



# SharePoint Intranet as Internal Communication Solution to Internal Communication Issues

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Business Information Technology,  
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**Laurea University of Applied Sciences****Abstract**

Business Information Technology, Web and Mobile Application Development

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This thesis is a case study of SharePoint intranet as internal communication solution to internal communication issues. The goal is to collect the three most complained internal communication issues in the company through finding out why the employees are complaining about the internal communication. Then find out how the newly adopted intranet based on SharePoint can help solve the issues. The beneficiary is the Nordic subsidiary of an international corporation with 20.000 employees.

The main research question is: “How can SharePoint as intranet help solve the internal communication issues in the company?” and the second question is: “Why are the employees complaining about the internal communication?”. The first hypothesis is that the company employees are complaining about the internal communication and availability of information in the company. The second hypothesis is that SharePoint as intranet will help solve the internal communication issues. The theoretical framework is based on the collected SharePoint as intranet and internal communication best practices and the methodology is based on the Case Study Research and Applications Design and Methods written by Robert K. Yin (2018) and follows a path of six steps: plan, design, prepare, collect, analyse, and share.

The study follows a methodological path as described in Yin’s book (Yin 2018, 3), where the research questions are defined first, before going through the literature and already made questionnaires, interviews, and observations. The interviews, questionnaires and observations result in 3 topics that need to be considered in the SharePoint used as intranet. The topics are many channels, missing information and targeting issues. The used internet sources result in 9 best practices for internal communication and SharePoint used as intranet that are used as theoretical framework to help solve the 3 main issues in the company’s internal communication.

Keywords: Case Study, SharePoint intranet, Internal Communication, Internal Communication System, Best Practices

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## 1 Introduction

This thesis is a case study of SharePoint intranet as internal communication solution to internal communication issues, where the case is the Nordic subsidiary of an international corporation with 20.000 employees. The main research question is: “How can SharePoint as intranet help solve the internal communication issues in the company?”. To be able to answer the main research question, it is needed to first find out the issues the company is having with the internal communication and second to find out how SharePoint can help with the issues.

The first hypothesis is that the company employees are complaining about the internal communication and availability of information in the company. There are ready-made interviews and employee surveys that are analysed to find answers to the second research question: “Why are the employees complaining about the internal communication?” The unit of analysis is each employee’s opinion.

The second hypothesis is that SharePoint as intranet will help solve the internal communication issues. The results of the interviews, the employee surveys, direct observations and participant observations are used to find three topics that need to be solved. Internal communication and SharePoint intranet best practices, are used as theoretical framework to answer the main research question: “How can SharePoint as intranet help solve the internal communication issues in the company?” Here the unit of analysis is the company’s implementation of SharePoint intranet.

According to Yin (2018, 9-11), “how” and “why” questions are perfect for case studies, so the study is done based on the methodology from the book: *Case Study Research and Applications Design and Methods* written by Robert K. Yin. The book (Yin 2018, 1) follows a path of six steps: plan, design, prepare, collect, analyse, and share. This is a flexible linear plan that is followed step by step in this case study (Yin 2018, 1, 9-11). See the six steps in figure 1 below.

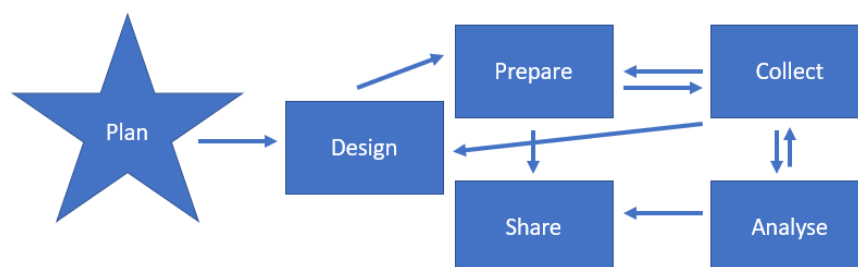


Figure 1. Case study method step by step (Yin 2018)

## 2 Theoretical background

One of Yin's (2018, 115,) six sources of evidence is documentation, where reports of events, articles, administrative documents and formal studies or evaluations that are somehow related to the case that is being studied are counted as documentation. In this evidence the documentation is related to internal communication practices and SharePoint as intranet that are collected to form a list of best practices that are used as theoretical framework for this study.

### 2.1 Internal communication

According to the article "What is an Internal Communication System?" (2018) effective and employee centric internal communication increases inspiration, engagement, and productivity in the employees, but it is not easy to find the correct internal communication system for the organization and the culture of the organization. According to them highly engaged employees can improve operating income by 19.2% over a year. An average employee's inbox gets 147 emails daily but 48% of them are deleted and 25% of employees considers them as a productivity killer. Newsletters and emails are not effective communication. It is important that the internal channels are immediate, fast, targeted, measurable—and mobile. The intranet needs to be well designed, user-friendly, responsive, and full of engaging information which the employees require. Highly engaged employees are 87% less likely to leave a company and here the internal communication plays a key role in engaging the employees.

This documentation is related to how intranet can make the employees complain less about the internal communication. The article Rethinking Internal Communications (2018) lists 8 internal communication best practices to give the employees the feeling of importance and purpose, to remove the hierarchical information flow and to avoid gossip and rumours:

1. Internal communications strategy - think, strategize and Plan
2. Use right internal communications tools
3. Use visual communication - screens, SOME, motivational quotes, goals, accomplishments
4. Provide channels for feedback and ideas
5. Encourage to give feedback
6. Avoid communication overload - brief, to the point, relevant, automation of key messages
7. Promote employee resources and training
8. Encourage cross departmental communication and collaboration

Temkins and Lucas (2018) used five employee engagement competencies in their “Employee Engagement Competency & Maturity” report in 2018. The five I’s that drive employee engagement are inform, inspire, instruct, involve, and incent. These can also be used as guidance for the internal communication.

Strachan’s (2022) article “6 Intranet Best Practices for a More Engaged Workplace in 2022” listed 6 best practices to build a successful intranet. He recommends considering the three E’s: engagement, enablement, and empowerment. He also says that intranet should have relevant and encouraging information. The best practices include defining intranet with strategic goals, where you can measure the KPI’s for the Employee adoption through how many is using it, time to access knowledge through the time from search to result, average click rank through search engine effectivity and employee satisfaction through feedback surveys. The second part is about consulting the employees to find out what is most important about the corporate intranet, what they like/ do not like of the intranet, what information they want to/do not want to see, what user experiences would increase the usage of intranet. The third part is to unify the content across the company. The fourth part is to personalize the experience through using location, departments, roles, tenures, projects, product lines and markets. The fifth part is about having a balance between business and personalized content. And the last is about improving the employee experience.

Best practices to avoid information overload is described in the article “Information Overload And its Effect On Work-Life Balance. Timmes (2022) says that using parameters, prioritizing tasks and assigning control is the way to avoid information overload and regain work-life-balance, which then helps to increase employee morale, satisfaction and performance. He recommends to review, and streamline internal communications, targeting employees, providing enough time to process the information, use central repository for documents, consider number and quality of emails sent and the frequency of meetings. Encouraging employees to disconnect at the end of their workdays and refrain from checking emails/voice mails/messages. Avoid after-hours phone calls, emails, instant messages and new content or updates on internal platforms. No-meeting Fridays, so employees can concentrate on emails, projects and read up on things.

According to Timmes (2022) the employees can also do their part to avoid information overload such as limit time used on research, learn to take more control over information, focus on one task at a time, turn of notifications but assign designated time during the day to check the new information. Spend only needed time on decisions, tasks, and activities. Take breaks to refocus, learn to disconnect.

## 2.2 SharePoint as an intranet

Microsoft describes SharePoint as a portal, where you can engage, learn, and collaborate. It consists of portals, sites, and pages. (Step 2: Review Microsoft 365 communication tools 2022)

SharePoint as an internal communications tool has many possibilities and solutions. It is part of Microsoft 365 and is possible to combine it with Teams for chats and meetings, Yammer with live events, Outlook for emails, Stream for channels to follow and Viva for connecting. You can have a portal with news, connecting, events, sharing, announcements, networking, communicating, training, and learning, employee onboarding, measuring of engagement, good user experience and much more (Organizational communications: Guidance, methods, and products 2022).

According to the article “How to think about your intelligent intranet” an intelligent intranet is made of rapid deployment, has been built with user experience in mind, has a personalized experience and has software as a service, which means that it is updated automatically and always has the latest technology. Modernizing the intranet is a big job that needs resources but will be worthwhile because it makes the intranet dynamical and scalable, it can target the audience and works on any device, there is central governance of permissions, security and sharing, grows the adaption due to relevant content, user friendliness, and responsiveness. A modern intranet is where you start your day, it promotes collaboration and has everything in one place (How to think about your intelligent intranet 2022).

Collaboris (Jones 2016) describes ways you can use SharePoint. Here is a list of some of them and even more can be achieved by combining with other tools, systems and addons. There is an intuitive discussion board that can be used by the employees to discuss work subjects or give opinions. It is fast to create and can be embedded on the intranet or on the departmental home pages. Discussions can also be highlighted so they are shown under the featured view. See example in figure 2 below.

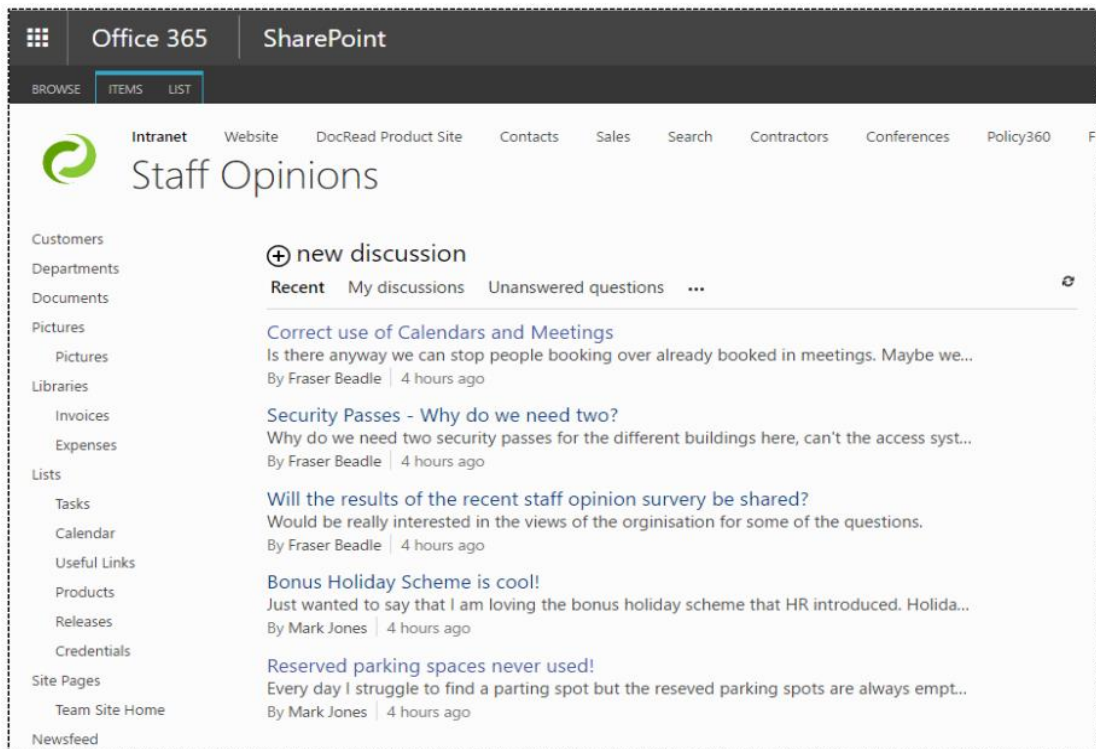


Figure 2. Discussion board (Jones 2016)

There are Wiki pages, where a document library can be edited or added to by anyone. Existing pages can be linked together, and it is possible to link to new pages or create pages. See below figure 3 as an example.

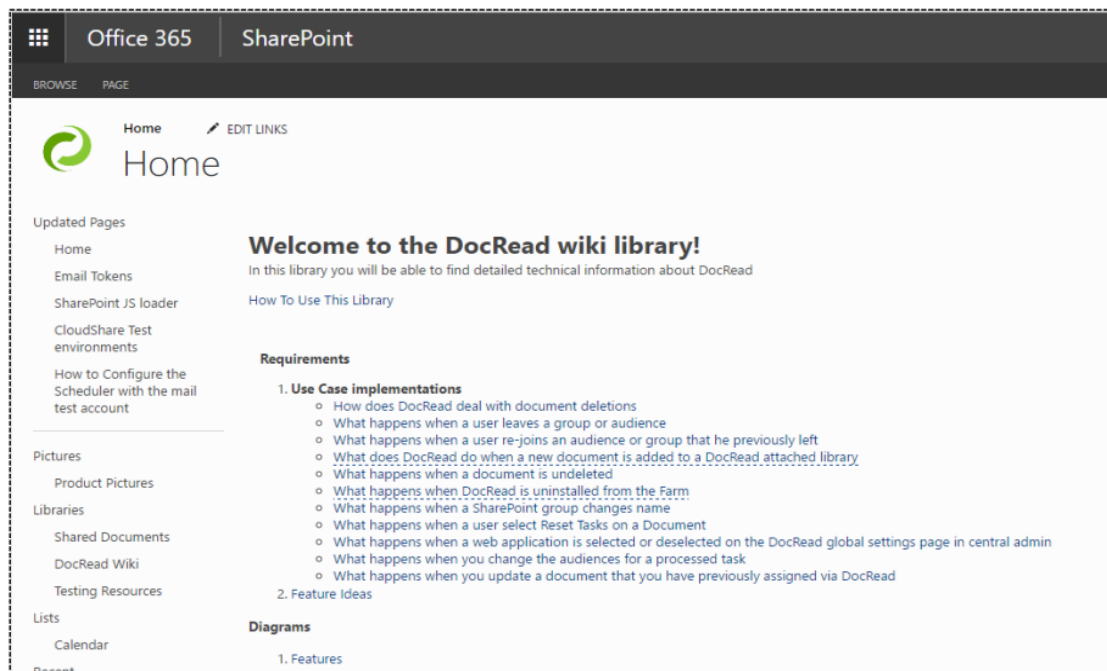


Figure 3. Wiki pages (Jones 2016)

You can use Announcement lists for announcements that expire on a specific date and are shown on the intranet landing page or any other page. You can search in it and add alerts to show when a new announcement is made. See figure 4 as an example.

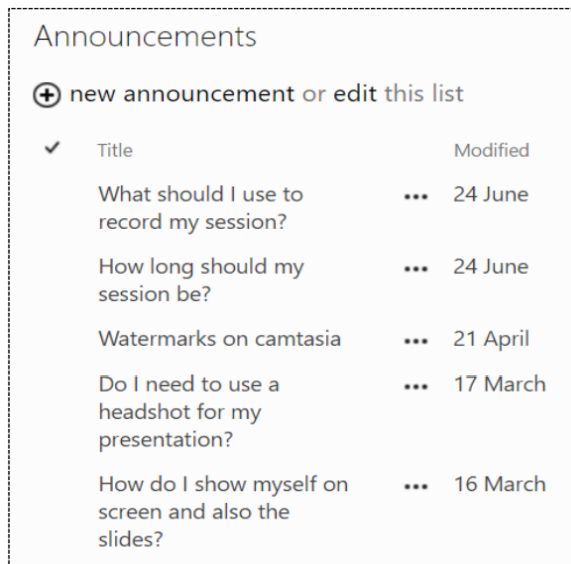
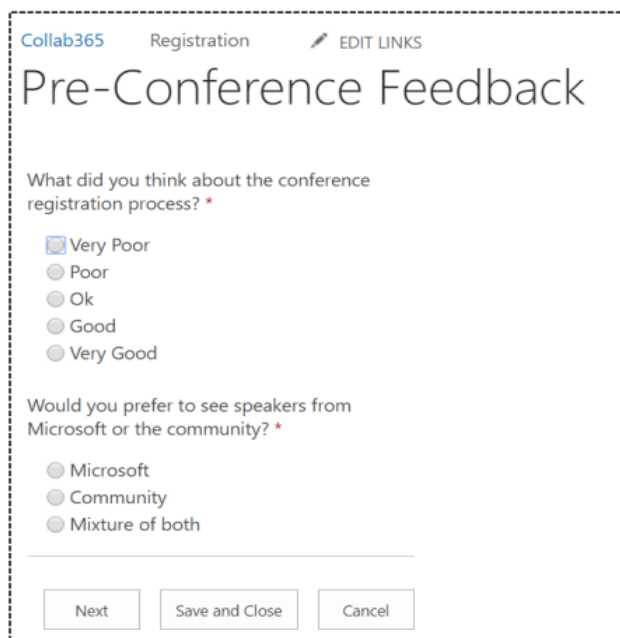


Figure 4. SharePoint Announcement list (Jones 2016)

If you need an opinion, you can use a survey for the input. They can come as a pop up, be exported to Excel and get stored as SharePoint list. It is an easy way to gather data through information and replies. See an example of a survey in below figure 5.



The image shows a screenshot of a SharePoint survey form titled 'Pre-Conference Feedback'. The form is part of a 'Collab365' site and is titled 'Registration'. It has an 'EDIT LINKS' button. The survey contains two questions with radio button options. The first question is 'What did you think about the conference registration process? \*' with options: Very Poor (selected), Poor, Ok, Good, and Very Good. The second question is 'Would you prefer to see speakers from Microsoft or the community? \*' with options: Microsoft, Community, and Mixture of both. At the bottom, there are three buttons: 'Next', 'Save and Close', and 'Cancel'.

Figure 5. Survey (Jones 2016)

There is an alert possibility for changes in contents, a community site template for social networking around a given subject with gamification giving points for completing tasks, discussion forums and an activity view of the members, you can add a web part to wiki or content pages for video on the intranet with a thumbnail and create a blog site template where you can add and manage your posts, comments, and categories. You can also use Yammer as social networking almost like Facebook. See below figure 6.

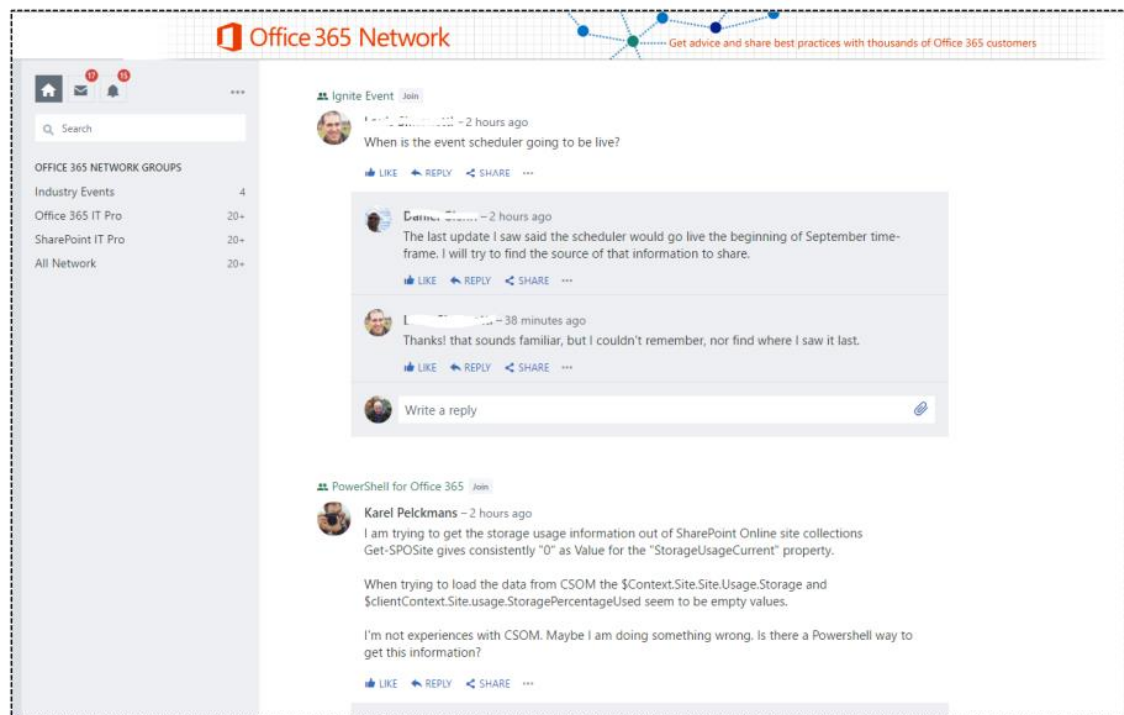


Figure 6. Yammer (Jones 2016)

There are add-ons for DocRead for tracking and distributing tasks and DocSurvey for mandatory quizzes. And you can use Delve for monitoring usage inside SharePoint (Jones 2016).

The article “11 ways to use SharePoint for Internal Communications” (Jones 2014) adds one more feature to the list from Collaboris (Jones 2016): the content tagging. It is almost like Hash tagging used in Twitter but is a Tag cloud that is larger when it is a popular tag and it can be clicked to see the tagged content, to follow a tag, to add notes and to view people who are following the tags. The article “Use SharePoint as internal employee’s communication” (Use SharePoint as an Internal Employees Communication n.d.) adds one more feature to the list that both Collaboris (Jones 2016) and the previous article mentioned: SharePoint on mobile. According to this article SharePoint also has a mobile-friendly version that works on SharePoint Online and Microsoft has created a mobile app for iOS and Android. And the article “Use SharePoint Training and development team site template” explains how

you can add a training page to SharePoint (Use the SharePoint Training and development team site template n.d.).

The article “3 new ways SharePoint impacts communication in the workplace” describes possibilities to use SharePoint team site for communication and collaboration, like for projects, tracking status, planning events etc. Or you can use Communications site for communicating messages to a wide audience, where there are a few content creators and a wide audience for the content like HR related, guidelines, policies, micro-sites etc. Or a hub site that shows what is happening across sites, is searchable and creates cohesion with shared navigation, look and feel (3 new ways SharePoint impacts communication in the workplace 2020).

Even though there seems to be many ways to use SharePoint as the internal communications tool there are opinions about it not being good enough for that purpose. The article “Why SharePoint doesn’t cut it for internal comms” (2022) comments that there is lacking user engagement when it is used for enterprise communications. They say it is a document management and storage system and promotes collaboration, but it is not a communications platform and cannot compete with modern employee experience platforms. They reference to a Forrester survey of business leaders using SharePoint from 2013 where 64% of business leaders could not see the expected degree of adoption, 62% meant it was difficult to use, 49% preferred other tools, 44% could not see any added benefits and 44% meant that it did not reach the functional requirements.

The article describes SharePoint as a solution that is often chosen by IT because it is an easy choice in a Microsoft-led organization and will integrate with the existing Microsoft solutions they already have. They list five reasons why SharePoint doesn’t cut it for internal communication. First being that SharePoint is lacking essential communications functionalities such as engaging, meeting expectations, personalisation, availability on any devices, delivery through many channels and in many formats. The second being that SharePoint cannot unite communication channels such as integrating to other than Microsoft solutions. One example being Slack and meeting employees on channels they use daily. The third reason is that SharePoint means relying on IT resources, where all changes need to be done by IT. The fourth reason is the lack of measurement and analytics capabilities. Here they mention that there will be no possibilities to see what employees are engaging with, and when and how they are doing it. The fifth and last is that it fails for frontline workers as they do not have access to computers, and it is not working optimally on mobile (Why SharePoint doesn’t cut it for internal comms 2022).

The article “Is SharePoint a good internal communication tool” (Harris 2022) gives a broader view on why SharePoint is chosen in organizations and if it is a good choice. They say it is a

natural choice for organizations that are using Microsoft 365 even though it doesn't always meet managers needs as they are today. The benefits of SharePoint are document management, centralizing policies and procedures, collaborations, sharing, storing, and organizing information. It is natively integrated with Outlook, Teams, Yammer and OneDrive. It allows to access information from anywhere through SharePoint online and offers enhanced security with access management and encryption. It has good content management system and approved contents can be published on internet and social media platforms. There are possibilities to automate and streamline processes and business operations, and it can be integrated with applications, email programs and browsers giving a good user experience.

The negative side of SharePoint is that it is mostly for top-down communications, it could be integrated with Teams for better employee engagement and collaboration in decision-making but is not designed for two-way internal communication. They also mention that is not good for frontline workers due to the need of Microsoft 365 licence and suggest a third-party solution like Powell intranet for that. Information overload is one issue as it is difficult to send correct information to the correct people unless they are using targeting, which still can be improvement in SharePoint. SharePoint also needs a third-party solution if branding is important as the SharePoint alone will look like Microsoft intranet. Also, the engaging features are limited and to meet employee expectations third-party solutions with more features like employee advocacy, desk-booking and more is recommended (Harris 2022).

In the article "How to deal with Information Overload & Information Outdated in SharePoint and Office 365" Rajgor (2017) describes many advantages of SharePoint as a collaboration platform but also that information overload and outdated information can cause problems. Some being difficulty accessing information, poor communication, decreased efficiency and productivity, delay in delivery and service. In worst case it can cause poor employee engagement and demoting SharePoint as a collaboration platform. To avoid this, he recommends to identify where the data is coming from with SharePoint 2013 Web Analytics Report, using the reporting portal in Office 365 admin center, Google Analytics or open web analytics. Use filtering, categorize with SharePoint Managed Metadata, protect, or hide information with the help of Office 365 Security & Compliance Center, review, act, retain and delete data with the help of information management policies in Office 365 and SharePoint.

Tvedt (2022), Team Lead Change Management & User Adaption at InmetaOslo, describes her experience with implementing SharePoint at Orkla as a success. They launched a SharePoint intranet fully integrated with Yammer and other Microsoft 365 tools like Teams and Outlook in 2016. A pre-study showed that the employees where channel confused, wanted shorter updates, and needed easier access to tools and resources. The solution was to use Yammer for local news, recent updates and internal communication, and SharePoint for static content in information portals with global content, my company and my location for local content.

Most sites had corresponding Yammer community for communication and engagement. And Teams and Outlook were also used. The surveys showed that after one year the employees were generally satisfied with the internal communication. They thought the SharePoint intranet was easy to use, and it was easy to navigate and to find information. Some were still hesitant against Yammer, but the majority thought it was easier to stay up to date on what was happening in company. There was an increase in view count and likes compared to old intranet.

### 3 Research setting

The research setting is based on the case study method with six steps from the book: Case Study Research and Applications Design and Methods by Robert K. Yin (Yin 2018). The steps are plan, design, prepare, collect, analyse and share. This method was chosen because the research questions are “how” and “why” questions, which is perfect for a case study like this (Yin 2018, 9).

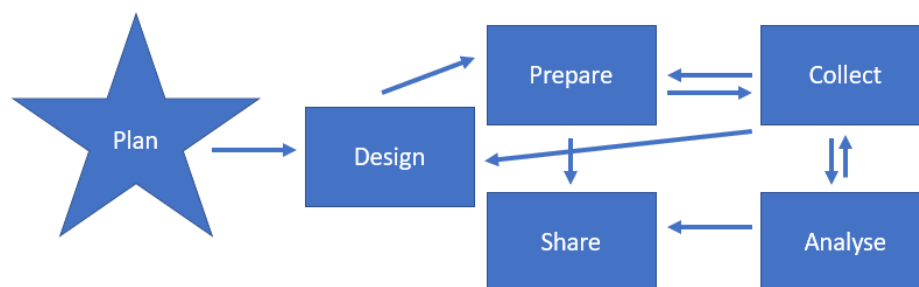


Figure 7. Case study method (Yin 2018)

#### 3.1 Plan

According to Yin (2018, 2) you need to define a plan through identifying if a case study is the correct research method for the event. You need to define the research questions and find out if they are “how” or “why” questions, make sure that the traditional concerns are not affecting the study and decide based on the previous steps if you are doing a case study.

The plan is to follow a methodological path as described in Yin’s book (Yin 2018, 3), where the research questions are defined first, before going through the literature and already made questionnaires and interviews. For the case study it is needed to have “how” and “why” research questions for the event, and the event it is about should be without control over behavioural events. In addition to this, the focus needs to be on contemporary events (Yin

2018, 13). The main research question is: “How can SharePoint as intranet help solve the internal communication issues in the company?”. And to find out what the internal communication issues in the company are there is a second research question: “Why are the employees complaining about the internal communication?”.

To do the case study, already made questionnaires and interviews are studied to find out opinions about the event, direct observations and participant observations are made to make the situation clearer, and literature and internet sources are used to form generalized best practices as a theoretical framework. As questionnaires, interviews and observations are used to describe the situation the study has a relativist perspective, meaning that there are many different opinions of the event. In addition, the study has a constructive approach as an attempt to collect the different opinions to see all the sides of the event (Yin 2018, 16). According to Yin (2018, 17) studying interviews, questionnaires, many sources, research questions and using direct and participant observations in addition to one case defines the case study to be a single-case study with mostly qualitative but also some quantitative evidence (Yin 2018, 16-17).

### 3.2 Design

The design part of the case study path in the book of Yin (2018, 24-26) is about finding out what should be studied, what is the theory, hypotheses or issues for the study to get generalized findings, what kind of design to use, what data to use, and how to analyse the data that is found.

#### 3.2.1 First hypothesis

The first hypothesis is that the company employees are complaining about the internal communication and availability of information in the company. The company has noticed that people are not happy about the internal communication. There seems to be many reasons for it: There are too many channels with information, it has been difficult for the right persons to get the right information, and information often comes as a surprise when things are already happening.

Employee surveys and interviews have been made in the previous years to find out what can be done and what exactly is the problem. The interviews, the employee surveys and observations are analysed to find out why the employees are complaining about the internal communication and if the hypothesis is correct.

#### 3.2.2 Second hypothesis

The second hypothesis is that SharePoint as intranet will help solve the internal communication issues. SharePoint was launched as intranet on June 20th, 2022. The decision

was partly steered by the fact that the headquarters are already using it and it will then be possible to combine information from local and global SharePoint platforms. The SharePoint can also be modified locally, and you can choose to follow other SharePoint's, so you see all information gathered. The hope is that the SharePoint based intranet will help solve the internal communication issue.

The analysis shows how the intranet based on SharePoint can help solve the issues. This is done based on the results from the analysis of employee surveys, interviews and observations, where the issues are first found out and three topics are chosen. After that internet sources are used to gather internal communication best practices for the use of the SharePoint as an intranet that is then used as theoretical framework to find solutions to the chosen issues.

### 3.2.3 Cases to be studied

According to Yin (2018, 32), the most concrete cases are individuals, small groups, organizations, and projects. Based on this and trying to make as concrete case as possible the defined case in this study is the Nordic subsidiary of an international corporation with 20.000 employees. The unit of analysis is each employee's opinion, which are studied through the interviews and the questionnaires that are ready-made and by direct and participant observation. The second unit of analysis that is studied is the implementation of the SharePoint as intranet, where it is checked how the three topics of issues that are found from the interviews, the questionnaires or by direct and participant observation can be improved through implementing SharePoint as intranet with the help of theoretical framework that is internal communication best practices in use of SharePoint as intranet that are gathered from various of sources.

### 3.2.4 Quality check of research design

Yin (2018, 42-43) mentions four tests that should be used to check the quality of the research. The first one is the **Construct validity** test, for this to be valid it is recommended to have multiple sources of evidence and that the study report is reviewed by a key informant. In this case study there are interviews, questionnaires, direct and participant observations, and internet sources to make it valid.

The second test is the **Internal validity test**, where it is recommended that there is pattern matching, that there is explanation building, addressing rival explanations or logic models in the data-analysis part. The pattern is checked in the interview results, the questionnaire results and in the direct and participant observation for the employee complaints. The pattern is also checked against the theoretical framework with the internal communication best practices for SharePoint as intranet. Explanation building is done based on what is found out during the case study analysis from interviews, questionnaires, direct and participant

observation and internet sources. Rival explanations are discussed in the discussion part of this case study.

The third test is the **External validity** test where it recommends using replication logic in the multiple-case studies and theory in single-case studies. The interviews and the questionnaires in addition to direct and participant observations come to results that are used to find out what are the issues in the company's internal communication today. The issues are then categorized into three topics that are then using theoretical framework with internal communication best practices for SharePoint as intranet that are collected from internet sources to find out how to use SharePoint as intranet to improve the internal communication

The fourth and last test is the **Reliability** test, where it is recommended to use the case study protocol, developing a case study database, and maintaining a chain of evidence in the data-collection (Yin 2018, 42-43). Case study protocol is used, all referenced texts are listed in the references, the whole questionnaires and interview replies are attached as appendices.

### 3.2.5 Case study research design

According to Yin (2018, 48) there are four types of case study research designs which are recommended to make the case study stronger. The first one is type 1: Holistic single-case design, the second is type 2: Embedded single-case design, the third is type 3: holistic multiple-case design and the last is type 4: Embedded multiple-case design. See figure 8 below.

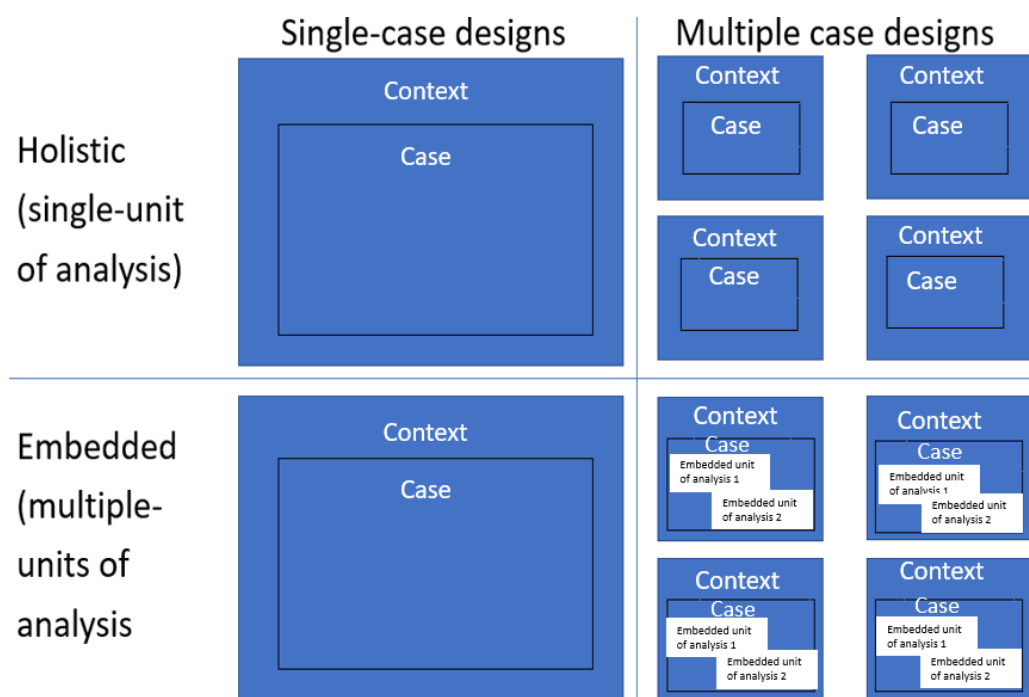


Figure 8: Basis for the types of case study research (Yin 2018)

In this study the phenomena that is going to be explained is: SharePoint intranet as Internal Communication Solution to internal communication issues. This case study is a single-case design because it's main research question "How can SharePoint as intranet help solve the internal communication issues in the company?" has one case, which is the Nordic subsidiary of an international corporation with 20.000 employees. As it is needed to find out first what the problems are, there is a second research question: "Why are the employees complaining about the internal communication?" where the unit of analysis is each employee's opinion. And after that research for the main research question: "How can SharePoint as intranet help solve the internal communication issues in the company?" with the second unit of analysis's being the company's implementation of SharePoint intranet. The main case study is dependent on the facts of the embedded unit of analysis', which makes it an embedded single-case design.

### 3.3 Prepare

Prepare is the third step in the path of the case study book of Yin (2018, 80). According to Yin (2018, 81) it is needed to:

1. Acquire skills and values
2. Train for the case study
3. Make a protocol for the study
4. Screen the candidate cases
5. Conduct a pilot study

The skills and values (Yin 2018, 82-83) are about asking good questions, listening, adapting, being ethical and knowing what is to be studied. Preparation and training (Yin 2018, 88, 91-92) is about having consent, protecting the cases, protecting privacy and confidentiality, taking precautions, being fair in selecting the cases, and understanding the basic concepts, terminology and methodological issues that are relevant to the study.

To be able to prepare for the case study it is needed to gather the data that has already been collected through employee surveys and interviews. These interviews and questionnaires and the replies have already been gathered and provided by the company to be used in this study anonymously, which then makes sure that there are no interpreting issues, ethical problems, permission issues nor privacy or confidentiality issues. Company names have been replaced in questions with "the company" or overlined with a grey line, and the city name has been changed to the "Nordic office". From the interview only questions and answers that have to do with the internal communication systems used in the company and the issues with the internal communication are used for the analysis to answer the question why the employees are complaining about the internal communication.

As the case study is done by one person, there is only one person that needs to know all the basic concepts, terminology, and methodological issues, which are well documented in this study based on the steps in Yin's book about case studies (2018, 91-92). This study has already mentioned reasons why the case study is done and what evidence is looked for. The procedure is defined based on what information we can get for this study and how the referenced book recommends going forward, and the evidence is considered supportive if the replies of the interviews, questionnaires and observations suggest that there is something wrong in the internal communication and that there is information on how to use SharePoint as intranet to fix the problems (Yin 2018, 91-92).

### 3.3.1 Protocol

Making a protocol for the study (Yin 2018, 94) should have these four parts:

1. Overview of the case study
2. Data collection procedures
3. Protocol questions
4. Tentative outline for the report

### 3.3.2 Overview of the case study

This thesis is a case study of SharePoint intranet as Internal communication Solution to internal communication issues, where the case is the Nordic subsidiary of an international corporation with 20.000 employees. The main research question is: "How can SharePoint as intranet help solve the internal communication issues in the company?". To be able to answer the main research question it is needed to first find out the issues the company is having with the internal communication and second to find out how SharePoint can help with the issues.

The first hypothesis is that the company employees are complaining about the internal communication and availability of information in the company. The second hypothesis is that SharePoint as intranet will help solve the internal communication issues. The theoretical framework is based on best practices collected for internal communication and SharePoint as intranet use, and the methodological wireframe is from the Case Study Research and Applications Design and Methods written by Robert K. Yin (2018).

The goal is to collect the three most complained internal communication issues through finding out why the employees are complaining about the internal communication from ready-made interviews, questionnaires and observations. Then find out how the newly adopted intranet based on SharePoint can help solve the issues.

### 3.3.3 Data collection procedures

Data related to internal communication issues and internal communication systems used in the company is collected from already made interviews and questionnaires provided by the company. Data related to the implementation of SharePoint, systems in use before it was implemented and general attitudes in the company are gathered through direct and participant observation. Internal communication best practices in use of SharePoint as intranet for the theoretical framework are gathered from internet sources written about internal communication, internal communication systems and SharePoint as intranet.

### 3.3.4 Protocol questions

The protocol questions in this case study are:

- Why are the employees complaining about the internal communication?
  - What internal communication systems are used today?
  - What are the three most complained issues?
- How can SharePoint as intranet help solve the internal communication issues in the company?
  - How can SharePoint as intranet solve the three most complained issues?
  - How can SharePoint as intranet solve the issues in the future?
  - What are the best practices in internal communication?
  - What are the best practices in use of SharePoint as internal communication system

### 3.3.5 Outline of the report

The case study report is made for the company, so they can see if their newly implemented SharePoint can help solve the most complained issues the employees are having with the internal communication. Also, some best practice recommendations are collected for the company to use in the future.

## 3.4 Collect

In collection of data Yin (2018, 110) recommends using six sources of evidence like documentation, archival records, interviews, direct observation, participant observations and physical artifacts. He also suggests triangulating the evidence from the different sources, make a case study database, keep a chain of evidence and to be careful with using data from electronic sources like the internet. This case study is based on interviews, questionnaires, direct observations, participant observations, methodology from the book of Yin (2018), and

theoretical framework from internet sources about internal communication, internal communication systems and SharePoint as intranet.

#### 3.4.1 Questionnaires

When going through the previously made questionnaire (see Appendix 1: Questionnaire 1 to see the whole questionnaire) only all internal communication and internal communication systems related questions and answers were chosen to be included into this case study. The chosen questions were:

1. Do you get enough information from your manager?
2. Is the Nordic management good at informing?
3. Are the country managers good at informing?

The employee survey from May 2021 had 83 respondents and the quantitative results show that the employees think that:

- Manager informs well in 72% of the replies where 17% says they do not inform well
- Country management informs well in 45% of the replies and not in 26% of the replies
- Nordic management informs well in 36% of the replies and not in 23% of the replies

The nearer you get to the information source the better the information is. It is worse when the information is coming from the country level and even worse when it is coming from the Nordic level. See figure 9 on next page for the results. Questionnaire replies considered in this study are the ones marked with a red star.



Figure 9: Questionnaire replies

### 3.4.2 Interviews

Interviews were made in spring 2022 concentrating more on the internal communication issue. The interviews were short, open ended and in a conversational manner and can thus be defined as shorter study interviews (Yin 2018, 119). The interview questions and answers in the whole can be found in the appendices as Appendix 2: Interview from spring 2022. The interview questions were asking generally about internal communication, the importance, how it works in the organization, where they get information, preferred information channels, if they feel informed, if they feel included, if they know where to find information, to who and how to give input, what language they and others prefer, about well-being related communication and non-work-related communication and their channels. As there are many different opinions of the situation the interviews describe the situation in a relativist perspective and in attempt to collect the different opinions a constructive approach is used (Yin 2018, 16).

There are 5-9 replies on each question and looking at the questions and answers based on this case study only information related to the first hypothesis: “The company employees are complaining about the internal communication and availability of information in the company” were picked out. Feedback and language related questions and answers were skipped in this analysis as the company language is English which will not be changed, and the study is not about the feedback.

Do you think internal communication is important?

- Need shorter information, need fewer words
- Need enough information to be able to work as team
- Need quick information
- Need to know news and what's coming up
- Need information from all departments
- Need mutual view and information
- Need information from all departments and markets

How does internal communication work at your organization today?

- No mutual communication
- Different information between markets
- Difficult to see who need what information
- Missing /late communication
- Many channels/no ownership
- Same information, different target groups
- Actions done before informed properly
- Local market missing information
- Not same channels

Where do you get most of your information regarding your organization?

- E-mail, not sure where personnel information is, German intranet for product information, no intranet
- E-mail and Toolbox, German LinkedIn, Webex for team communication
- E-mail, Flex-HRM, no other mutual platform
- E-mail, phone, Webex
- Earlier weekly breakfasts, summaries now

Do you have a preferred channel for internal communication?

- Emails, Webex
- Do not add channels, use what we have

- Webex
- E-mail, Webex, Flex worst option
- Flex for HR and policies. E-mail
- Webex
- Like it mixed
- E-mail and phone

Is there any other channel that you would like to have for internal communication?

- More social channel, like SharePoint where also social information
- Webex best solution
- Intranet. Information gathered
- Fewer channels, not FlexHRM
- Video
- No need for shared channel. Language barrier

Do you feel well informed about your organization's progress?

- No
- Yes
- Yes, in general, but not regarding SAP
- Yes, due to my role and function
- Yes, due to role in company, but not regarding supply chain
- Feel like not always considered competent enough to get all information
- Not in the Nordics
- Management could send out summary more often

Do you feel well informed about other markets activities and progress?

- Could be more about projects
- Yes
- No, people in local market talk about not being informed
- Yes
- Yes, but more information about projects would be nice
- Yes, because I am curious and search for information
- No, we do not hear anything from the Nordic countries, only when new product is coming
- Management yes, others no
- Better internal communication could improve problems in dividing responsibilities and assignments

Do you feel included in your organization?

- Mostly yes, sometimes no, need more information about things others work on
- Included in local market not in Nordic market, maybe due to cultural differences
- Yes, but need to build relationships in person
- Yes, in local market but feel that Management in Nordic does not talk to them
- No
- Yes

Do you know where to find documents regarding your organization?

- Yes.
- Not everything, but most of needed documents
- Roughly, in various places
- Need reminder about policies being in Flex
- Yes, in general, sometimes not
- Yes, but in general hard to find

Do you feel that non-work-related communication, such as well-being-related communication, is common?

- Not much
- No
- Yes, we talk
- Yes, but not HR related
- Yes, by email and talks
- Yes, in lunchroom

Are there different channels for work information and social communication?

- Webex for work
- WhatsApp for local and social, Webex or e-mail for other
- Facebook Messenger chat and Snapchat for local and social, e-mail for outside
- Social in person
- Best option e-mail, other work channels Webex and Flex
- Group channels on Facebook (not all included) and email

### 3.4.3 Direct observation

According to Yin (2018, 121) direct observation can be casual data collection activities, so this observation is based on what has been seen about the systems in the company and about the implementation of SharePoint. The company had many internal communication systems before the SharePoint intranet was implemented. See the overview in figure 10 below. The overview includes 15 different systems that were daily in use and many of the systems had many different pages for different projects.

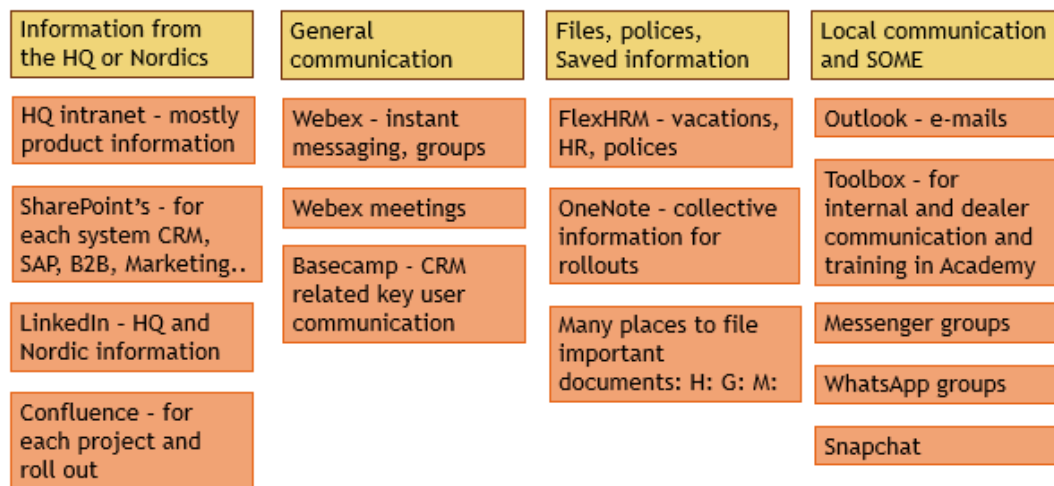


Figure 10: Internal communication systems used in the company before SharePoint was implemented as intranet

SharePoint intranet was implemented on June 20th, 2022. It is a SharePoint portal with organizational news and information on the home page, there are department pages, storing of documents in the department and collaboration libraries, and there are possibilities to follow and see other SharePoint pages. There is a SharePoint portal with SharePoint general with all followed pages and updated news.

The SharePoint intranet consists of these tabs in the upper section: Home, Departments, Collaboration, Projects. The project pages link to collaboration pages on the listed project. The second section has fixed content about the company, the group, the latest release of the group magazine, the code of conduct and information about SharePoint. The third section is a news feed with content about relevant or current projects and other news about what is happening in the company. The fourth section has a save the date for events. There are meeting dates, IT update related dates and system update related dates that can be added to the calendar. The last section has quick links to other related pages like Whistle blower system (added 20.12.2022), SharePoint and OneDrive training, travel agency, HR, Training system, dealer system and Organization information.

Each department posts information about what is happening in the departments, there are organizational news about new hirings and changes, there are posts from IT about system updates and there are posts from the headquarters that can be followed separately. The SharePoint start page uses Microsoft Graph and Delve for relevant information and personalized viewing experience. In addition to this the left side of the SharePoint has Links. These links are Global navigation icon with links to home group hub page, company intranet and news centre on group hub, My sites icon with links to frequent and followed sites, My news icon with recommended news, My files icon with recent files, My lists icon with Data communication, Tasks, Discussion board, Dashboard for ERP training, Keyuser lists and more.

#### 3.4.4 Participant observation

According to Yin (2018, 123) one can have many roles in a fieldwork situation, one might participate in the action that is being studied, one might be a staff member or even a key decision maker, which all would then make one a participant-observer. As a participant observer the author has observed the situation that is described as hypothesises to be true: “The company employees are complaining about the internal communication and availability of information in the company”. And that the second hypothesis “SharePoint as intranet will help solve the internal communication” is a goal that the company is trying to achieve. The author has seen busy employees getting a lot of emails, Webex chats being ignored, and employees struggling to find information on all the channels of the company. Every new system that has been implemented has stressed out employees more and information that comes up suddenly without any warning has annoyed employees. Even though employees get annoyed about missing information or information coming too late or in too many words, they also seem to forget to share information. There seems to be a need for a process on what to inform, when to inform and who to inform. The author has also been interviewed and has answered the questionnaires.

The author has been part of the moving files process where the company servers were cleaned up and files were moved to SharePoint. The author is also working together with the company in making the systems better for information management, attending SharePoint intranet meetings and GDPR meetings and participating in discussions on what to inform and when to inform. The PR and communications person is responsible for the overall information management, and there is an omni content lead for other contents. The author is personally responsible for information regarding marketing systems the company is using, and all department leads inform about what is happening in their department.

When the company implemented SharePoint June 20th, 2022, they started first with news and by making it a start page on all browsers for all users. After the implementation it was time for cleaning up old servers that were used for storing data. Three servers were used, and

everyone was urged to clean up using their own OneDrive for files that were not to be shared and to move files for sharing and collaboration to the SharePoint documents under departments or collaboration per department. The author was responsible of making sure the clean-up process for the marketing department was done correctly and that files that were moved to SharePoint were only for collaboration and sharing and that nothing that did not follow the GDPR was moved to SharePoint.

The personal experience of the author is that SharePoint intranet is easy to understand, it is easy to follow pages and get information. Document saving in the document libraries has been an issue. It takes a while to move in folders, if leaving the application or closing the computer too soon it leaves empty folders in the library. There is also a 260 character file and path length limitation in the SharePoint server (Restrictions and limitations in OneDrive and SharePoint 2019). Creating news content is easy, user friendly and fast and the same applies for save the date function.

### 3.4 Analyse

According to Yin (2018, 164-166) to analyse data you need to play with the data and search for promising patterns, insights, or concepts, define priorities for what to analyse and why. Or you can start by using general strategies and analytic techniques at the same time as you address rival explanations and interpretations. One of the suggestions is to start with the case protocol questions and they will be used to guide through the analysis results as headlines. Quantitative data is used from the questionnaires, where opinions are expressed with percentages, qualitative data from the interviews is analysed with affinity diagramming (Elmansy 2016) where a common ground is found to categorize the negative replies. Pattern matching of these results and direct and participant observation is used to explain general opinion and literature, internet sources are used to find solutions to the issues. The main research question is: How can SharePoint as intranet help solve the internal communication issues in the company? The protocol questions in this case study are:

- Why are the employees complaining about the internal communication?
  - What internal communication systems are used today?
  - What are the three most complained issues?
- How can SharePoint as intranet help solve the internal communication issues in the company?
  - How can SharePoint as intranet solve the three most complained issues?
  - How can SharePoint as intranet solve the issues in the future?
  - What are the best practices in internal communication?
  - What are the best practices in use of SharePoint as internal communication system?

### 3.5 Share

According to Yin (2018, 218-219) the last part of the case study is to share the conclusion. First it is needed to define the audience, which would be the company, the marketing department, the PR, and communications. Next there needs to be textual and visual materials for a presentation. The evidence needs to display in such a way that the reader can get their own conclusions with figures, tables, charts, and graphics. This study has a Results chapter for the analysis, a discussion chapter to discuss the different opinions and a conclusion part with the recommended best practices.

## 4 Results

This chapter goes through the analysis and the results of the analysis. They are presented with the protocol questions as headlines.

### 4.1 Why are employees complaining about the internal communication?

There were 83 employees that replied to the questionnaires in May 2021. The replies imply that the nearer you get to the information source the better the information is. It gives the picture that the information sharing is not good on higher management level in the Nordics and that it also should improve on the country level. These were the chosen replies:

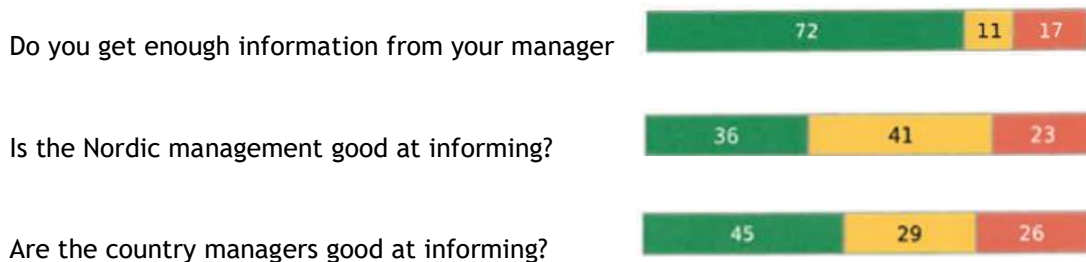


Figure 11: Chosen questionnaire replies

The interviews were held as shorter study interviews in spring 2022. There were 5-9 replies on each interview question regarding internal communication, information access and well-being. The explanation to why the employees are complaining about the internal communication is: channels are too many, not being informed enough, fast enough or not getting fast, short information. They want more information on departments, markets, projects, systems, assignments, and responsibilities. They do not feel included due to the missing information about local and other markets, from management and other departments. They want mutual information and to build relationships.

#### 4.2 What internal communication systems are used today?

The internal communication systems used before the SharePoint intranet was implemented were many. 15 different systems were counted through direct observation. See figure 10. On page 27. This is a lot of systems that has been observed to be confusing and has been confirmed in the questionnaire replies and through the interviews. Many different systems means that the information must be looked for in all the different places and can be easily missed.

#### 4.3 What are the three most complained issues?

The idea of affinity diagramming (Elmansy 2016) was used to group the negative replies into topics based on relations between the replies. Looking through the replies there seem to be six topics: many channels, missing information, targeting issues, amount of information, timing of information and other. Many channels include all mentioned systems and complaints about the channels. Missing information includes all categories that have been specified as missing information such as management information, department information, system information and more. Targeting issues include targeting related issues like getting different kind of information than other groups. Amount of information is about complaints about the size of information and here quick information has been interpreted as short/fast information. Timing of information includes complaints about timing of the information and communication, and other has the complaints that could not be categorized together with any of the other complaints.

As there were as many as six topics, the three most complained ones will be used in this case study. The three being many channels, missing information and targeting issues. Please see table 1 on next page. It has all the gathered information categorized within the six topics and the most complained three topics are marked with the colour green to make it easy to separate from the topics that were complained less about.

| Many channels               | Missing information                          | Targeting issues                           | Amount of information | Timing of information      | Other              |
|-----------------------------|--|--|-----------------------|----------------------------|--------------------|
| Documents in various places | News and what's coming                       | Mutual view and information                | Shorter information   | Late information           | Build relationship |
| Hard to find documents      | Information from all departments             | Same information, different target groups  | Enough information    | Actions before information |                    |
| Many channels               | Information from all markets                 | No mutual communication                    | Quick information     |                            |                    |
| No mutual platform          | Project information                          | Different information between markets      |                       |                            |                    |
| Not same channels           | Local market missing information             | Difficult to see who need what information |                       |                            |                    |
| Email                       | Management information                       |  |                       |                            |                    |
| Toolbox                     | Responsibilities                             |  |                       |                            |                    |
| DE LinkedIn                 | Assignments                                  |  |                       |                            |                    |
| Webex                       | Nordic information                           |  |                       |                            |                    |
| Flex-HRM                    | Including all markets                        |  |                       |                            |                    |
| Breakfast meetings          | Information from other markets               |  |                       |                            |                    |
| Summaries                   | System information                           |  |                       |                            |                    |
| DE intranet                 | Missing communication with Nordic management |  |                       |                            |                    |
| Phone                       | Missing information                          |  |                       |                            |                    |
| Fewer channels              |  |  |                       |                            |                    |
| Gather information          |  |  |                       |                            |                    |
|                             |  |  |                       |                            |                    |

Table 1. Interview replies

#### 4.4 How can SharePoint as intranet help solve the internal communication issues in the company?

SharePoint has many solutions that can be used to help solve the internal communication problems. Through Microsoft webpages, articles from Powell-Software and Collaboris, and blog posts on shareknowledge.com, community.aiim.com, pocketstop.com and coveo.com there have been many good advice how to use SharePoint as intranet. The next chapters go through what has been learned from the internal communication best practices, SharePoint best practices, direct and participant observations, questionnaires and interviews.

##### 4.4.1 What internal communication systems are used today?

Before The SharePoint intranet was launched there were at least 15 different systems that were daily in use and many of the systems had many different pages for different projects. See figure 12 below.

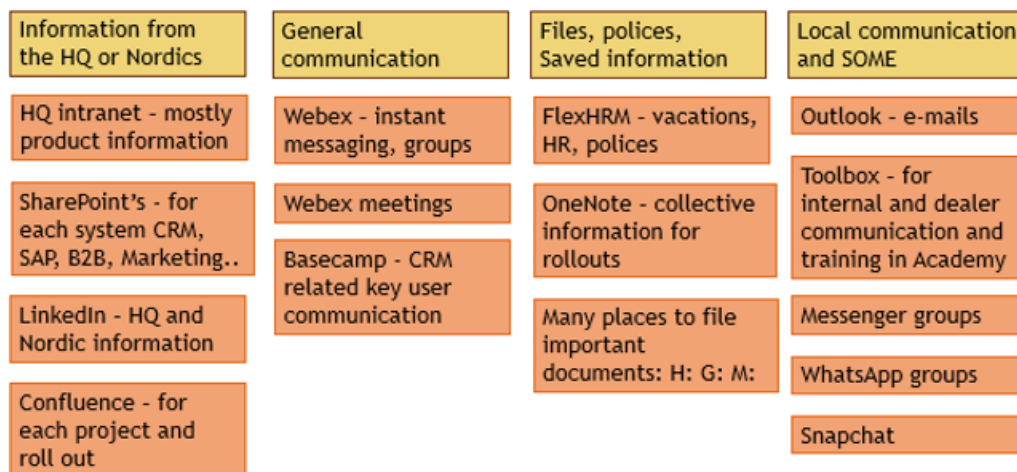


Figure 12: Internal communication systems used in the company before SharePoint was implemented as intranet

##### 4.4.2 How can SharePoint as intranet help solve the 3 most complained issues?

The three most complained topics were found when the interviews were analysed: many channels, missing information and targeting issues. The questionnaires support the finding of the topic missing information, and the direct and participant observations support the finding of missing information and the many channels. SharePoint as intranet has many solutions that can be used to help solve each topic.

Many Channels: SharePoint as intranet can help minimize the use of the different channels. Having SharePoint intranet means that there is a mutual place for all the information needed. There is a departmental document library and a collaboration library for the departments. There will be less e-mails, Webex chats, Basecamp usage, servers for files, confluence and SharePoint searches, Toolbox usage and other information search on German LinkedIn and intranet. The SharePoint has a home page for organizational information and content, and a link to a page for following other SharePoint pages which makes it easier to follow everything from one place. An email is also sent automatically for last updates.

Missing information: SharePoint can help improve the information from all the departments, markets, and management on all levels as all departments will have possibilities for information sharing in document libraries, for collaboration in collaboration libraries and for content sharing generally on the SharePoint news. There is also a link to a page that combines all other SharePoint's for projects, systems, headquarters information and other information that is possible to follow so it will show updates. And there is a project page with ongoing projects which link to the collaboration documents. Also, the save the date part helps employees remember when new updates come and new releases in addition to meetings. Now that there is a lot of feedback on missing information and too many channels it is important to use the information the employees have provided. Listen and learn and ask for more feedback. Use channels for feedback and ideas (Rethinking Internal Communications 2018), remove hierarchical information flow to avoid gossip and rumours and give employees a purpose (Rethinking Internal Communications 2018). Make content based on the 5 I's of employee engagement: inform, inspire, instruct, involve, and incent. (Temkin & Lucas 2018).

Targeting issues: Targeting will improve through the information sharing on SharePoint with news contents on the SharePoint intranet, organizational information that is easily available, document libraries in each department and project information on the project page. Everyone will get mutual information on a mutual platform and for information that is for everyone, no one will be forgotten. For specific department documents there is a collaboration library and it is possible to ask for access to cooperation pages for projects.

#### 4.5 How can SharePoint as intranet help solve the issues in the future?

There are many ways of using SharePoint and there are many internal communication best practices that can be referred to. These internal communication best practices are based on 8 internal communications best practices from the article "Rethinking Internal Communications" (2018) adding other best practices to make a complete list. This is then matched with SharePoint best practices.

#### 4.5.1 What are the best practices in internal communication?

Below you can see a list of nine best practices for internal communication, that have been collected from different sources on the internet. Using these will help remember all the important steps that are important for management and the employees.

1. Make internal communications strategy (Rethinking Internal Communications 2018) with strategic goals, measure KPI's for the Employee adoption, time to access knowledge, average click ranks, and unify the content across the company, personalize the experience through using location, departments, roles, tenures, projects, product lines and markets. Balance between business and personalized content and improve the employee experience (Stracham 2022).
2. Use right internal communications tools (Rethinking Internal Communications 2018), immediate, fast, targeted, measurable, mobile, well designed, user-friendly, responsive, and full of engaging information which the employees require (What Is an Internal Communication System? 2018).
3. Use visual communication - screens, SOME, motivational quotes, goals, accomplishes (Rethinking Internal Communications 2018).
4. Provide channels for feedback and ideas (Rethinking Internal Communications 2018).
5. Encourage to give feedback (Rethinking Internal Communications 2018) about employee satisfaction, user experience, what employees need, what they want to see and more with feedback surveys (Stracham 2022).
6. Avoid communication overload - brief, to the point, relevant, automation of key messages (Rethinking Internal Communications 2018). Identify where the data is coming from with SharePoint 2013 Web Analytics Report, reporting portal in Office 365 admin centre, Google Analytics or open web analytics. Use filtering, categorize with SharePoint Managed Metadata, protect, or hide information with the help of Office 365 Security & Compliance Center, review, act, retain and delete data with the help of information management policies in Office 365 and SharePoint (Rajgor 2017). Review, and streamline internal communications, targeting employees, providing enough time to process the information, use central repository for documents, consider number and quality of emails sent and the frequency of meetings. Encouraging employees to disconnect and avoid internal communication after workhours and have no-meeting Fridays (Timmes 2022).
7. Promote employee resources and training (Rethinking Internal Communications 2018). with help of three E's: engagement, enablement, and empowerment of the employees (Stracham 2022).
8. Encourage cross departmental communication and collaboration (Rethinking Internal Communications 2018).

9. Drive employee engagement with the five I's: inform, inspire, instruct, involve, and incent (Temkin & Lucas 2018).

#### 4.5.2 What are the best practices in use of SharePoint as internal communication system?

The nine best practices for internal communication in the previous chapter have now been combined with best practices for SharePoint used as intranet. Following these will help you get the most out of SharePoint and be beneficial to the employees and the management.

1. Make a strategy how to use SharePoint: for document management, centralizing policies and procedures, collaborations, sharing, storing, and organizing information. Use the integrated tools Outlook, Teams, Yammer and OneDrive. Use access management and encryption, content management and approval. Use automation, streamline processes and business operations, and integrate with applications, email programs and browsers for good user experience and use content targeting (Harris 2022). SharePoint team site can be used for communication and collaboration, Communications site for communicating messages to a wide audience and follow other SharePoint sites (3 new ways SharePoint impacts communication in the workplace 2020). Use add-ons for DocRead for tracking and distributing tasks and DocSurvey for mandatory quizzes. And you can use Delve for monitoring usage inside SharePoint (Jones 2016).
2. SharePoint allows to access information from anywhere through SharePoint online and contents can be published on internet and social media platforms. SharePoint app is responsive on iOS and Android (Use SharePoint as an Internal Employees Communication n.d.).
3. SharePoint can be shown on screens, content can be published on SOME, images, maps, tables, and figures can be used in SharePoint content (Use SharePoint as an Internal Employees Communication n.d.).
4. Use surveys, discussion boards or community sites to get feedback, opinions, and discussions (Jones 2016).
5. Use add-ons for DocRead for tracking and distributing tasks and DocSurvey for mandatory quizzes where you can get feedback on anything (Jones 2016).
6. News content can be made short and effective to avoid information overload. You can also use Announcement lists for short and fast information. Use SharePoint 2013 Web Analytics Report to find out where information is coming from, SharePoint Managed Metadata for categorization and information management policies in SharePoint to review, act, retain and delete data (Rajgor 2017).
7. Wikipages can be used for training content, Videos can be added with training instructions, or you can use the SharePoint Training and development team site template (Use the SharePoint Training and development team site template n.d.).

8. Communicate and collaborate with the help of the discussion board, the document library for collaboration, the wiki pages, the community site template, Yammer for social networking, Teams, and the SharePoint team site (Jones 2016, Tvedt 2022).
9. To drive employee engagement, it is recommended to take into use collaboration tools, and write content that informs, inspires, instructs, involves, and incents (Temkins 2022). Also use the feedback tools like surveys and discussion forums (Jones 2016).

## 5 Discussions

This chapter is about discussion, controversies and comments about data collection and the quality of the research. Mainly going through why things were done and addressing thoughts that might come reading this case study.

### 5.1 Questionnaires

In this case study only negative comments on internal communication have been accounted for. This means that even though 17% thinks that the manager informs poorly and 11% think that it is not bad but not good either, there is still 72% that thinks it is good. Also, on the Nordic management level 36% thinks it is good and 45% thinks the same on the country management level (figure 11. Questionnaire replies). This still means that there is room for improvement in the internal communication.

### 5.2 Interviews

The interviews (table 1. Interview replies) revealed six topics: many channels, missing information, targeting issues, amount of information, timing of information and other. Only three most complained topics were chosen and these were also backed up by the results of the direct and participant observations and the questionnaires. This means that not all topics were chosen to be studied further in this study. The reason for this is to have as specific topics as possible and avoid going too broad and losing focus.

### 5.3 Negative comments on SharePoint as intranet

SharePoint has gotten some negative feedback on being used as intranet. According to the article "Why SharePoint doesn't cut it for internal comms" (2022) it lacks user engagement in enterprise communication, it is not adopted enough by employees, is difficult to use, there is no added benefits, it does not reach functional requirements, can only be integrated with Microsoft solutions, lacks essential communications functionalities, rely on IT resources for changes, lack of analytic and measurement capabilities and is not optimal on mobile and for frontline users. This means that even though other articles (Jones 2016) describe good

functionalities for engaging, discussions, blogs, sharing, surveys, add-ons for monitoring and tracking it might still not be enough.

The article “Is SharePoint a good internal communication tool” (Harris 2022) confirms that it is not always a good tool for intranet, it works well for organizing and document management and is a natural choice for Microsoft 365 users, but it is not designed for two-way communication, so it is mostly top-down communication. Also targeting needs improvement, which means that employees are easily overloaded with information. Maybe Announcement lists can be helpful to give short information to avoid overloading employees with information (Jones 2016) and according to a couple of the articles there is also a mobile-friendly version of SharePoint and an app (Jones 2016, Use SharePoint as an Internal Employees Communication n.d.).

Still this study is about finding solution for the SharePoint as an intranet. Negative comments about SharePoint will not change the fact that SharePoint has already been chosen and will not be changed in the near future. It is important to find building blocks to go further on, learn more about SharePoint and the best ways to use it.

#### 5.4 Quality check of research design

In this case study there are interviews, questionnaires, direct observations, participant observations and internet sources to make the study valid. The pattern is checked in the interview results, in the surveys, in direct and participant observations for the employee complaints and in the internet sources for the best practices and SharePoint intranet recommendations. Explanation building is done during the case study analysis based on questionnaires, interviews, direct observation, participant observation and internet sources. Interviews and the questionnaires in addition to direct and participant observations are matched in the result of the analysis, and the internet sources are used as best practices that are linked to the result of the analysis. The case study protocol, case study database, and chain of evidence in the data-collection has been maintained through the case study using the protocol as a reference and the interviews and questionnaires as attachments and the theory part as sources (Yin 2018, 42-43).

#### 5.5 Company’s developments during the case study and after

The company has developed a lot during the case study. The information management has improved with SharePoint meetings, clean up of servers and adding of needed information to the SharePoint intranet documents. Access has been granted to users to their own department pages and collaboration pages, and all employees can see the department documents of the other departments. News content is created frequently to update employees on what is happening in the organization.

The headquarters have a One Group wide intranet project going on, which means that there will be an integration of Group hub and Nordic SharePoint intranet, which starts with two start pages a group start page and a local start page. They provide a list of adaptations for the local intranet and templates for news and pages. After the local SharePoint has been adjusted it will be linked with the group intranet so that there will only be one start page in the future. The future start page will then be the local start page and the news that are published in the future can then be displayed on the local page as well as on the group page. The department pages will include this information: Home, Who we are, Good to know, Document center, Introduction, Information, News and Events.

## 6 Conclusions

Direct and participant observation, questionnaires and interviews all imply that the employees have not been satisfied with the information sharing. There seem to be a need for a process on what to inform, when to inform, how to inform and who to inform. This means that the pattern is repetitive and matching, and the hypothesis: “The company employees are complaining about the internal communication and availability of information in the company” is true.

The main research question is: How can SharePoint as intranet help solve the internal communication issues in the company? The main three topics that resulted from the analysis of the interviews, questionnaires and observation were: many channels, missing information, and targeting issues. The answer to this is that it can be partially solved by using the SharePoint system optimally. The results of this case study have been shared with the PR and Communications manager and the Marketing manager, and the study will be used as a support when developing the SharePoint intranet further in the future. The next chapters describe the best practices based on each topic.

### 6.1 Many channels

For too many channels the first part of best practice number 1 is the one to follow, where a strategy is made on how to use SharePoint for document management, centralizing policies and procedures, collaborations documents are used, sharing, storing, and organizing information is done in SharePoint document management and OneDrive. Use access management and encryption, content management and approval to make sure the documents are stored properly and that the information is organized. This has already been started in the company. A strategy has been set on how to use the SharePoint for document management, both department and collaboration libraries are in use. Policies and procedures can be found in documents under each related department. Access have been given to users

to all department pages for reading, and the company is working on giving permits to users for editing of their own department documents and collaboration documents within their department. Each department has a named editor for department news and content, and the editors also have the responsibility for the folder structure.

Best practise number 8: Take in use other integrated tools like Teams and Yammer in addition to Outlook and OneDrive to cover all the needs for channels. Communicate and collaborate with the help of the discussion board, the document library for collaboration, the wiki pages, the community site template, Yammer for social networking, Teams, and the SharePoint team site (Jones 2016, Tvedt 2022). The company has decided that the only channels for internal communication at this time are SharePoint intranet, OneDrive, Webex, Outlook and Flex HRM for time reporting and travel expenses. There is a plan to change Webex to Teams during the next year, no plans yet for other social networking. It is possible to activate commenting on news content if need for feedback.

## 6.2 Missing information

The topic missing information included different kind of information related to news, projects, departments, markets, management, responsibilities, assignments and systems. It is important to easily find the information needed and for this the second part of best practice number 1 is recommended where automation, streamline processes and business operations, integration with applications, email programs and browsers are used for good user experience and content targeting is used for the correct people to get the information (Harris 2022). SharePoint team site can be used for communication and collaboration, Communications site for communicating messages to a wide audience and it is possible to follow other SharePoint sites (3 new ways SharePoint impacts communication in the workplace 2020). Use add-ons for DocRead for tracking and distributing tasks, so you can see if the tasks reach enough employees and DocSurvey for mandatory quizzes to get feedback on missing information. And you can use Delve for monitoring usage inside SharePoint (Jones 2016).

The company SharePoint intranet today uses Microsoft Graph and Delve to make it easier to find relevant information. This means that the SharePoint intranet start page can be personalized with page suggestion based on viewing history, colleagues, and projects (Delve for admins 2023). Delve can also be used for monitoring the usage of the different parts of SharePoint. News content is posted from each department and from management to all markets and from all markets. Each department page has information on the employees but there is no description of the responsibilities so the colleagues would know who to contact for different things. The company has started a project page where all projects can be added. It should be considered to also add system related projects or a timeline for when new systems are planned. Remind employees to follow interesting pages, so they get the updates to their

SharePoint. It is also recommended to subscribe to systems status in the ticket system for system updates. Company should consider taking DocRead and DocSurvey into use for tracking and distributing tasks and for feedback.

Best practice number 6 is also for missing information because sometimes the missing information is actually information overload: Content can be made short and effective to avoid information overload. You can use Announcement lists for short and fast information. Identify where the data is coming from with SharePoint 2013 Web Analytics Report, categorize with SharePoint Managed Metadata, review, act, retain and delete data with the help of information management policies in Office 365 and SharePoint (Rajgor 2017).

For extra availability of information use best practices 2 and 3: important information can be shown on screens, content can be published on SOME, clear images, maps, tables, and figures can be used in SharePoint content. SharePoint allows to access information from anywhere through SharePoint online, and contents can be published on internet and social media platforms. SharePoint app is responsive on iOS and Android (Use SharePoint as an Internal Employees Communication n.d.).

Missing information is also related to getting trained about products, services, systems, and general knowledge of things, also about SharePoint usage. Use Best practice number 7 for this: Wiki pages can be used for training content, Videos can be added with training instructions, or you can use the SharePoint Training and development team site template (Use the SharePoint Training and development team site template n.d.).

### 6.3 Targeting issues

Best practise number 1 addresses content targeting where it is used to make sure the correct people get the correct information (Harris 2022), and information SharePoint team site can be used for communication and collaboration for teams, Communications site for communicating messages to a wide audience and to follow other SharePoint sites (3 new ways SharePoint impacts communication in the workplace 2020). Best practise number 5 recommends to use add-ons for DocRead for tracking and distributing tasks and DocSurvey for mandatory quizzes where you can get feedback on anything (Jones 2016).

The company is working on being more transparent, so the news contents are not targeted but available for anyone working in the company and the information is the same consistent and mutual information for everyone. Other information is shared in collaboration groups within the departments, documents are shared with all colleagues on department document library or from private OneDrive.

## 6.4 Summary

SharePoint intranet can help solve the internal communication issues by adding the needed tools and add-ons for engagement, information sharing, communication, document management, analysing and tracking. By adding the missing information and training the users in how to excel in SharePoint and having processes for what to inform, when to inform, how to inform and who to inform. By informing, targeting, and reducing the channels. And using surveys to learn more about the employee usage of SharePoint and make changes based on the replies.

As it can be seen in the latest questionnaire (Appendix 3: Questionnaire 2) from November 2022 with 78 replies, it seems that the internal communication has already improved a bit after the SharePoint intranet was implemented. The answer to the question: Does the management group communicate well internally? Has 29% in the green, which means that 29% thinks it is good, when the last time the Nordic management and country management had only 23% and 26%. The same with the red part that stands for poor communication, where it is now 32% and earlier it was 36% and 45% for Nordic and country level management. Se figure 13 below.

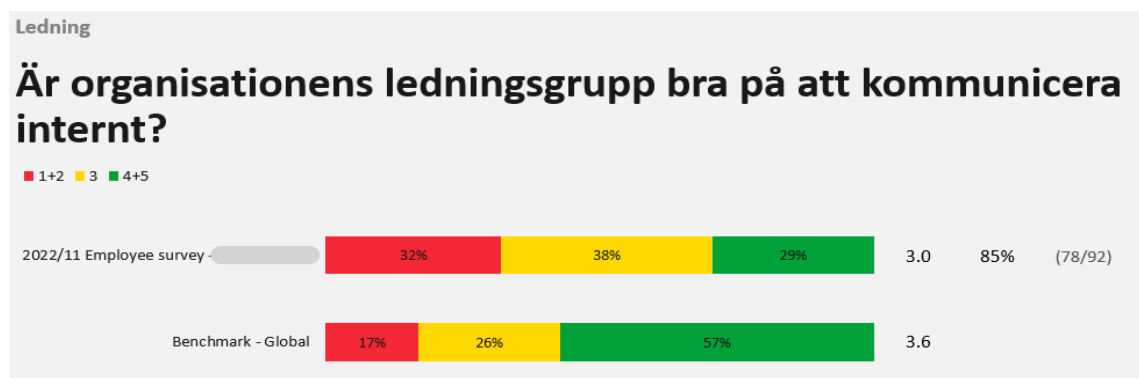


Figure 13: Second questionnaire from November 2022

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| Count          | TEI | LSI | EI | eNPS | OSI |  |
| 83             | 76  | 76  | 81 | 24   | 75  |  |

**Personlig utveckling**

Kan du påverka din arbetsituation? 

Har du möjlighet att utvecklas i ditt arbete? 

**Arbetsbelastning**

Har du en rimlig stressnivå i ditt arbete? 


Får du stöd vid hög arbetsbelastning? 


Får du tillräckligt med återhämtning mellan arbetspass? 

**Samarbete arbetsgrupp**

Samarbetar ni bra inom din arbetsgrupp? 

Känner du dig respekterad av dina kollegor? 

Kan ni fritt framföra era åsikter i din arbetsgrupp? 

Är din arbetsgrupp fri från konflikter som påverkar arbetet negativt? 

Fungerar arbetsfördelningen bra i din arbetsgrupp? 

Planeras arbetet på ett bra sätt i din arbetsgrupp? 

Följer ni i din arbetsgrupp upp ert arbete? 

Är det lätt att få saker genomförda i din arbetsgrupp? 

Fungerar samarbetet bra mellan din arbetsgrupp och andra arbetsgrupper? 

Är ni fria från diskriminering på jobbet (avseende kön, könsöverskridande identitet eller uttryck, etnisk tillhörighet, religion eller annan trosuppfattning, funktionsnedsättning, sexuell läggning eller ålder)? 

## Effektivitet

Har du de förutsättningar du behöver för att göra ett bra jobb?



## Feedback

Är ni bra på att ge feedback till varandra inom din arbetsgrupp?



Får du regelbunden feedback av din chef?



## Kundfokus

Utgår ni i din arbetsgrupp från kundernas behov i ert dagliga arbete?



Har du en klar uppfattning om vem som är din kund?



Känner du till era kunders krav och önskemål?



Vet du vad du behöver göra för att ge dina kunder den bästa servicen?



Har du förutsättningar för att tillgodose kundernas krav och önskemål?



Har du bra kunskap om de produkter/tjänster som erbjuder?



Får du tillräckligt med feedback på kundernas upplevelse?



## Ledarskap

Tycker du att din arbetsgrupp leds bra?



Känner du dig respekterad av din chef?



Får du stöd av din chef när du behöver det?



Får du tillräckligt med information från din chef?



Är din chef tydlig med vad som förväntas av dig?



Involverar din chef dig när beslut fattas som påverkar dig och dina kollegor?



Känner din chef till vad du har presterat den senaste månaden?



## Tydlighet



## Energi



## Värderingar



## Ledning



## Arbetsmiljö

Arbetar du för närvarande större delen av din arbetstid (> 50%) hemifrån eller från en annan plats som inte är din vanliga arbetsplats?



Känner du att du på ett effektivt sätt kan bidra till organisationens verksamhet när du arbetar på distans?



Känner du att du kan behålla ditt engagemang när du arbetar på distans?



Tycker du att din chef leder bra på distans?



Fungerar samarbetet mellan dig och dina kollegor när du arbetar på distans?



Känner du att du har tillräckligt med social kontakt med dina kollegor när du arbetar på distans?



Upplever du att du kan upprätthålla ditt engagemang när det är flera som fysiskt inte är på kontoret?



Fungerar samarbetet bra mellan dig och dina kollegor som inte fysiskt är på kontoret?



Tycker du att ledningsgruppen vidtar tillräckliga åtgärder för att säkerställa en säker arbetsplats i nuvarande situation med covid-19?



Tycker du att din närmaste chef agerar på ett bra sätt baserat på nuvarande situation med covid-19?



Känner du att du har en rimlig stressnivå i nuvarande situation med covid-19?



Appendix 2: Interview from spring 2022

### **DO YOU THINK INTERNAL COMMUNICATION IS IMPORTANT?**

"We don't always need to make it such a big thing. We don't need five big letters, when a simple line is sufficient."

"It's important because we need to work as a team, not on our own. We don't think about each other, when we work the way, we do now."

"In my job, I'm very dependent on information. But it's also important for me to quickly know if it's information that I'm supposed to use in my work or not."

"Without it you don't know what's going on or what's coming up. You don't find out about news, and you could miss out on important information."

"It's especially important to get information about the progress of the various departments, not only management. It's also interesting to know what your coworkers are up to."

"Everybody needs to have the same picture of the organisation, and where it is going. Especially now when our procedures are changing to look more like each other."

"What's happening in the other countries and departments, also happens here. But it might not happen at the same time. So, it's good to know what's happening at the other departments and markets. "

### **HOW DOES INTERNAL COMMUNICATION WORK AT YOUR ORGANISATION TODAY?**

"It's like we are not communicating the same, even though we should."

"I think there's a difference between markets, since the Nordic HQ is in Sweden."

"We work a lot on our own, with the internal communication. It's hard to see who is in need of what kind of information."

"Some information comes in the right time but in some cases, the communication comes too late. And in some cases, not at all."

"It is not centralized but separated in different channels. Maybe not coordinated enough. We have no clear responsibility for the internal communication. No clear ownership."

“Information is often written in one way but focuses at two or three different target groups. It is hard, if you send the same material to many target groups.”

“Things are done without without informing. We want, and sometimes need, to know earlier.”

“I get good information from the Nordic office but not from my local market.”

“Our market does what we are being told, but not every market uses the decided channel.”

### **WHERE DO YOU GET MOST OF YOUR INFORMATION REGARDING YOUR ORGANISATION?**

“News comes through email. If I’m looking for personnel information, I’m not sure where to look. We don’t have our own intranet, so we are using the German. That one is mainly for product information etc.”

“E-mail mostly, and Toolbox as well. I also get a lot of information on LinkedIn about happenings further up in the organisation, in Germany for example. We use Webex for internal communication within our team.”

“Mail and our HR-system, FlexHRM. No mutual platform anywhere, just these two channels.”

“Almost exclusively from e-mail. Sometimes it comes through the phone or on Webex.”

“Earlier we had presentations during weekly breakfast, it gave a good view of what the different departments were up to. It was better than the summaries we get today.”

### **DO YOU HAVE A PREFERRED CHANNEL FOR INTERNAL COMMUNICATION?**

“It depends on what kind of information it is. I like e-mails and Webex is good for fast information if you need answer or help fast. Unfortunately, not everyone is using Webex even if they should.”

“The more information you can have in the current channels, the better. There is no need to add new ones. We have a myriad of internal communication channels, including those regarding our connection with Germany.”

“Webex is a fine tool. I think we could have more groups in Webex to communicate with different departments. In that way we could get answers on small questions quicker. We could use it far more between the Nordic markets.”

“It depends on the situation. I prefer e-mail the most, second is Webex – but Flex is the worst option.”

“Flex could work for messages from HR, and policies and such could also be available there. Otherwise, I think the best option is e-mail.”

“The more you work with Webex, the better it is, I think. I think it’s faster compared to e-mail. You have many tools inside Webex that are useful.”

“I like the mix of it. It becomes more dynamic and interesting.”

“I prefer e-mail and phone. It’s faster, compared to the others.”

### **IS THERE ANY OTHER CHANNEL THAT YOU WOULD LIKE TO HAVE FOR INTERNAL COMMUNICATION?**

“I think a more social channel would be nice. Like a Sharepoint or something, maybe a browser where you get social information from – like birthdays and what is happening in the office.”

“I think it’s tricky to use to many channels. It’s easier to have things collected if we use fewer channels, and Webex is in my opinion the best solution.”

“I think we should have an intranet, instead of sending some information through e-mail. It would be a good space to gather information, so it doesn’t get lost in the e-mail inbox.”

“There should be fewer, if the assignment can be managed through a current channel. I’m skeptical towards FlexHRM as an internal communication channel. For me, it’s an administrative tool.”

“I think video is nice. I think that’s an important way of communicating, and it’s easy for people to digest it.”

“I don’t miss any shared, Nordic channel. It’s different because we are four different countries. It’s a language barrier.”

### **DO YOU FEEL WELL INFORMED ABOUT YOUR ORGANISATION’S PROGRESS?**

“I feel informed about the most important stuff that directly concerns me. But it would be nice to know more about what is going on in the organisation.”

“Yes, both regarding my own market and the Nordic market.”

Yes, in general. But regarding SAP, for example, I don’t feel well informed. I think it’s better to get little, but concrete information, than to sit and wait and wonder.”

“Yes, but I think it is due to my role and function. I feel very informed.”

"Yes, given my role at the company. But I think that information about disturbances in the supply chain is missing.

"To a certain degree. Sometimes I think relevant parts of the information are left out. The feeling is that the receiver is considered – in a way – not competent enough to understand it all."

"Not in the Nordic, only when they get a new employee. In my market, yes."

Management could send out a summary more often. We don't need to know everything, but a summary would be nice "

#### **DO YOU FEEL WELL INFORMED ABOUT OTHER MARKETS ACTIVITIES AND PROGRESS?**

"Could be more. I know there are other projects that are going on, and it would be good to know what kind of projects that is."

"Yes, as much as I need, so to speak. We work within our own market. If we have a joint venture with another market, then the different markets work separately. Thus, we don't need information on the other markets."

"No. In my market, people are talking about not being informed."

"Yes, we usually get a summary of other countries progress. And it's enough."

"Yes, it's easy for me to look up. But I think more information about our projects would be nice."

"Yes, pretty much. But I think that is because I'm very active when it comes to searching for the information. I'm very curious. If I wasn't as curious, I wouldn't be as informed."

"We don't hear anything from the Nordic countries. When we hear from them, it's because a new product is coming or something like that. No news, in general."

"I think that those in management feel well informed, but not the others."

"I can suspect that we, both inside the Nordic market and my own market, experiences problems with dividing responsibility and assignments. A better internal communication could improve this."

#### **DO YOU FEEL INCLUDED IN YOUR ORGANISATION?**

"Mostly, yes. Sometimes, no. I could get more information regarding things I'm not working on."

"In my own market, yes. In the Nordic market, not so much. At the same time, we are our own organisation. It's more like they don't really understand/know/think about their actions. I think this is due to cultural differences."

"Both yes and no. We get e-mails with updates from Sweden, but we haven't been able to meet between markets for about two years. We've missed out on opportunities to build relationships. I hope we can do that now."

"In my market, yes. In the Nordic, I don't know. The management never talks to us. I talk with some people in Nordic office, there are two I talk to, on a regular basis."

"No."

"Yes."

#### **DO YOU KNOW WHERE TO FIND DOCUMENTS REGARDING YOUR ORGANISATION?**

"Yes."

"Not everything. Most of the documents that I need to have, or use, I know where to find."

"Roughly, but we don't have a functioning intranet so the documents can be found in various places."

"Policies and such can be found in Flex. But I think a reminder about these things from HR would be nice."

"Yes, in general. Sometimes there's some question marks."

"Yes, to a certain degree. But in general, I think it's hard to find them."

#### **DO YOU KNOW HOW AND TO WHOM YOU CAN GIVE INPUT ABOUT YOUR ORGANISATION?**

"I usually go to my boss for feedback. I feel like I can do that, I have a good relationship with them."

"We are such a small company in our market, so there are a lot of multitasking. If I wanted to offer input on what to improve, I believe I would turn to my superior."

"No. I guess I'd have to send it to my boss, but then I'd be dependent on that he/she sends it to the right person."

"I'm a bit uncertain, but I guess I'd had to contact my boss."

"Firstly, I would talk to my boss. Or maybe HR."

"I call or e-mail my boss."

#### **DO YOU HAVE ANY PREFERRED CHANNEL FOR MAKING THESE CONTRIBUTIONS?**

"I usually talk in person with them."

"Through a personal meeting. I feel that you should be able to discuss these sorts of things."

"E-mail, if it's outside my market."

"It depends on the topic, but e-mail or telephone. In some cases, I could also give my input directly, face-to-face."

"I think it's fine the way it is now. We're not that big of a company, you talk to each other. I think that the fact that the path to decision is so short is an advantage."

"It's mixed, but I prefer verbal feedback."

#### **WHICH LANGUAGE DO YOU PREFER ON INTERNAL MEETINGS?**

"English is good, as I sometimes don't understand the other Nordic languages."

"If we are in our own market, I prefer our local language. If we are in a Nordic country or meeting, then there should be English. Personally, I don't have a problem talking in Swedish."

"I think that meetings with Norwegian, Danish and Swedish people works fine when everyone speaks their native language. But with Finnish people it can be tricky. I prefer my native language, but English is fine."

"It depends on who's in the meeting. If people who doesn't speak Swedish are in the meeting, I prefer English."

"If everyone in the meeting understands Swedish, I prefer that. Otherwise, English should be used to avoid misunderstandings."

"Swedish works most of the time, but not with every market. For the simplicity, I believe it should always be English. It is our organisational language, after all."

"I understand every language inside the company."

“In the Nordic, it depends. If we are in Sweden, there is a big difference if they are from Skåne or Stockholm. But I prefer Swedish over English on Nordic meetings.”

### **IN WHAT LANGUAGE DO YOU PREFER TO RECEIVE GLOBAL INFORMATION ABOUT THE COMPANY?**

“In English, it makes it easy.”

“I’ve been wondering about this in several years. There is a great German stamp on the communication. And sometimes, we get information in German. I have a hard time understanding this. Why is the organisational language not English?”

“ If it’s complicated matters I think it’s good if the information is in my native language, to avoid misunderstandings.”

“English. I don’t get why they’re sending e-mails with information in both English and German. I also don’t think it’s necessary for global information to be translated into Swedish.”

“Swedish works most of the time, but not with every market. For the simplicity, I believe it should always be English. It is our organisational language, after all.”

“I used to receive information on German, but now when they’ve started to translate it, I see that it doesn’t always come out the right way. Thus, I prefer the original language.”

### **WHICH PREFERENCES DO YOU THINK OTHERS IN YOUR MARKET HAS?**

“I know that some would like to have the local language, but as a global company I think that would be silly to expect.”

“I can imagine that other colleagues in my market would prefer everything in English.”

“I know that others in my market, that might not be as comfortable with English, feel that the global information can be a bit too heavy when it’s in English.”

“I think other markets might prefer English since they’re not as good at Swedish as us.”

“I think most prefer English”.

“Their native language”.

“I believe that many prefer the information in their local language, to guarantee that they understand the information. I believe that many have a hard time dealing with English.”

"I think my colleagues prefers English."

**DO YOU FEEL THAT NON-WORK-RELATED COMMUNICATION, SUCH AS WELL-BEING-RELATED COMMUNICATION, IS COMMON?**

"I'm not so good at it myself or expecting people to do it either. People sometimes ask about how you are and how you feel. It would probably be good for some people to have that kind of information."

"It doesn't exist at all. Not in my own market or from the Nordic region."

"Yes, we often talk about what we're doing outside of work. It's nice to not only talk about work, but to get to know the persons as well. That also makes it easier for us to work together."

"I feel like social communication within my market is inevitable since we're not that many here, but I don't feel like HR-related information is communicated often."

"It comes sometimes by e-mail. But we also talk to each other at the office."

"Yes, I believe so. In the lunchroom, and such. I would not use any form of social channels. However, I believe that many would use it."

**ARE THERE DIFFERENT CHANNELS FOR WORK INFORMATION AND SOCIAL COMMUNICATION?**

"The Webex channel is more for fast communication. But it hasn't been used that much for social communication, mostly for work."

" We have a WhatsApp group, where we talk about more social matters. It's for the local organisation. To contact a colleague outside my market, I use Webex or mail."

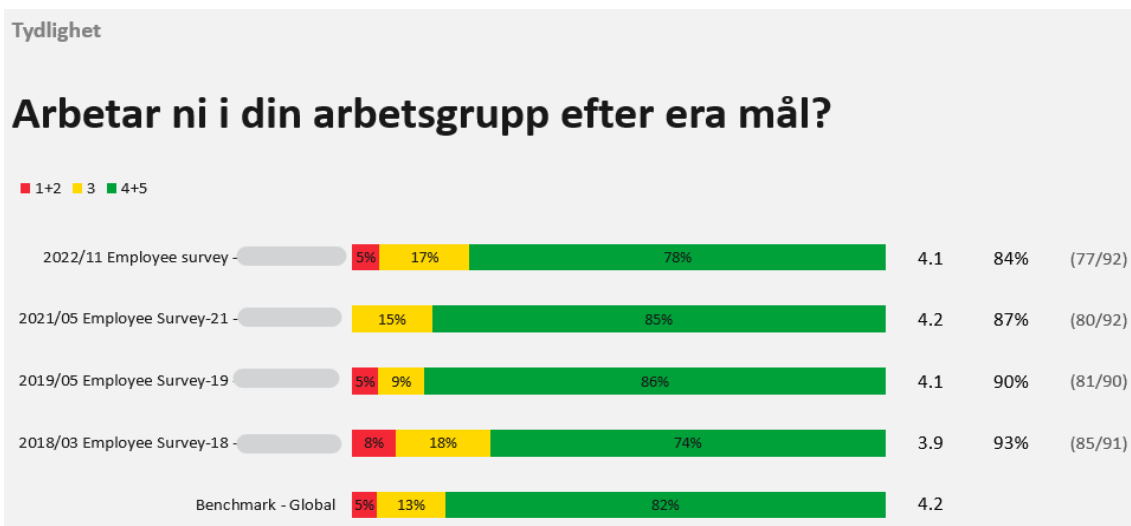
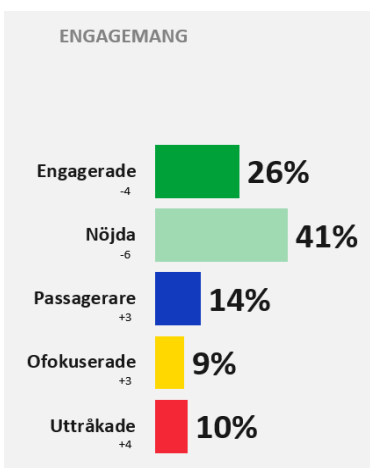
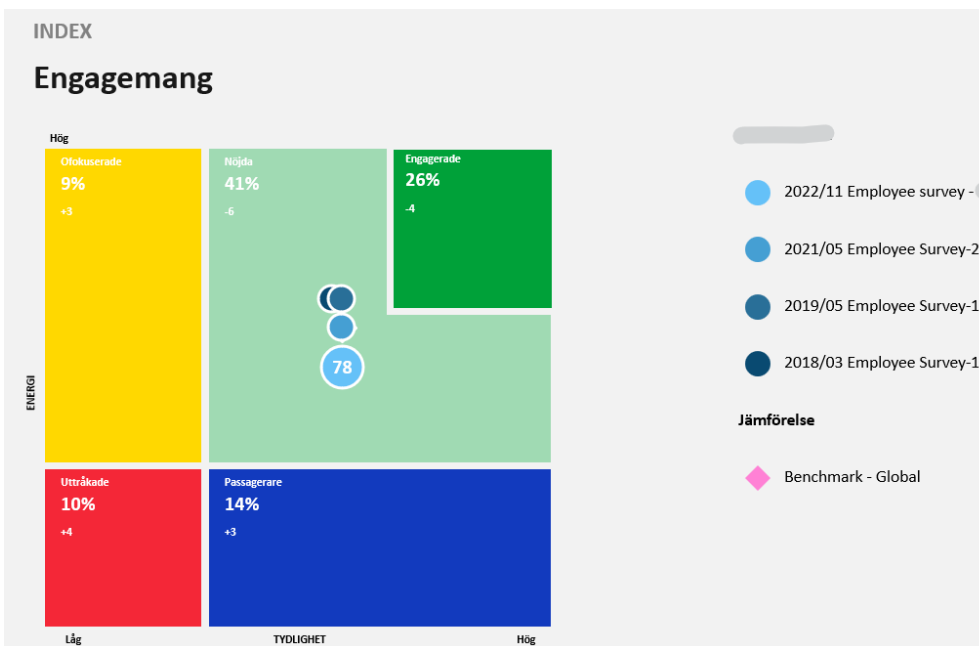
" We have a Facebook Messenger chat we're we communicate. We're even on Snapchat. But if we communicate with the team in Sweden, for example, we usually do that by e-mail."

"We have no real social communication channel. That kind of communication happens in person, at the office. I don't think we have the time to manage such a channel."

"I don't think social communication from the organisation belongs on Webex. Flex could work for messages from HR, and policies and such could also be available there. Otherwise, I think the best option is e-mail."

"The channels are mail, and different group channels on Facebook. But not everyone is included, and the groups are private initiative."

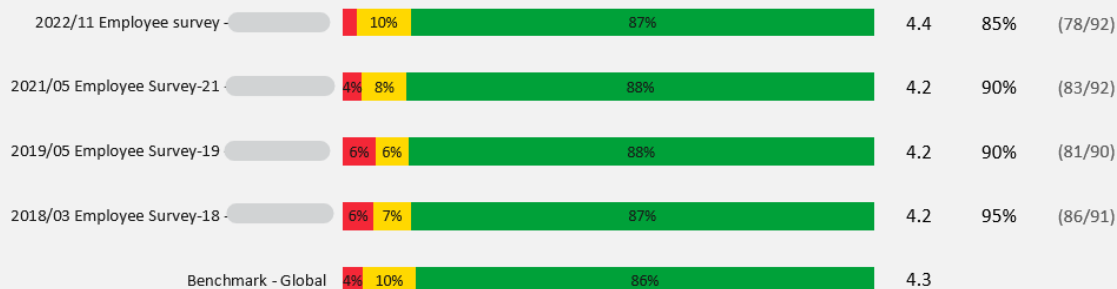
Appendix 3: Questionnaire 2



## Tydlighet

## Vet du vad du förväntas uppnå i ditt dagliga arbete?

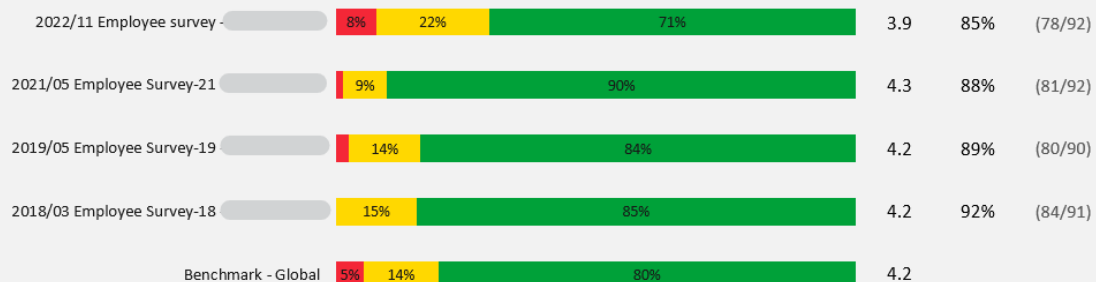
■ 1+2 ■ 3 ■ 4+5



## Tydlighet

## Ser du hur din arbetsgrupp bidrar till att nå organisationens övergripande mål?

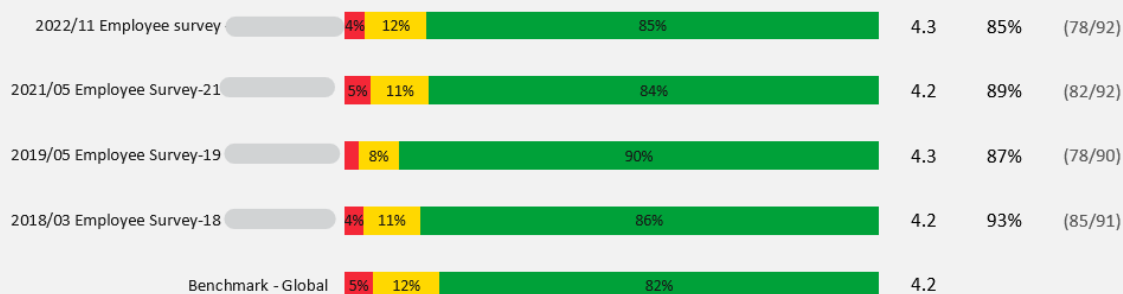
■ 1+2 ■ 3 ■ 4+5



## Tydlighet

## Känner du till organisationens övergripande mål?

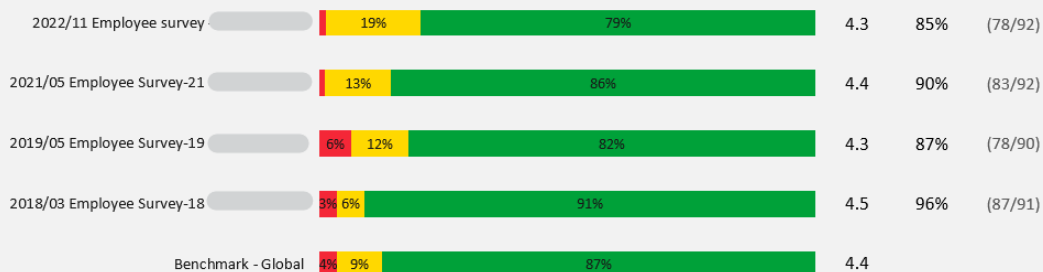
■ 1+2 ■ 3 ■ 4+5



## Energi

## Är du beredd att anstränga dig lite extra för att organisationen ska bli mer framgångsrik?

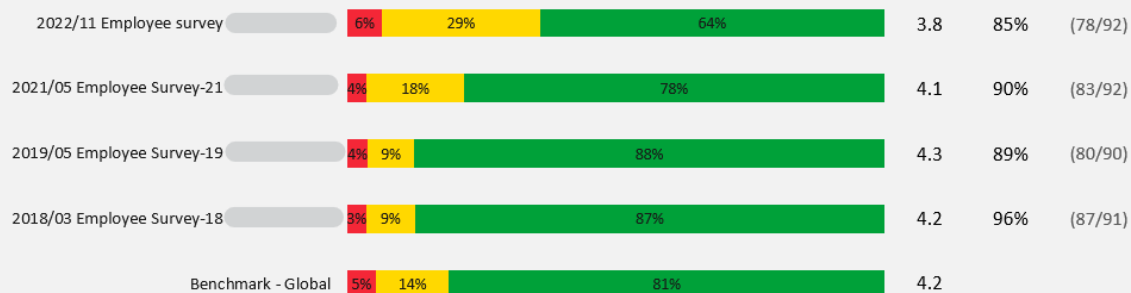
■ 1+2 ■ 3 ■ 4+5



## Energi

## Tycker du att ditt jobb är kul?

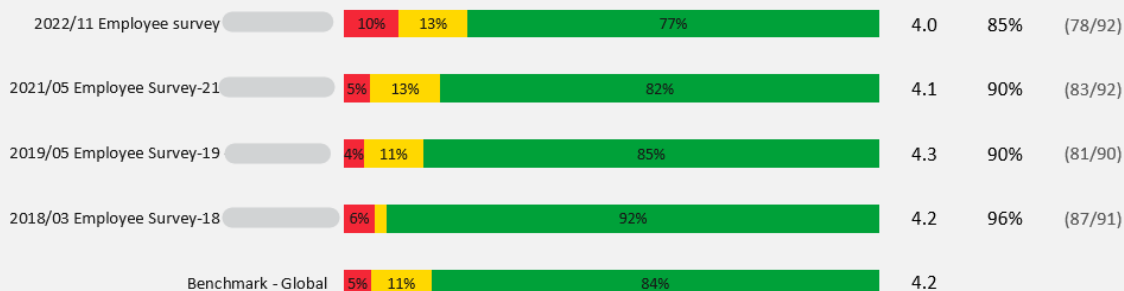
■ 1+2 ■ 3 ■ 4+5



## Energi

## Är du motiverad i ditt arbete?

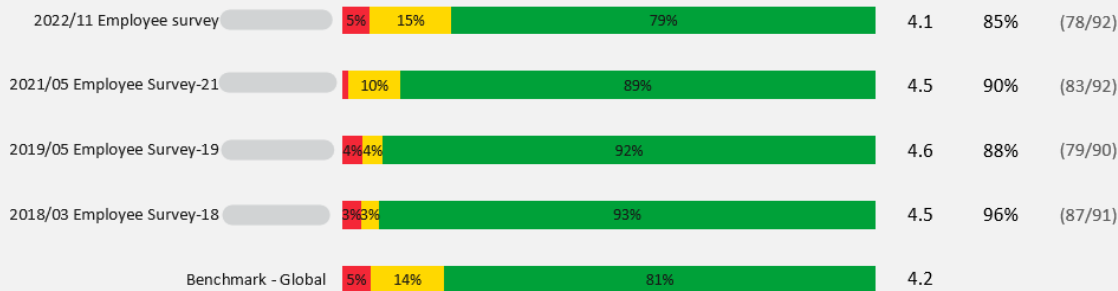
■ 1+2 ■ 3 ■ 4+5



Energi

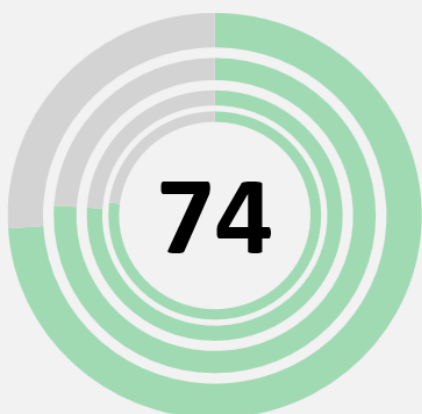
## Är du stolt över att jobba inom organisationen?

■ 1+2 ■ 3 ■ 4+5

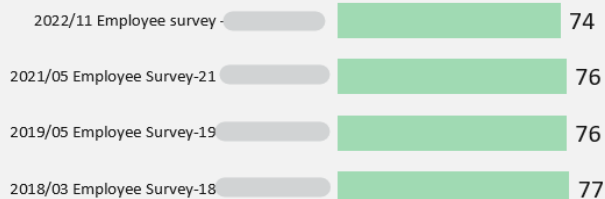


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### Ledarskap



Resultat

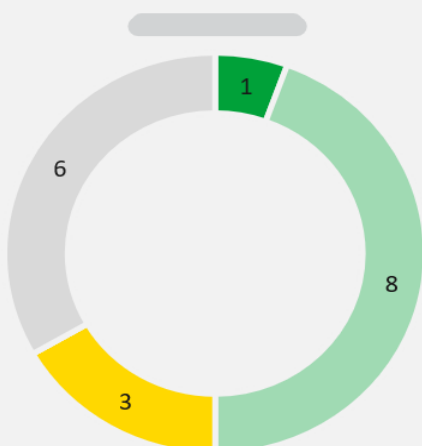


Jämförelse



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### Resultat per team

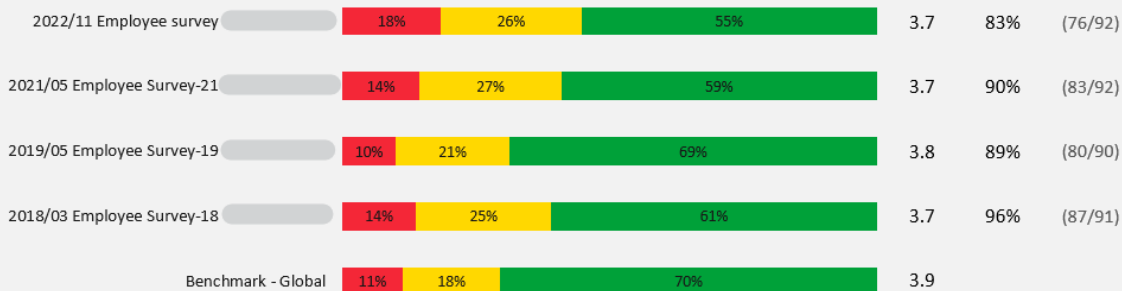


- **Gröna grupper**  
(87-100) Utmärkt
- **Ljusgröna grupper**  
(69-86) Bra
- **Gula grupper**  
(49-68) Behöver utveckla svaga områden
- **Röda grupper**  
(0-48) Behöver stöd i att utveckla svaga områden
- **Ej resultat**  
Anonymitet ej uppfyllt

## Ledarskap

## Får du regelbunden feedback av din chef?

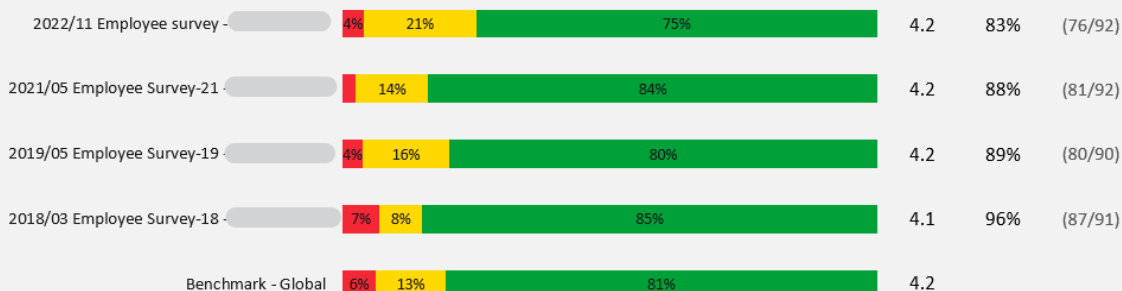
■ 1+2 ■ 3 ■ 4+5



## Ledarskap

## Är din chef tydlig med vad som förväntas av dig?

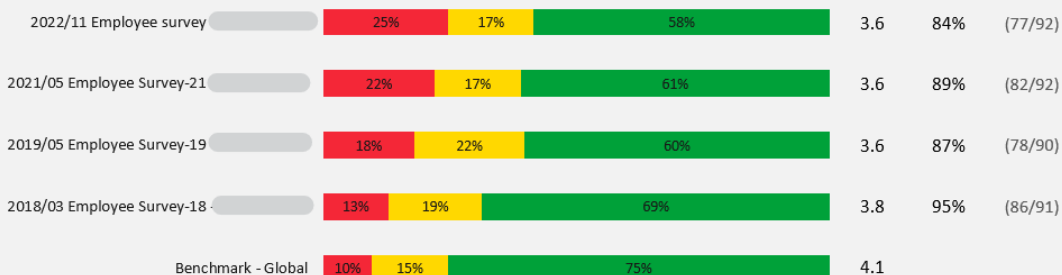
■ 1+2 ■ 3 ■ 4+5



## Ledarskap

## Involverar din chef dig när beslut fattas som påverkar dig och dina kollegor?

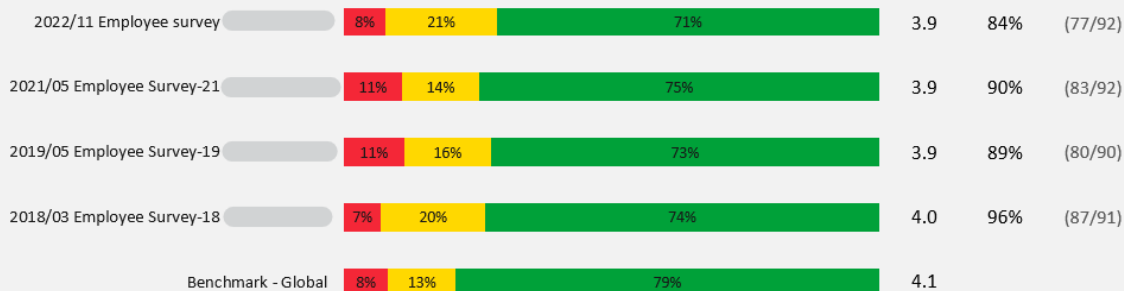
■ 1+2 ■ 3 ■ 4+5



## Ledarskap

## Leder din chef arbetsgruppen på ett bra sätt?

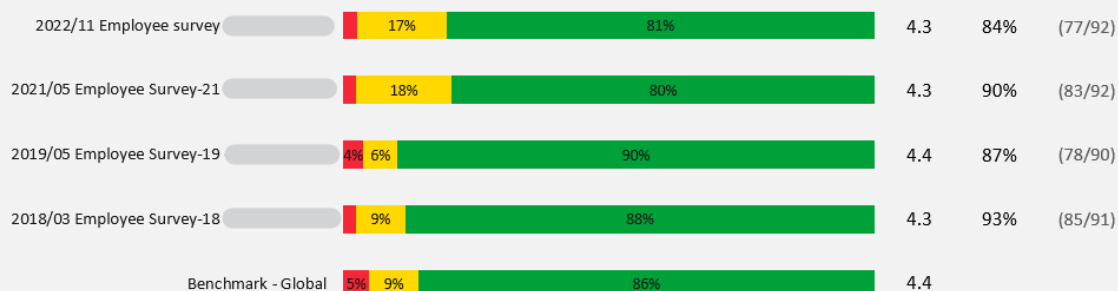
■ 1+2 ■ 3 ■ 4+5



## Ledarskap

## Får du stöd av din chef när du behöver det?

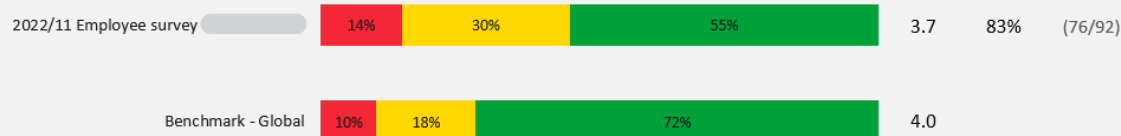
■ 1+2 ■ 3 ■ 4+5



## Ledarskap

## Följer din chef regelbundet upp din arbetsituation?

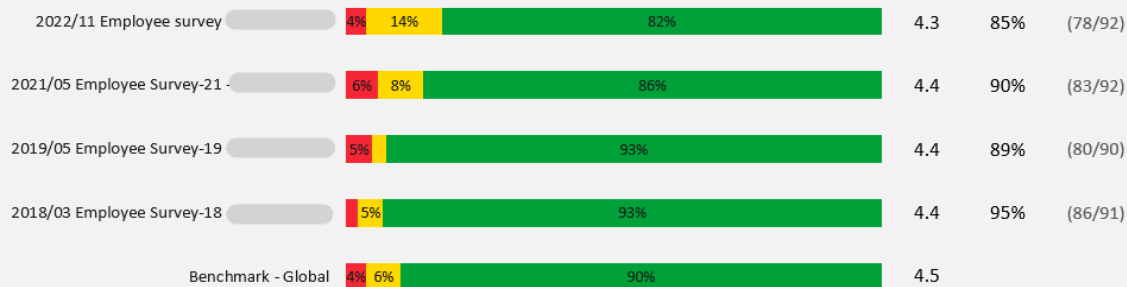
■ 1+2 ■ 3 ■ 4+5



Ledarskap

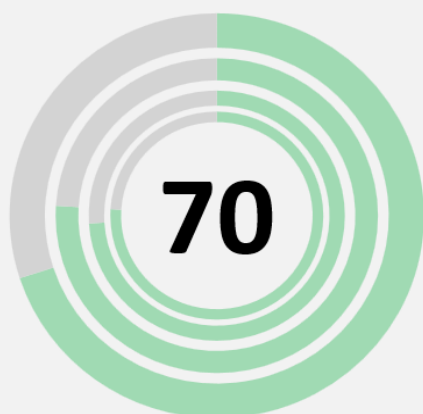
## Känner du dig respekterad av din chef?

■ 1+2 ■ 3 ■ 4+5

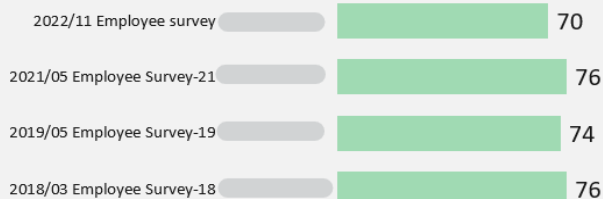


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## Teameffektivitet



Resultat

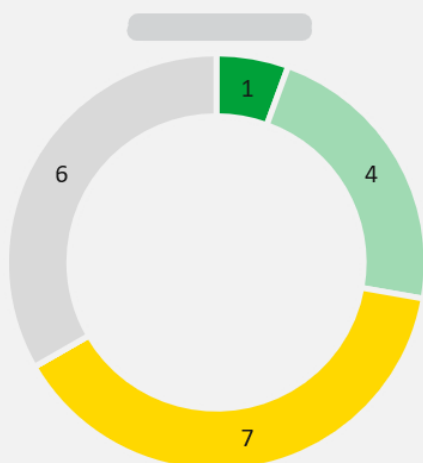


Jämförelse



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## Resultat per team

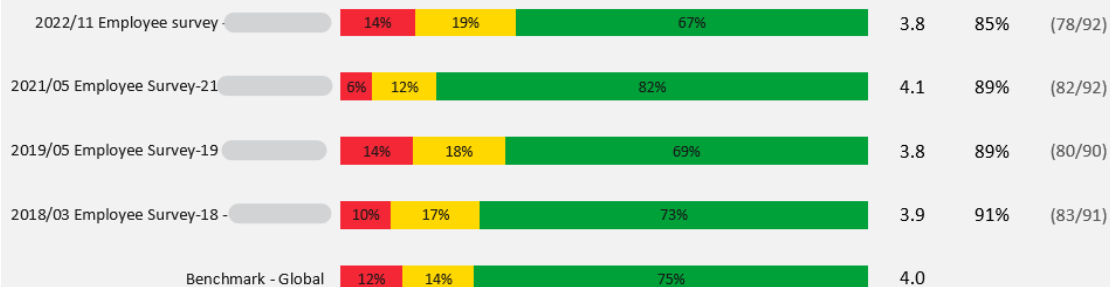


- **Gröna grupper**  
(87-100) Utmärkt
- **Ljusgröna grupper**  
(69-86) Bra
- **Gula grupper**  
(49-68) Behöver utveckla svaga områden
- **Röda grupper**  
(0-48) Behöver stöd i att utveckla svaga områden
- **Ej resultat**  
Anonymitet ej uppfyllt

## Teameffektivitet

## Förekommer det konflikter i din arbetsgrupp som påverkar arbetet negativt?

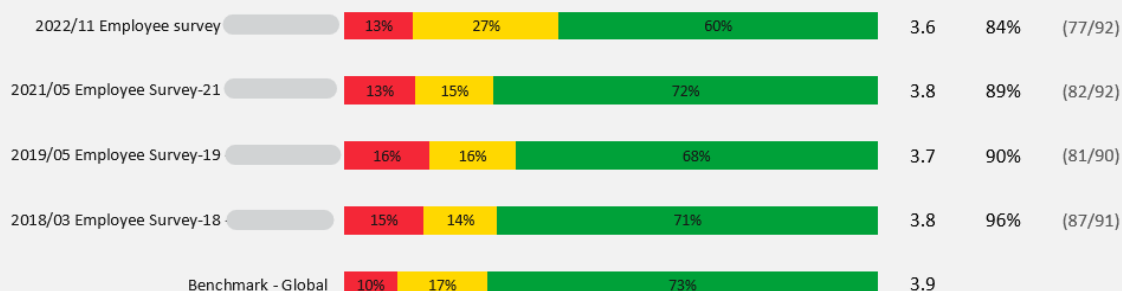
■ 1+2 ■ 3 ■ 4+5



## Teameffektivitet

## Fungerar arbetsfördelningen bra i din arbetsgrupp?

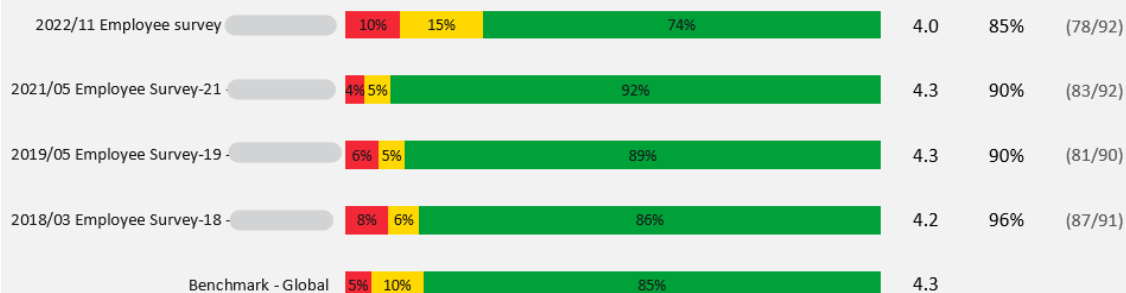
■ 1+2 ■ 3 ■ 4+5



## Teameffektivitet

## Samarbetar ni bra inom din arbetsgrupp?

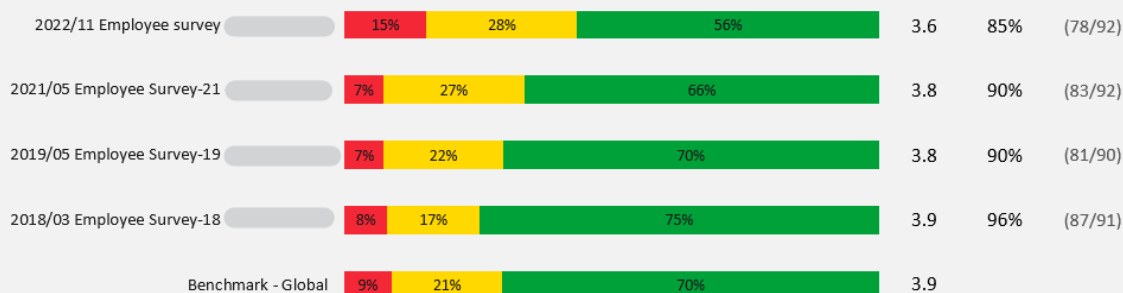
■ 1+2 ■ 3 ■ 4+5



## Teameffektivitet

## Är ni bra på att ge feedback till varandra inom din arbetsgrupp?

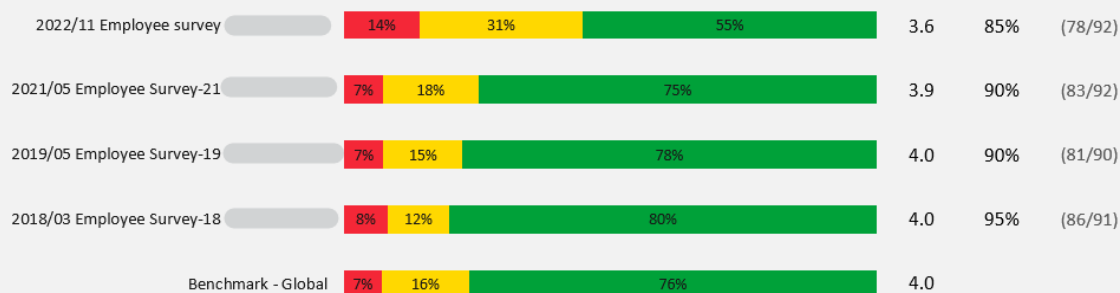
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## Teameffektivitet

## Är det lätt att få saker genomförda i din arbetsgrupp?

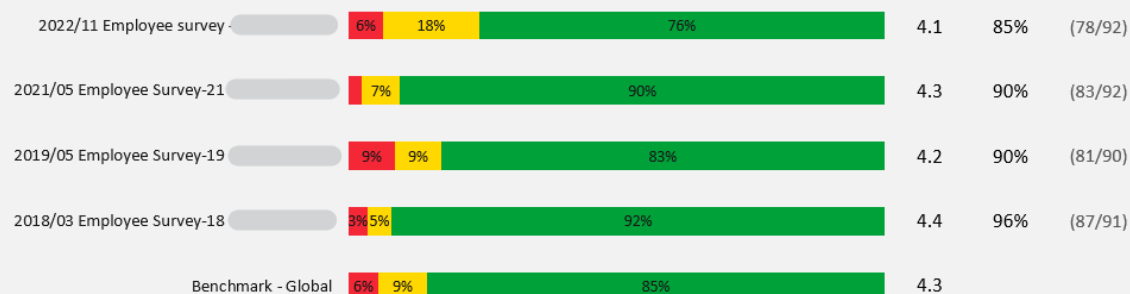
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## Teameffektivitet

## Kan ni fritt framföra era åsikter i din arbetsgrupp?

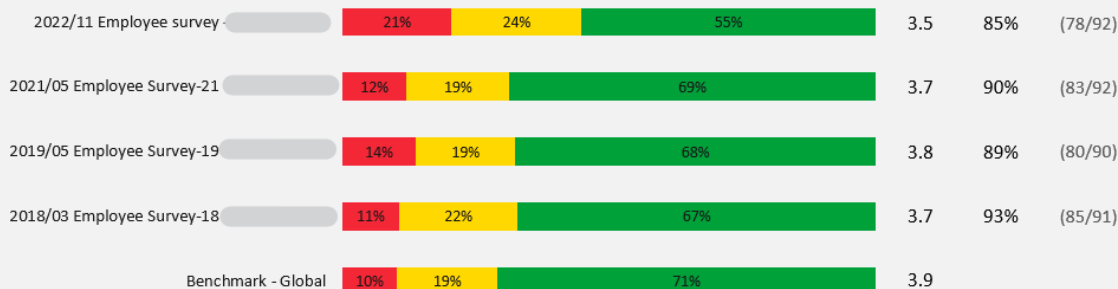
■ 1+2 ■ 3 ■ 4+5



## Teameffektivitet

## Planeras arbetet på ett bra sätt i din arbetsgrupp?

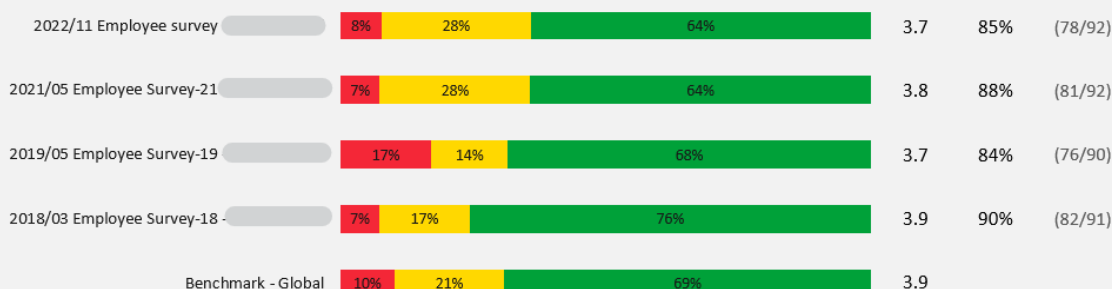
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## Teameffektivitet

## Följer ni upp ert arbete i din arbetsgrupp?

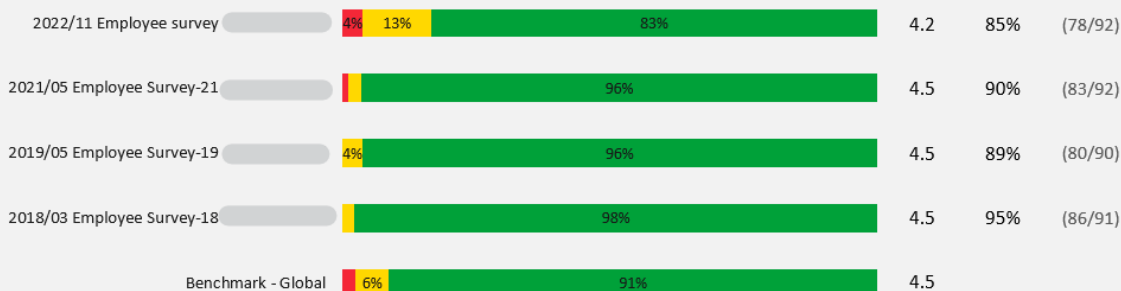
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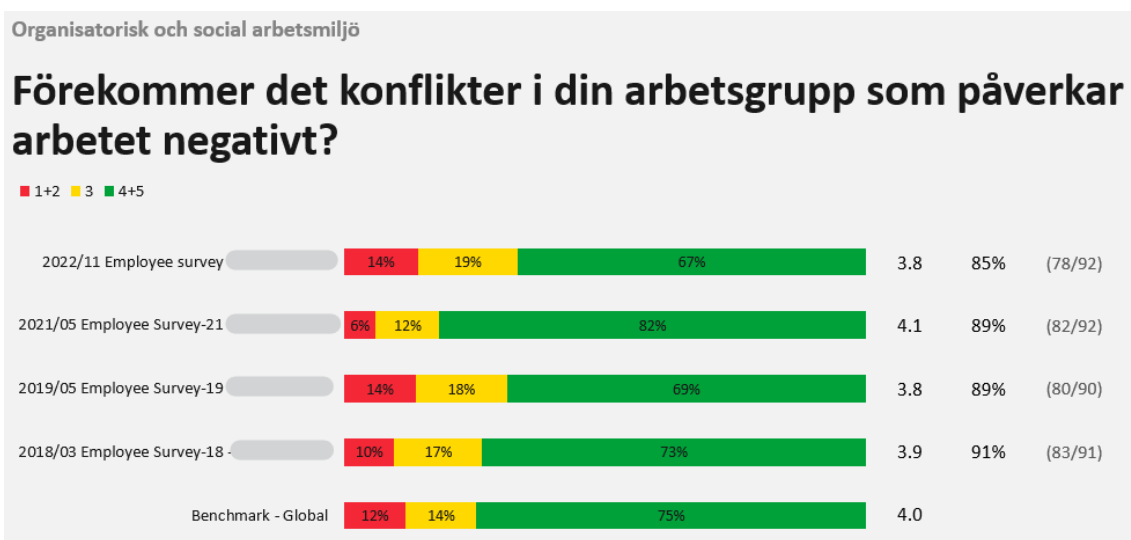
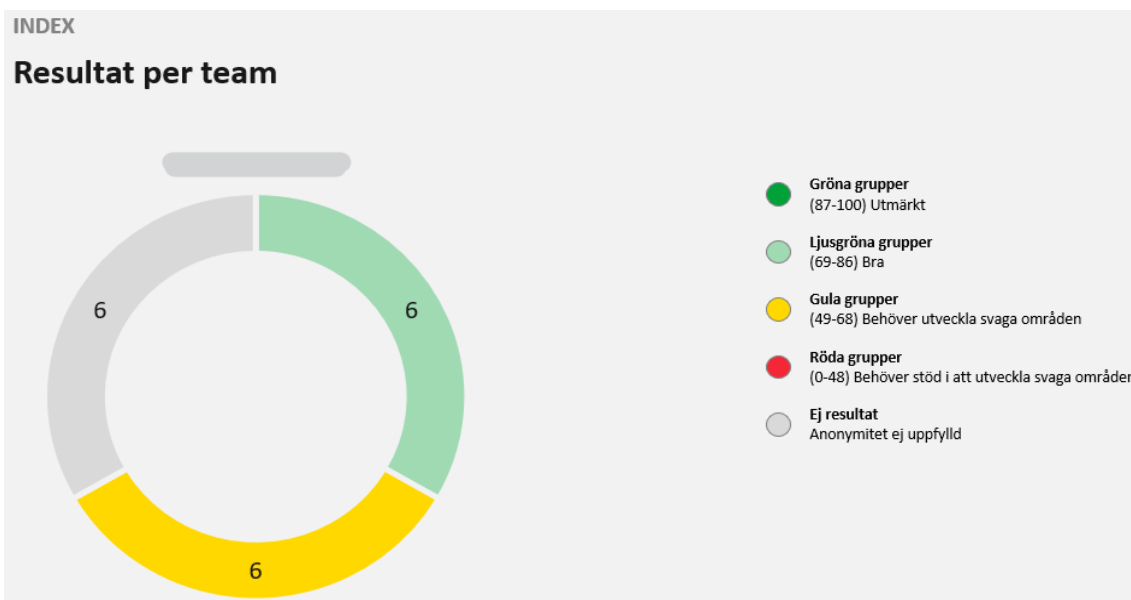


## Teameffektivitet

## Känner du dig respekterad av dina kollegor?

■ 1+2 ■ 3 ■ 4+5

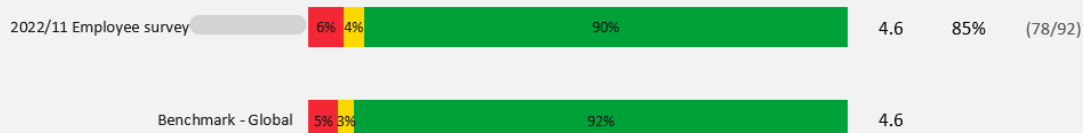




## Organisatorisk och social arbetsmiljö

## Har du blivit utsatt för kränkande särbehandling, mobbning, sexuella trakasserier eller annan diskriminering på jobbet under de senaste 12 månaderna?

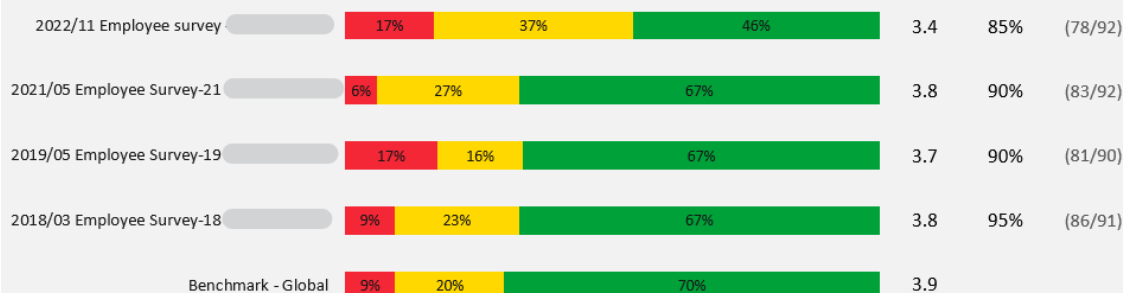
■ 1+2 ■ 3 ■ 4+5



## Organisatorisk och social arbetsmiljö

## Kan du påverka din arbetsituation?

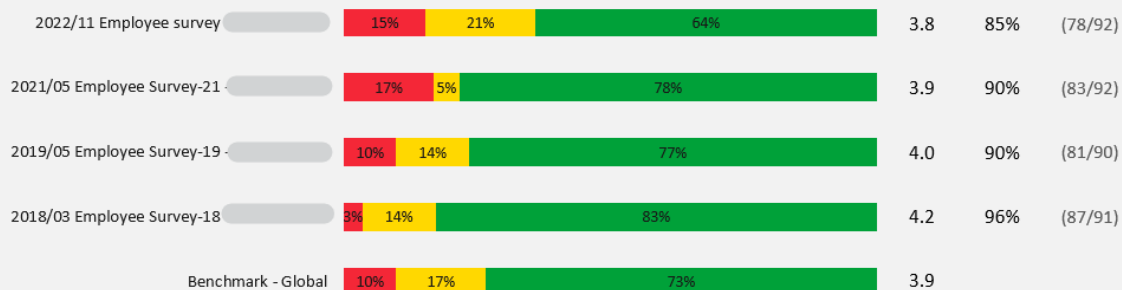
■ 1+2 ■ 3 ■ 4+5



## Organisatorisk och social arbetsmiljö

## Har du de förutsättningar du behöver för att göra ett bra jobb?

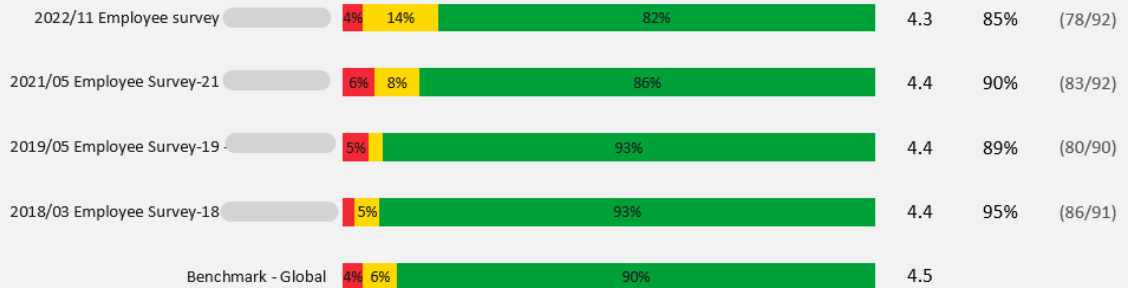
■ 1+2 ■ 3 ■ 4+5



## Organisatorisk och social arbetsmiljö

## Känner du dig respekterad av din chef?

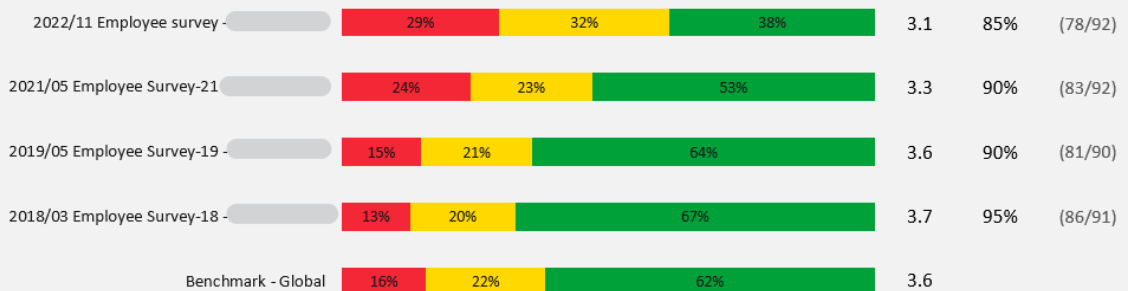
■ 1+2 ■ 3 ■ 4+5



## Organisatorisk och social arbetsmiljö

## Har du överlag en rimlig stressnivå i ditt arbete?

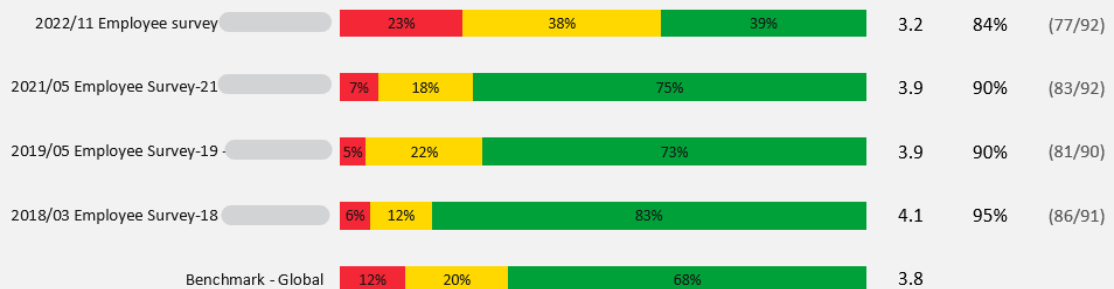
■ 1+2 ■ 3 ■ 4+5



## Organisatorisk och social arbetsmiljö

## Får du tillräckligt med tid för återhämtning mellan arbetsdagar?

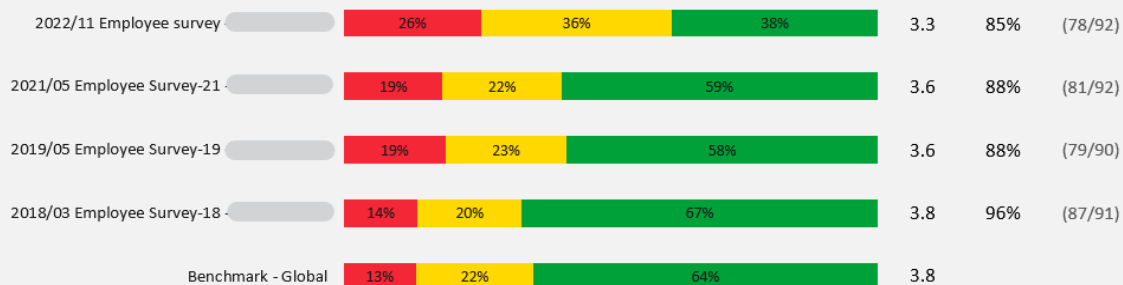
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## Organisatorisk och social arbetsmiljö

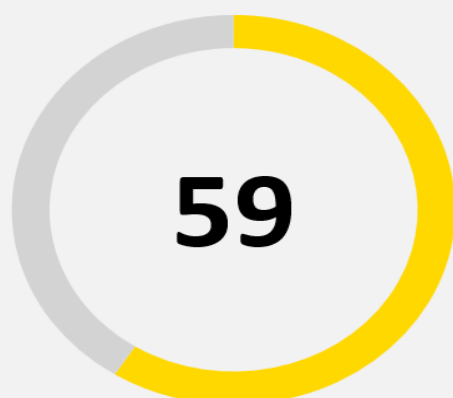
## Får du stöd vid hög arbetsbelastning?

■ 1+2 ■ 3 ■ 4+5



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## Ledning



## Resultat

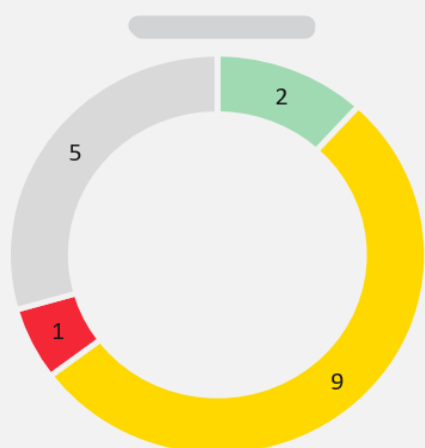
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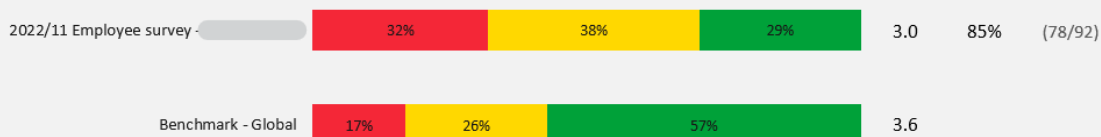


- Gröna grupper (87-100) Utmärkt
- Ljusgröna grupper (69-86) Bra
- Gula grupper (49-68) Behöver utveckla svaga områden
- Röda grupper (0-48) Behöver stöd i att utveckla svaga områden
- Ej resultat Anonymitet ej uppfyllt

## Ledning

## Är organisationens ledningsgrupp bra på att kommunicera internt?

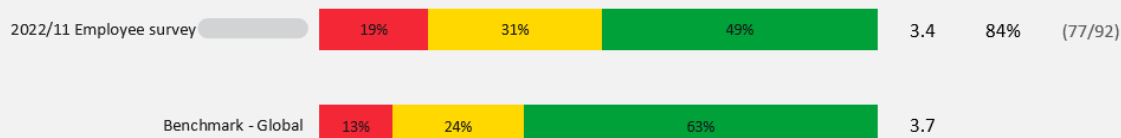
■ 1+2 ■ 3 ■ 4+5



## Ledning

## Tycker du att organisationens ledningsgrupp leder organisationen på ett bra sätt?

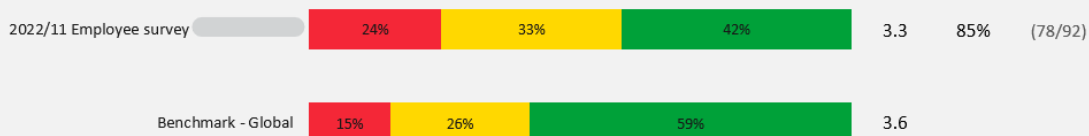
■ 1+2 ■ 3 ■ 4+5



## Ledning

## Upplever du att ledningsgruppen förmedlar en tydlig bild av organisationens framtida riktning?

■ 1+2 ■ 3 ■ 4+5



## Ledning

## Tycker du att organisationen utvecklas för att möta omvärldens förändringar?

■ 1+2 ■ 3 ■ 4+5



