuksien mukaan. Kuinka hyvin seuraavat väittämät pitävät mielestäsi paikkansa? (1=huonosti, 2=melko huonosti, 3=melko hyvin, 4=hyvin)

1. Kaupungille antama palautteeni / viestini on otettu vastaan hyvin.
2. Palautteeseeni / viesteihini on vastattu asiallisesti.
3. Palautteeseeni / viesteihini on vastattu riittävän nopeasti.
4. Koen, että minua on kuunneltu, vaikka toiveeni ei olisikaan aina toteutunut.

n. Mitä muuta haluaisit sanoa kaupungin viestinnän ja vuorovaikutuksen kehittämiseksi?

o. Miten haluaisit osallistua Jätkäsaaren kehittämiseen rakentamisen aikana?

p.) Yhteystietosi leffalippujen arvontaa varten (tietoja ei julkaista tai käytetä muihin tarkoituksiin)

Nimi

Sähköpostiosoite

Kuinka parantaa kuulluksi tulemisen ja osallisuuden kokemusta viestinnän keinoin?

Case Jätkäsaaren asukkaat

Helsinki

Mistä tässä työpajassa on kyse?

- Opiskelen Haaga-Heliassa Communications Management / MBA-tutkintoa. Tämä työpaja on osa lopputyötäni, joka on samalla organisaation kehittämistä.
-
- Keväällä 2018 tein kyselyn Jätkäsaaren asukkaille kaupungin viestinnästä ja vuorovaikutuksesta. Pyrin löytämään kyselyssä nousseisiin ongelmiin ratkaisuja tässä työpajassa.

Helsinki

2

Työpajan ohjelma

- Jätkäsaaren asukkaille tehdyn kyselytutkimuksen tulokset
- Omat ehdotukseni kyselyssä havaittujen ongelmien syyksi sekä ratkaisuehdotukseni
- Yhteistä ideointia ehdotettujen syiden ja ratkaisuehdotusten pohjalta
 - Oletteko huomanneet vastaavia ongelmia Helsingin kaupungin viestinnässä?
 - Olenko listannut oikeat syyt ongelmille vai pitäisikö niitä täsmentää? Ovatko syyt jotain aivan muita kuin listassa?
 - Onko ratkaisuehdotuksissa heikkouksia?
 - Miten ratkaisuehdotuksia pitäisi täsmentää?
 - Onko jokin este tai asia, joka täytyy ratkaista ennen kuin ehdotetu ratkaisut voidaan toteuttaa?

Helsinki

3

Jätkäsaaren asukkaille tehdyn kyselytutkimuksen tulokset

Helsinki

4

Viestinnän ja vuorovaikutuksen vahvuudet ja heikkoudet

- Kouluarvosana kokonaisuudelle oli 8.
- Vahvuudet olivat aihevalinnat ja laadukkaat sisällöt. Viestinnässä nostettiin esiin oikeita asioita mielekkäällä tavalla.
- Tärkeimmät heikkoudet olivat vuorovaikutuksessa: asukkaat eivät kokeneet tullessa kuulluksi tai huomioiduksi.
- Yli puolet vastaajista piti kaupungin viestintää yksisuuntaisena ja ei-keskustelevana.

Helsinki

5

Kommentteja viestinnästä ja vuorovaikutuksesta

- "Asukasilloissa pääsee hyvin ääneen, en tosin tiedä onko siitä mitään hyötyä saatika vaikuttaako mihinkään."
- "Olen tyystin luopunut toivosta saada mitään muutoksia kaupungilta."
- "Asukkailla ei kerta kaikkiaan ole mitään vaikutusmahdollisuutta olemassa."
- "Toivoisin, että asukkaiden mielipiteillä olisi todella vaikutusta."
- "Asukkaita ei oikeasti kuunnella ja satunnaiset vastaukset ovat ylimielisiä."

Helsinki

6

Kommentteja viestinnästä ja vuorovaikutuksesta

- "Mahdollisimman paljon vuorovaikutteista viestintää."
- "Asukkaiden toiveiden kuulemista alueen suunnitelmissa tulisi lisätä kaupungin suuntaan."
- "Sanelun sijaan kannattaisi kuunnella niitä ihmisiä, jotka alueella oikeasti asuvat."
- "Viestintä on erittäin yksisuuntaista."

Helsinki

7

Miten voisimme parantaa asukkaiden kuulluksi tulemisen kokemusta?

Helsinki

8

Luomme kuuntelun malleja

Ongelma:

Ei ole olemassa sääntöjä ja käytäntöjä, joiden mukaan asukkaiden palautteeseen ja toiveisiin vastataan. Nyt vastaaminen on kiinni yksilöstä, joka voi olla sitä mieltä, että "kaikkein ei tarvitse vastata". Kaupunkilaiset eivät myöskään tiedä, miten ja mihin ovat lopulta vaikuttaneet.

Ratkaisuehdotus:

- Luodaan käytännöt, joiden mukaan palautteeseen vastataan. Jokainen asiallinen palaute huomioidaan ystävällisesti. Näistä sovitaan projektin sisällä ja tehdään työnjako. Mietitään tyyppipalautteet ja identifioidaan, onko kyse systeemitason ongelmasta vai yksittäisestä asiasta.
 - Kerromme läpinäkyvästi ja systemaattisesti, mihin ihmiset ovat voineet vaikuttaa ja miten sekä mikä on ollut lopputulos.
 - Luodaan mallivastaukset "ihmiseltä ihmiselle". Näin säästyy myös työaika.
 - "Kuulen huolesi, mutta emme voi toteuttaa toivettasi tästä ja tästä syystä"
 - "Olen pahoillani, että joudumme tekemään äänekkäitä töitä kotikadullasi."

Helsinki

9

Kehitämme osaamista

Ongelma:

- Alerakentamisprojekteissa ei ole välttämättä osaamista asukkaiden avoimeen kuunteluun ja vuoropuheluun. Jotkut projektinjohtajat päivystävät paikan päällä ja verkossa silloin tällöin, mutta arkipäiväiseen asukasviestintään suhtaudutaan osin ylimielisesti.
 - Monet ajattelevat, että some ja muut asukkaiden käyttämät kanavat vievät aikaa "oikealta työltä".
 - Esiintyy myös pelkoa, että kaikki asukkaat alkavat haluta jotain, jos puhumme liikaa ääneen vaikuttamisen mahdollisuuksista.

Ratkaisuehdotus:

- Kehitämme osaamista ja organisaatiokulttuuria viestintä- ja vuorovaikutuskoulutusten avulla.
 - Pekka Saurin opit avoimesta vuorovaikutuksesta organisaation käyttöön (demokratia edellyttää vuorovaikutusta)
 - Osoitamme, miksi asukasviestintä on tärkeää

Helsinki

Viestinnästä palkitseminen

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