Developing wellbeing communications

Motoral Ltd., Target and development discussions

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Abstract

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The purpose of the study is to enhance wellbeing at work by developing organisation's target and development discussion practices from wellbeing communications perspective. Additionally, the study strives to raise the importance of leadership communication in managing wellbeing at work.

The study was conducted in Motoral Ltd. within business area operating in Finnish whole sale and technical trade. Development process was initiated in December 2016, internal development was carried out during spring 2017 and analyses were finalised in autumn 2017.

The qualitative study was conducted using procedural, project-based method. The applied Zipper thesis structure simultaneously combined empirical data and theoretical knowledge. The development process was carried out using previous research and best practices regarding wellbeing communication, motivation and leadership communication combined with findings and analyses from development workshop, unstructured interview, observations and self-reflection. Organisation specific results and analyses from employee satisfaction survey implementation were used as a basis of validating the development needs and objectives.

As a result of the study, wellbeing communications framework for target and development discussions was created. The framework suggests that the most relevant aspects to consider from wellbeing communications perspective are: purpose and preparations, involvement, building trust, appreciation of diversity, solutions and future orientation, and commitment. The framework forms a complementing layer which is not tight to a certain target and development discussion form or templates that organisations typically already have in place. Thus, the framework can flexibly be used in gaining insight and guidance on how to consider wellbeing communication elements in facilitating target and development discussions.

Additionally, the study discussed leadership communication skills and behaviour that are essential for facilitating wellbeing communications. Understanding internal motivation, listening skills, self-management and feedback skills, ability to face the employee as a person, direct attention, ask questions and inspire, as well as understanding of resilience and different behavioural and communication styles, were recognised as the important abilities to acquire. The study approached the role of a supervisor from wellbeing communication aspects and found it requires appreciative attitude and behaviour. Encouraging finding of the study was that the skills and behaviour required are ones that can be learned and developed.

Addition to skills, attitudes and behaviour, concrete ways of working naturally matters as well. The study underlined the importance of implementing target and development discussions that are regular and include frequently implemented follow-up discussions, as well as provide atmosphere where employees are truly able to influence and participate on making the decisions regarding own work, targets, development and wellbeing at work.

Keywords
wellbeing communications, leadership, wellbeing at work, target and development discussions, qualitative study

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1 Introduction

This study focuses on developing the existing target and development discussion practices in Motoral Ltd. from wellbeing communications perspective. The study addresses and analyses organisation's wellbeing communications and leadership specific development needs and discusses the meaning of leadership communication in managing wellbeing at work. As a concrete result a framework will be developed where theory, best practices and model of wellbeing communication are being applied to complement existing target and development practices. Additionally, the development work strives to raise the importance of leadership communication wellbeing and the quality of leadership communication in the organisation's agenda.

The development environment, the background and need for the development are described next helping to clarify the scope of the study.

1.1 Development environment in Motoral Ltd.

This study was conducted in Motoral Ltd. which is a family owned company with long traditions and roots in motorsport, wholesale and import business. The company was established already in 1958. Over the years it has grown through several business acquisitions to be a leading distributor of automotive accessories, commercial vehicle spare parts, alloy wheels, chemicals, lubricants, gardening and household products. Motoral represents more than 200 top brands from all over the globe and several well-known brands exclusively in Finland.

Motoral group in total with its three independent subsidiaries today employs 200 retailing and whole sale experts, automotive engineers and mechanics, and warehouse and production personnel in Finland and in Estonia. This study focuses on the Finnish whole sale and technical trade business with 100 employees working in different kind of retailing and whole sale specialist positions as well as warehouse jobs. The company belongs to The Finnish Technical Traders which is a member association of the Federation of the Finnish Commerce as well as several international trade organisations.

Although market in terms of technical trade seems to be growing, the business environment in wholesale is facing heavy competition as big global players are entering Finnish market and E-commerce offering is expanding. Digitalisation and building solutions and service concepts to complement the traditional role of a wholesaler and supplier selling products to other businesses has become more and more important. According to

Deloitte's retail, wholesale, and distribution industry outlook (2017, 4) agility and flexibility are a must have requirements today and beyond while established players may be at greater risk of losing market share to retail disruptors who are held to different standards and better able to the ability to exploit organisational and operational agility.

Not so long ago the organisation still had quite authoritative and traditional company culture and during the recent three years through management and CEO changes and strategy renewal that followed, there's been development going on for modernising the culture and ways of working towards being a modern employer, attractive product provider and business partner. The biggest changes business wise have included expanding the targeted business areas towards representing leisure products and brands. Important development has been accomplished for example through modernizing product management systems and processes, with warehouse automation and building the online store capabilities. In terms of company culture, leadership training implementations and creation of more unified people processes have already been important part of renewing the culture and ways of working. Company values are an important foundation of the work done already in the organisation, the values today are:

- **With customer orientation** • We listen our customers and consumers and let their voice influence our operations. • We want to make business and close the deals, and it needs to show in our way of working. • The basis of our profitability comes from profitable customers.
- **Together** • We share our knowledge and resources between employees and teams. We show good example, but also give room for others. Together we are more. Good team play is conversational and target oriented, appreciates others skills and is meaningful to all members. Team play allows us to streamline our operations; there's no use of doing same things all over again.
- **Bravely** • We operate with brave attitude and openly bring forward our own even conflicting views. We proactively and open-mindedly approach new ideas, take them forward and finish what we start. Mistakes happen and to learn from them, we deal failures openly and constructively, and not looking for who's guilty.
- **With accountability** • The basis of our business is accountability, which to us means honest, trustworthy, equal, predictable and open operations.

1.2   Study approach, purpose and objectives

The purpose of the study is to enhance wellbeing at work by developing organisation's target and development discussion practices from wellbeing communications perspective.

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The need and background for the development opens up by looking the latest employee satisfaction survey results. As companywide development areas, the survey results indicate that people would like to get more feedback and especially supervisors should take more active role in encouraging employees to participate in development. The organisation is also lacking communications on the development targets, additionally the results showed that the quality of leadership and supervisor skills varies a lot.

Narrowing the scope of the study into the existing target and development discussion practices was useful as it offered a concrete setup that touches in fact all the mentioned potential development areas. The current discussion practices have been in place for couple of years but are target focused and wellbeing aspects have not been communicated or considered clearly.

The objective of the study is to integrate elements of wellbeing communications into existing discussion practices. As a concrete result, a wellbeing communications framework for target and development discussions is created which supervisors can utilize for example in planning and implementing the discussions. Previous knowledge and best practices regarding wellbeing communications, motivation and leadership communication is applied.

The study analyses organisation's development needs identified in the employee satisfaction survey. Through explaining concepts, research, literature and best practices related to wellbeing communication and leadership, the objective is also to raise the importance of managing wellbeing at work in supervisors' and organisation's agenda as well as to encourage the organization further to develop the discussions as regularly used leadership tool. Suggestions and recommendations for further development will be made to benefit planning of human resource and leadership development actions in the future.

While recognizing there are plenty of areas that affect wellbeing at work, choosing a wellbeing communications specific approach was useful as it brought the needed structure and scope to the study. The concept of wellbeing in general is huge and has been studied from many perspectives like from occupational safety and health aspects, satisfaction with work and life in general, from productivity aspects and approach of strategic wellbeing, some to mention. Schulte & Vainio (2010, 422-423) point out there is numerous definitions of wellbeing. They highlight the importance of expanding the traditional focus of occupational safety and health to understanding and assessing those factors that lead to healthy, happy, and productive working lives, referring to "flourishing employees achieving their full potential for both their own benefit and that of the organization", while pointing out how well-being at work is also influenced by mental and physical health, job security, organiza-

tion of work, work engagement, worklife benefits, and wages. Taking a communication specific approach is not that common, for example communication can be read between the lines when researching employees' participation or engagement. Still, different researchers have been relatively unanimous about how communication has meaning from wellbeing perspectives and improves work satisfaction and employee engagement, builds trust between leaders, employees and colleagues as well as reduces the feeling of uncertainty and thus increases wellbeing (Pekkola, Pedak & Aula 2013, 13). Contributing to the development of the mentioned areas through professional HR work, and the ability to explore the ways of applying the supportive elements of wellbeing communications in real-life organisational setup was an inspiring motive for the study. Additionally, keeping the leadership perspective closely connected to the development work through the study was essential, as leading is all about communication.

1.3   Research method and limitations

This qualitative research project, referred as study, is conducted using procedural, project-based methods. As a real working life situated study it aims to develop and guide organisations practices going forward. The applied Zipper thesis structure simultaneously combines empirical data and analyses to theoretical knowledge and frameworks throughout the development process (Thesis coordinators 2016, 20).

Using qualitative methods allow staying close to empirical world and are designed to maintain a close connection between the data and what people actually say and do. Qualitative methods are especially suitable for developing insights and understanding that apply to a particular group of people at a particular point of time but are not that well suited to reaching generalization about a broader population. (Taylor, Bogdan & DeVault 2016, 10, 209.)

The data and types of analyses used in the study include
- previous research, concepts and best practices regarding wellbeing communication, motivation and leadership communication
- results and analyses from employee satisfactions survey implementation as a basis of identifying and validating the development needs and objectives
- findings from development workshop facilitated with Motoral Ltd. supervisors
- findings form supporting unstructured interview as well as
- observations and self-reflection.

Maintaining objectivity; setting aside own perspectives and taken-for-granted views, is often highlighted objective when conducting a qualitative study. However, as in any case own humanity and perception of life exists throughout the development process, somewhat subjective experience cannot be avoided. (Taylor, Bogdan & DeVault 2016, 8.)

The analyses and findings in the study are validated using previous research, supporting unstructured specialist interview and knowledge of best practices regarding target and development discussion implementations. Employee satisfaction survey data was used to validate the organisation's development needs.

Even though the purpose of this study is to develop wellbeing communication practices in a limited organization specific scale, it is nonetheless about developing new knowledge like Sounders, Lewis and Thornhill (2009, 107) point out about the relevance of research that might have a purpose with a relatively modest ambition of answering a specific problem in a particular organization.

The main question to answer is **how to consider elements of wellbeing communication in facilitating target and development discussions**. Additionally, the study explores why it is important for supervisors to consider wellbeing communications specific aspects and what are the benefits.

The process of the study was initiated in December 2016 through receiving the employee satisfaction survey results. Finding ways to implement concrete actions that result from the employees' feedback was the core driver for the internal development implemented during spring 2017. The study topic was refined through analysing the potential organisational development needs with a practical approach in order to find a concrete scope within manageable theory frame that can be controlled and influenced during a limited time frame. The analyses of the study were finalised in autumn 2017. As explained in section 1.2., there was a clear need and benefits in choosing to limit the scope and focus on communications aspect as managing wellbeing alone is such a broad theoretical framework. Similarly, change and performance management theories were not included, although seen potential aspects for the study.

Due to the development work being conducted in the organisation within only a limited time allocation and period which ended in June 2017, the scope of the study could not include implementing and testing the developed discussion framework. For the same reason, otherwise applicable action research as method for continuous learning circle of

planning, observation and evaluation was not chosen as the method for conducting the study.

1.4 Defining key concepts

The key concepts of the study connect to wellbeing communications and the related sub areas such as involvement, encouragement and trust. In the context of organisational development and target and development discussions, leadership communication is in the core of managing wellbeing at work, being the guiding perspective throughout the development work. These concepts are explained and discussed in more detail in section 2.4. Here the continuously referred concepts and practical development tools are defined in order to help readers to perceive the frame of the study.

Wellbeing communication definitions in this study are based on Pekkola, Pedak and Aula's (2013, 49) research which identifies four communication specific elements that matter most in terms of building wellbeing in work communities which are trust, encouragement, involvement and sense of community. In approaching the concept the focus is on internal communication and especially on practices of leadership communications that support wellbeing at work.

Wellbeing at work also known as workplace wellbeing, equals to safe, healthy and productive working which competent employees and work communities perform in a well-led organisation with a feeling of work being meaningful, rewarding and supporting their life control (Aura & Ahonen 2016, 20). Similarly how Ristikangas and Grünbaum (2016, 16) define wellbeing as a shared responsibility, in this study and development organisation, wellbeing at work is every one's responsibility based on the thinking where no one can take care of someone else's wellbeing as happiness and feelings of contentedness are such subjective things.

Target and development discussions also known as performance reviews or appraisals, in this study context ideally are structured and regularly scheduled one-to-one discussions between supervisor and employee followed by frequent review discussions, and seen as a tool for professional and personal growth, target setting and development of wellbeing at work. Content of target and development discussions broadly support wellbeing at work, especially when related to skills and development needs, motivation, career expectations and coping, resources and productiveness (Aura & Ahonen 2016, 137).

Employee satisfaction survey is an anonymous and confidentially processed feedback survey implementation that gathers data from the areas affecting organisational performance and wellbeing at work. Organisations use satisfaction surveys to hear the voices of all employees and to identify strengths and improvement areas in order to develop. Survey data used for this study included feedback from topics such as goals and targets, leadership, performance and achievements, collaboration, development and learning, leadership practices and processes.

2 Building the wellbeing communications framework

This section combines empirical data and analyses to theoretical knowledge and frameworks. Previous research, best practices and learning regarding wellbeing communications, motivation and leadership communication are discussed in order to build a wellbeing communications framework for facilitating successful target and development discussions.

2.1 Credibility of target and development discussions as development tool

For long time already there has been public debate on the efficiency and usefulness of development discussions where the criticism has for example been connected with discussion practices being a supervisor's monolog or just a once a year implementation that has nothing to do with benefiting the real day-to-day working. Some big companies like Accenture have even got rid of development discussion and performance review processes deciding to pursue replacing them with instant and ongoing daily based feedback (Cunningham 2015). It is easy to agree on the need for organisations' to have structures in place that support continuous flow of communication and instant feedback, as it is a well-recognized fact that employees all over want to receive constant, specific, and clearly defined feedback from their supervisor. However, the daily or weekly 5-15 minutes chats and updates should only complement, not replace target and development discussions. The discussions are needed addition and tool for personal and professional development, while also offering more long-term perspective which supports wellbeing. By experience and learnings from HR colleagues, target and development discussions at best can facilitate a dialog between supervisor and employee, and with a calm place and dedicated time, provide the opportunity to stop the daily hassle and talk about topics affecting professional and personal development, sharing feedback both ways, discuss targets as well as wellbeing - and not just with a short term view. According to Aura and Ahonen (2016, 136) the benefit of development discussions in general depends on regularity, confidentiality, preparations and follow-up. Importantly, based on their research wellbeing focused elements significantly increase productiveness and effectiveness of the development discussions especially from leadership, atmosphere, working abilities and skills perspective.

This study offered a good basis for noticing and improving current situation in the development organisation. Positive development was able to be observed already while conducting the study. Raising the awareness of success factors, coaching and facilitating discussion around the topic as well implementing regular follow-up as a result actually enabled every employee getting the possibility to have a target and development discus-

sion. Promising start but still, a very good advice to consider is: "Stop everything you do only once a year, or if it is important do it more often", which is well said by management consultant Tero J. Kauppinen. Kauppinen gives an example how development discussions implemented only once a year are a management tool from 1960's and does not match todays' needs and expectations for leadership communications (Riikonen 2017).

2.2   Employee satisfaction survey as basis of development

When starting the development work and as a basis for planning the workshop for coaching and developing target and development discussion practices with supervisors, first thing to do was to build a clear link to employee satisfaction survey. Showing and communicating concrete actions that result from the feedback shared in the survey is naturally the only way to gain credibility for the survey implementation and motives for organisational development that benefits wellbeing at work.

The latest employee satisfaction survey in Motoral was implemented during October 2016 and it received extremely good response rate of 91 % which indicates that employees want to participate in organisational development and get their voices and opinions heard. Notable is that the survey questions and the framework was chosen to have strong customer oriented focus and the survey implementation included research both on employee as well as customer satisfaction. The surveys were implemented with a partner; HR consultancy company having a long experience in customer and employee engagement research.

As a result of the survey implementation, training for supervisors on how to use the survey results and reports was organised followed by team discussions in order to identify the strengths and improvement areas from more detailed team specific perspective.
In terms of survey implementation, author's role was to coach supervisors in implementing the team specific discussions; some teams for example needed support in planning the sessions and questions in order to encourage the quiet team members to participate, some with trying to balance with the different expectations the different working cultures in teams related to warehouse and specialist roles have. Additionally, joint session was facilitated to go through company level results and findings, where processes, accountability and information sharing and communications were selected as company level development areas by top management.

In this study, analyses of the employee satisfaction survey data has been done focusing on results that connect to elements of wellbeing communications, as well as to topics and

findings that are relevant to the content of target and development discussions. The comprehensive company level data used for the study as such is company confidential material. However, the study presents some of the detailed results regarding statements that were found relevant to the topic of the study. The available unit level data and the customer satisfaction specific data ware not used for analyses.

For some time, the leadership focus in the organisation has been in clarifying responsibilities and targets. Looking the employee satisfaction survey results, it seems that positive development has been accomplished especially regarding clarifying the responsibilities. With 3,72 / 5 overall score 68 % of employees agreed or strongly agreed having clear area of responsibility. Over half, 57 % of the employees also felt that the goals and targets are inspiring, while the overall score was 3,45 / 5.

The following statements and results indicate that the potential areas for improvement are ones that supervisors are able to influence and for which target and development discussions are perfect forums to apply;
- Supervisor is challenging us to implement things in new ways, score 3,13 / 5
- Supervisor is encouraging us to think, how to carry out work in a better ways, score 3,13 / 5
- I have a clear view on the strategy and future direction of the company, score 3,22 / 5
- Supervisor is sharing feedback regarding my work, score 3,31 / 5

According to the survey, ability to influence own job and the related decisions is also a potential focus area. Employees evaluated the following statements:
- I'm able to influence the decisions that are important for my work 3,15 / 5
- I have enough independent decision making power in my work 3,79 / 5 which is good result and also in line with the reference values received from Service sector. However, the responses to the statement had quite a lot of variation; 34 % of the respondents gave critical answers and either strongly disagreed or disagreed with the statement. Then again 31 % strongly agreed with the statement.
- Related to this, noticeable was with the score 3,08 / 5, how employees also felt that there is room for improvement in getting the information needed in order to actually perform in own work.

While using Likert scale from 1 (strongly disagree) to 5 (strongly agree), looking critically further especially the values under 3,5 was one useful aspect in choosing potential development areas. Obviously other aspects have been considered as well, like according to

best practices learned through almost two decades of research and survey data analyses in the HR consultancy and research company, deviation between the amount of responses per score as well as the comparison values against the industry specific results are relevant for unit and team level development purposes, when available.

The employee satisfaction survey results regarding the quality of leadership and supervisor skills overall varied a lot; changing from score 2,08 to 4,17. Half of the supervisors received over 3,8 result whereas the other half stayed under 3,0 result. Leadership and quality aspect eventually comes down to providing supervisors the needed training, communication skills being one of the important aspects to cover. This has been identified in many organizations including Motoral, and communication skills have been included to be part of leadership training programs. Still, employee satisfactions surveys show that implementation in practice and changing the learned behaviours seem to be failing. In Motoral employee satisfactions survey results that connected to leadership communication; like sharing of information and receiving feedback got relatively low grades. Although leadership training implementations in Motoral have initiated positive development, the gained skills have not yet been visible at organization level. The fact that the training has mainly been organized as individual learning programs and so far there has been very little sharing of expertise among supervisors explains the situation partly, leaving lots of opportunities to improve in bringing the learning into actions that guide the daily work and interaction.

Addition to skills, it is important to notice how attitude towards the supervisor role matters as well. Especially when approaching the role of a supervisor from wellbeing and communication aspects, taking a position of coaching and service orientation is essential. This for example requires making a choice of believing the potential of employees, understanding how supervisors own actions have constant influence to others and how the way of influencing has a big meaning on employees' perception. (Ristikangas & Grünbaum 2016, 31-37.)

Second thing to do after analysing the feedback and results from the employee satisfaction survey, was to observe and analyse the current target and development discussion practices, which is described next.

2.3 Analyses of current practices

The target and development discussion template in Motoral currently guides to discuss achievements including noticing successes and learnings, targets with defined indicators

and timelines as well as development needs and skills through identifying strengths and improvement areas. Included are also question that maps the current motivation level, suggestions how to develop own work, interest towards new tasks and responsibilities while listing the identified actions point. Company values are referred as to especially get employees think of their own and company level development needs in line with values. Addition to discussion template, there is already instruction material (Motoral Ltd. 2016) available, published in intranet explaining how to use the template, meaning and benefits of the discussions. The instructions suggest using SMART meaning Specific – Measurable – Achievable – Relevant – Time related targets, list examples or alternative ways for employees professional development as well as share practical advices on preparing the discussions, providing feedback and documenting the development actions. As such, offering a useful setting for start having the discussions.

However, in practice the current discussions have turned out to be quite target focused and wellbeing aspects have not been implemented clearly, discussions are missing questions clearly scanning wellbeing and for example work life balance. While observing the current situation and discussing with supervisors and employees, the implementation of discussions have not quite fulfilled the expectations, first of all failing to be regularly used leadership communication tool. In fact, during 2016 part of organisation had not at all implemented target and development discussions, the follow-up discussions and actions had been missing and guidelines forgotten somewhere in intranet. In practice, some supervisors had not used the existing discussion template, in some cases discussions had not been organised due to supervisor changes or missing priorities, additionally there were employees typically with very long work history, who suggested there is no need for having the discussions as work should continue as it is. All this verified the need and urgency of developing ways of working and learning away from old habits.

2.4   The key theoretical concepts guiding the development

The approach conducting this study combines theory and empirical parts linking previous research and sources to empirical data and analysis. Utilizing already available research, concepts and best practices throughout the process supports the learning which is the essence for this kind of qualitative study. However, the key theoretical model for wellbeing communications as well as concept of internal motivation is discussed and described here separately.

2.4.1 The model for wellbeing communications

The model for wellbeing communications by Pekkola, Pedak and Aula has been applied as a background structure in developing the wellbeing communications elements into target and development discussion framework. It is important to note that addition to the communication aspect there are plenty of other areas that affect wellbeing (see definitions 1.4.). Pekkola and al. (2013, 50) approach wellbeing from communications perspective and identify key areas that are most important ones for creating wellbeing structures in work communities. These four key areas are: trust, encouragement, participation and sense of community. Essential is to note that all the areas are connected to each other but can be explored as separate individual elements. The communicational focus is in internal communications where getting people involved is in the core. The model is used in finding and applying elements that enable and support facilitating a successful target and development discussion.
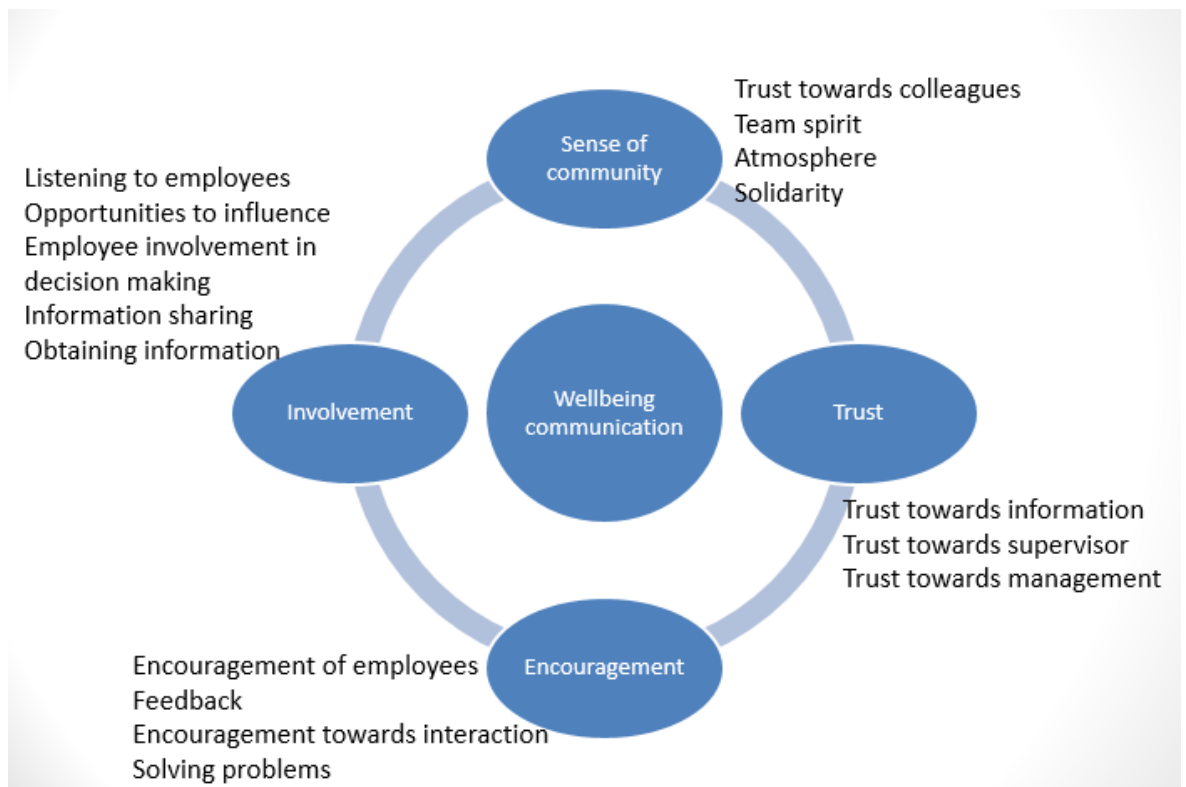

Figure 1. Model for wellbeing communications (freely translated from Pekkola & al. 2013, 50)

Leading motivation is very closely connected to leadership communication skills and also an essential element for facilitating successful target and development discussions as well

as managing wellbeing at work. Next section discusses especially the elements of internal motivation that need to be considered.

2.4.2 Leading motivation

Understanding motivation, and taking care every employee has the energy and drive it requires, is essential task for supervisors. In addition, this theme has been extremely inspiring in academic research.

Building internally motivated organisations requires re-evaluating the role of formal leader; supervisors cannot place themselves above employees, give top-down commands and isolate. Instead, for creating a well-functioning work environment they should put their efforts on defining the direction and securing that no external disruption can stop the person from proceeding towards own goals. While continuously changing and dynamic business environment challenges organizations to move towards agile management models and self-managed and networked communities, employees are required to take proactive attitude towards own work. This makes understanding internal motivation essential. Internally motivated individual has enthusiasm towards work itself and not only towards external compensation or rewards; additionally this kind of enthusiasm has significant effects on wellbeing at work. For example research has shown that probability for these internally motivated individuals to experience burnout is 125 % lower. For organisations the enthusiasm and wellbeing of employees is also competitive advantage, not only for being able to recruit the best employees but because there is evidence on the productivity factors of internal motivation and enthusiasm; enthusiastic employees being more creative, productive and committed towards work which shows in company result. (Martela & Jarenko 2015, 17-21, 93.)

Considering target and development discussions, especially internal motivation is an important aspect. Motivational psychology researchers Richard Ryan and Edward Deci have discussed on classic definitions and new directions of motivation; "intrinsic motivation remains an important construct, reflecting the natural human propensity to learn and assimilate" (Ryan & Deci 2000, 54). Based on the approach of Ryan and Deci as well as leaning on hundreds of other psychological international researches on motivation, Martela and Jarenko classifies four fundamental and basic psychological needs explaining how fulfilling these needs create enthusiasm, meaningfulness and drive to perform well and to develop. When person's internal motivation is based on the following four basic needs presented by Martela and Jarenko (2015, 17), it creates wellbeing and additional value for the organization:

- **Need for autonomy** stands for the ability to do interesting things according to one's own choice. Work done is not forced from the outside instead it presents personality.
- **Need for competence** is about the work offering enough challenges and the possibility to use one's own best abilities and competences. Work enables learning and development and feeling of accomplishment.
- **Need for relatedness** relates to the experience of being a part of a community where a person is cared for and appreciated. There is a feeling of being in the same boat.
- **Need for benevolence -** need to do good to others, is about having a possibility to feel accomplishing good things through working. Work done has a positive impact on colleagues, customers or broader on society.

These needs and topics that touch employees' internal motivation have a clear connection with the elements included in the wellbeing communications framework discussed in 2.6. Considering implementing concrete actions, in practice it doesn't necessarily require complicated processes. Often it is also the simple things that matter, like looking in the eyes and saying hello and thank you, being interested, encouraging and willing to share feedback and responsibilities with possibilities to influence the ways things are done together.

Arranging development workshop with supervisors was an important part of the development and for starting to raise the importance of communication practices linked to wellbeing in the organisation's agenda. The workshop implementation is explained next.

2.5 Implementation of development workshop

The target of the workshop on one hand was to share experiences enabling a successful target and development discussion and coach supervisors about the core principles and targets of the discussions. On the other hand the aim was to further expand understanding on how the current target and development discussion practices have been working to get more insight for ways to implement elements of wellbeing communications into the discussions going forward.

The workshop did not include pre-assignments. However, the agenda was shared with the participants well in advance for orientation. For organisation wide commitment towards implementing and developing the target and development discussions, getting as comprehensive representation among supervisors was important. This succeeded well as eight out of nine supervisors participated in the workshop comprehensively covering representation from all different levels of supervisors and top management.

Before the workshop, unstructured interview with senior level HR colleague having long experience in coaching supervisors and facilitating leadership trainings was implemented. The interview brought important insight into what typically are the elements of facilitating a successful discussion. The main findings of the unstructured interview connected to the importance of being prepared, present, open, interested, supportive and focused on solutions. These all were taken into consideration both in the workshop as well as later in creating the wellbeing communications framework. (Nevas 2017.)

In the workshop, supervisors were divided in two groups and given an assignment requesting them to imagine a situation where they have just walked out of a successful discussion. This group discussion was instructed right in the beginning of the workshop in order to collect as fresh and genuine ideas and experiences as possible. In the groups, participants knew each other well already so there were no barriers in getting started with discussing the topic immediately. No exact time limit was given. During discussions, supervisors were encouraged to notice the behaviour and best practices enabling successful discussions, and also to think of how to help the employee to succeed. After small group discussions the whole group gathered for going through the findings which are referred in the following section 2.6 as well as the best practices and guidelines to consider in target and development discussion.

2.6   Wellbeing communications framework for target and development discussions

This part of the study processes the theory, best practices, analyses and workshop findings into wellbeing communications framework. Important to note is that in many ways all the included framework elements – purpose and preparations, involvement, building trust, appreciation of diversity, solutions and future orientation, and commitment – are interconnected and very closely tight to each other. However, they aim to form a complementing layer for target and development discussions providing insight and guidance for implementing successful discussions with wellbeing communications focus.

2.6.1   Purpose and preparations

Understanding and discussing the purpose of target and development discussions is part of creating the credibility; supervisors need to be able to explain why target and development discussions are important. First of all the discussions are needed in order to make sure both parties share the same view about the responsibilities, prioritisation of work and

about the skills required to succeed. Target and development discussions are forums for sharing feedback both ways, for identifying areas for development as well as for strengthening the collaboration with the supervisor, employees and teams. These all connect to providing employees the ability to influence one's own work, which has been widely recognised as one of the most efficient ways to support wellbeing at work.

Entering the target and development discussions being well prepared gives a clear message of valuing the other person and the time spend together. This is where the foundation for appreciative discussion is been built. According to workshop findings, it is crucial this is considered both ways. Supervisors need to allocate a proper time slot for the discussions, prepare to clarify what are the expectations and direction companywide in order to create the link between individual employee and the organisation, as well as to coach employees to prepare for the discussion. Both parties need to take the time to prepare, and in some situations this might require actually supervisor arranging time for employees to identify and reflect on the discussion topics in advance.

Importantly, supervisors need to have the skills to facilitate a successful discussion which means ability to listen, to understand and interpret also the employee's personal things. This is something that doesn't often come naturally and that is why training of supervisors is essential part of preparing target and development discussions. (Aura & Ahonen 2016, 138.)

For orientation it is important for supervisors to first of all accept that leading is all about communication and interaction. From leadership communication perspective it is useful to understand the role of communication at work place and notice how it controls employee behaviour in many ways.

> For instance, when employees are required to communicate any job related grievance to their immediate manager, to follow their job description, or to comply with company policies, communication is being used to control. Informal communication also controls behaviour. When a work group teases a member who's ignoring the norms by working too hard, they're informally controlling the member's behaviour. Next, communication acts to motivate by clarifying to employees what is to be done, how well they're doing, and what can be done to improve performance if it's not up to par. As employees set specific goals, work toward those goals, and receive feedback on progress toward goals, communication is required. For many employees, their work group is a primary source of social interaction. The communication that takes place within the group is a fundamental mechanism by which members share frustrations and feelings of satisfaction. Communication, therefore, provides a release for emotional expression of feelings and for fulfilment of social needs. Finally, individuals and groups need information to

get things done in organizations. Communication provides that information. (Robbins & Coulter 2012, 405-406.)

Aspects of culture and the related communication climate also need to be considered. Robbins and Coulter (2012, 52) describe culture as "the shared values, principles, traditions and practices that influence the way organizational members act, and distinguish the organisation from another organisation". Focusing on culture in terms of organisation development is a topical aspect discussed nowadays a lot in media. Often the aspect relates to employee engagement and for example discussing the changed attitudes towards working in general among younger generations or the importance of clarifying the identity of organisations to attract and retain the best employees. However, the importance of organisational culture has for long time been discussed among researchers especially from leadership, values and strategy aspects. I've noticed that in organisations culture seems to become interesting especially when there are larger changes and when the existing culture doesn't support the development needed. Recognizing and discussing cultural aspects is important also because based on research cultural issues are potentially seen responsible for low morale, absenteeism or high employee turnover (Pösö 2016).

Company values are useful discussion ground for evaluating the opinions and views on the existing culture. For development orientation notable is that especially when there is a need for changing the culture of a company with long history and traditions like in Motoral, it is important to accept changing cultures will not happen overnight. Cultures are built over years and are based on learned expectations, beliefs and established ways of working and many of these habits and practices are unconscious and for that reason hard to change. However, there are organisations that have managed to overcome these obstacles, what it takes from top management is again and again communicating how things are done going forward, and most importantly showing through own actions that world really have changed. (Martela & Jarenko 2015, 190.)

> If the culture the leaders communicate is strong, employees understand their roles and what is expected from them. If the culture communicated is weak or fragmented, then employees' values will be unclear and loyalties sacrificed. According to leadership theorist Charles Redding communication climate consists of five factors: supportiveness, participative decision making, trust, openness and candor, and high-performance goals. (Gamble & Gamble 2013, 72.)

Clearly communication climate affects all interaction and influences how people feel about work from many perspectives. Like Gamble and Gamble (2013, 68-71) explain, the importance of supervisors, leader's behaviour and way of thinking is essential. Also Juholin

(2007, 55) points out that the behaviour and personal features of supervisors matter in terms of organisation's communication practices; supervisors themselves are seen as being part of communication inside work communities and they need to know how to behave in everyday situations like greeting and recognizing people when meeting and encountering people, and showing interest and respect towards employees.

So, having clarified the purpose of the discussions, being prepared, oriented and willing to learn from the process, the next step is to explore involvement which is largely about being present and open for the person and the situation at hand, and a key element for facilitating wellbeing communications.

2.6.2   Involvement

Involvement, also known as empowerment, in this study stands for participative approach which like Ristikangas and al. (2016, 123) point out, requires coaching attitude and right tools with a target of getting the group or individual to succeed and committing to work. So it is not just about getting people participate, involvement includes active behaviour and actions to fulfil the need for employees to get their voices heard, have access to sources of information and share information, as well as having opportunities to influence on decision making (Pekkola & al. 2013, 51).

Involvement in practice according to our workshop findings first of all requires the decision to give the discussion full attention.

> Skills for directing attention are in the core of self-management, research has shown developing these skills increase handling stress and improves wellbeing, help filter the external distractions, being in touch with own feelings and to control impulses – in other words being able to concentrate exactly to those things and people, with whom you are working at that time. (Ristikangas & Grünbaum 2016, 140.)

There were lot of experiences shared in the workshop about how challenging it can be to get the quietest ones to speak and share their opinions. Here, encouragement needs attention, being also one of the basic elements of the model for wellbeing communications. Supervisors should encourage employees to develop own work and skills, sharing of ideas and opinions. In concrete level, useful approach is to use open questions like why, what do you think, how. Beneficial is to recognize, how focusing on strengths and seeing the potential of people makes them thrive, positive attitude creates improved self-esteem that enables trying out things, that one didn't know how to do before. Then again being

interested is one key skill that helps seeing and knowing the other person broader and deeper. Being interested requires attitude, technique and actions and is not easy for everyone. However, it's a skill that can be learned. While learning, it is not so relevant whether it is even genuine, as long as there is willingness to get to know other person's perspectives as well as acceptance that learning takes time and effort. Showing interest realizes often in the form of questions, asking questions and follow-up questions and listening can take you far. In addition, long-term commitment to learning these skills is needed. (Ristikangas & Grünbaum 2016, 33 – 43.)

Especially when observing the work environment in times of changes, uncertainty and restructuring, it can be seen how important it is to pay attention also to non-verbal communication. People tend to constantly look for signs and signals of the possible changes and many times the immediate supervisors and top management are the ones that are monitored carefully. If this is forgotten, small things might result getting a totally wrong interpretation and make an unwanted and often harmful impact on work atmosphere. For responsible leadership and interaction self-management is a must have skill as it is broadly recognized that better leadership can be achieved through self-knowledge. However, supervisors need to be reminded of how their ability to have control over their own lives reflects the whole work community. For support, there are leadership skills evaluation tools available such as 360 leadership assessment tools and personality and behavioural style evaluation profiles like the Myers-Briggs Type Indicator®, DiSC® profile and True Colors® personality test some to mention. These tools are helpful additions for understanding the diversity of people behaviour for example in relation to interaction, motivation and trust building which all are essential elements for professional level leadership communication. Learning to understand different behaviours for example through these self-assessment and profiling tools can help in achieving own communication goals as well as in adjusting the communication style accordingly.

2.6.3   Building trust

In this study the quite complex concept of trust is seen as a fundamental element of leadership where the relevant dimensions to recognize are first of all the trust in leaders by those being led, equally important is the trust leaders have in those they lead, not to forget the trust between team members in the same team (Strycharczyk & Elvin 2014, 91-97).

> The genuine and deep trust in leaders is the understanding that they truly believe in what they are doing and the best interest of those they lead. This builds trust and once a leader is trusted by those they lead the result is transformational. (Strycharczyk & Elvin 2014, 91-92).

According to Pekkola & al. (2013, 59) the wellbeing communications specific factors that influence trust the most is the ability to trust the information shared in the work community, the experience of trust towards supervisors as well as trust towards top management. Pekkola & al. (2013, 112) highlight that the feeling of trust is formed both at individual and at work community level. Relevant research findings to take into consideration in target and development discussions are:

- Collaboration and peer groups over unit or business areas increase trust.
- Electrical and web based communication can build trust as long as it complements using face-to-face interaction, and the information is not conflicting, essential is the interaction, for example emails and text messages can be supplemented by discussing the messages.
- Feeling of trust is created more at official meetings, and employees also appreciate the information sessions held by (top) management as they offer the possibility to see how management relate to the topics communicated.
- Conflicting information shared through rumors (or media) decreases the feeling of trust, this creates a feeling of concealing information, then again communicating about unfinished matters increases feeling of trust.

Based on observations genuine interest in people, courage and skills to face the employee as a person are crucial elements for building trust and trust really cannot be accomplished without skills of creating common understanding. From supervisors most of all this requires openness, willingness to justify the decisions made and continuous effort on sharing of information. According to Wink (2007, 10), who explored the nature of development discussions focusing especially on the talking practices, suggested that the aim of good development discussions in modern organisations cannot be anything else but a dialog and concluded that trust and confidence talk is needed in order to create dialog that produces new thinking, new meanings and new actions.

The core findings from development workshop were that supervisors should be interested and curious, listen actively and focus on letting employees' themselves find the solutions. In other words, trust that employees themselves are the experts of their own work and personal lives.

This kind of interaction requires skill of asking questions. Questions raise a person's motivation and feelings much better than the ready given right answers and by asking questions supervisors transform themselves from all-knowing commanders to coaching facilita-

tors or listeners which ideally creates an open space where the topic at hand can be explored and understood together. Learning to ask questions and taking the coach's role asks for modest approach which to supervisors might mean abandoning the thinking that solving problems and finding solutions is something that only the supervisors can do best. This leads us to listening skills, which provides the ability to concentrate on understanding and strengthening other person's perception of life, additionally listening builds collaboration. For removing the obstacles of listening, one needs to choose to listen other person's opinions instead of concentrating on own thoughts, like perhaps on forming own answer, evaluating whether to agree or disagree, or even to thinking totally something else at the same time. (Ristikangas & Grünbaum 2016, 43-54.)

Active listening has become more and more highlighted area for leadership development. One logical reason behind this based on reflections and being part of several leadership training implementations as well as course learnings is the fact how in our Western world, the basic needs are largely satisfied and that is why the importance of human value and personal significance depends more on how our opinions as well as values, needs and dreams are heard. Developing active listening skills needs a lot of focus and effort in our fast-paced work environment where there are constant interruptions and for example multiple communication channels in use. One good advice is to remember that many times the audience might need encouragement in order to listen actively and responsibly. This can be done for example in team meetings by asking supportive questions like, how did you understand this, do you have any concerns or which actions would you take?

2.6.4   Appreciation of diversity

Understanding diversity and appreciating all different types of people is an important source in work communities facilitating healthy and productive environment, and a fundamental element for succeeding in interaction overall.

Strycharczyk and Elvin (2014) point out that diversity is the lifeblood to any work group or team, and explain how difference reduces conformity which in turn leads to creativity and respect. They discuss about developing resilient organisations and highlight the importance of mental-toughness as a feature and skill individuals and organisations need and can develop in order to prosper. Control, Commitment, Challenge and Confidence are discussed as the core features of mental-toughness. Important is understand all employees cannot or shouldn't be mentally tough but that the team should operate in resiliently tough manner in order to perform in a challenging environment in a way that it protects the wellbeing of its members. Here the supervisor's role underlines the ability and ways of

dealing with mental toughness differences as well as managing the countless number of other differences within the team. (Strycharczyk & Elvin 2014, 70.)

The core findings from development workshop related to first of all noticing the differences in people and where they are in terms of their career. Ability to adjust the discussion practices accordingly and overall approaching and looking things also from the employee's perspective was seen essential. Additionally, important is to explain why employees input is valuable for the organisation.

Equality is also closely connected to how diversity at work is considered in practice. Accepting different views and opinions, new ideas and suggestions can be seen as a clear message in favor of equal treatment at work.

Rämö (2015) discusses about appreciative leadership and highlights the importance of bringing appreciative behaviour as a chosen attitude and way of working into everyday situations. Appreciation can be seen for example as small but concrete things when communicating; listening the other persons sentence all the way, asking questions and wanting to learn more also about the reasoning, taking everyone along, showing signals like nodding for support, searching for future focused solutions, looking in the eyes, making questions relating to previous answer, writing things down and remembering those later. All in all, it's about being present and focusing on the other person, not letting anything to disturb the discussion. (Rämö 2015, 87.)

In teams, the ability to appreciate diversity can be tested all the time. Team is an important part of work and wellbeing at work; it either gives or takes energy, team should be developed especially in a way that enables everyone's participation, experience of being heard. For supervisors it is essential to observe team's internal interaction, collaboration and goal-orientation and to focus on identifying what is possible is essential, as those are elements that change all the time. (Ristikangas & Grünbaum 2016, 115 – 119.) Target and development discussion practices offer opportunities also for developing team's interaction. For example, organizing a team meeting and going through the goals, expectations and development opportunities is one concrete way for supervisors to support team collaboration and to appreciate the different skills and perspectives of team members.

It is useful also to acknowledge that based on research building top performing teams surprisingly is more about communication than actually competence and expertise. Martela and Jarenko (2015, 122-123) describe how Pertland's (2012) research findings highlighted the importance of team's emotional intelligence and democratic communica-

tion, and found that the following five concrete ways for working explained 30% of team's success.

1. Democratic communication. Everyone on the team talks and listens in roughly equal measure, keeping contributions short and solutions oriented.
2. The majority of communications happens face-to-face. Members face one another, and their conversations and gestures are energetic (email being the last option).
3. Members connect directly with one another, not just through the team leader.
4. Members discuss with each other also when the whole team is not present (which requires trust).
5. Members interact and go exploring outside the team, and bring information and new ideas back (elsewhere from the organisation or outside).

All in all, appreciating diversity is about building true connection and balancing with different expectations, where ability to change own thinking, attitude and perspective, and way of working is essential similar to how Ristikangas and Grünbaum (2016, 139) refer to wellbeing.

2.6.5 Solutions and future orientation

One of the core findings in the development workshop was the importance of keeping most of the focus in target and development discussions in looking into future, and in finding solutions that support building the future.

Considering how the future also in Motoral means continuous need for changes, pressure coming both from market and business environment as well as from company culture perspectives (see 1.1.), it is important to recognise the benefits of investing into change communication. It is widely recognised how changes challenge wellbeing at work and the possibilities employees have to be involved and participating actively (Pekkola & al. 2013, 91). Pekkola and al. (2013, 95) research shows that developing all the areas of wellbeing communication – trust, encouragement, participation and sense of community – improve employees attitudes toward change and reduces the related concerns. So clearly, in order to support future and solutions oriented atmosphere, it is worth making the effort in developing communication climate from all the wellbeing communications aspects, and as versatile ways as possible.

The ability to renew, reinvent and develop the ways of working especially stands up when discussing solutions and future orientation. In target and development discussions it is

also about finding the right balance in evaluating past achievements and looking back the ways of working and performance in a way that builds the future with an encouraging manner. There is a saying about how your words become your reality; it really is worth observing how the words and perspectives chosen have a big meaning for building encouraging and forward looking atmosphere. This does not mean supervisors should only discuss positive things; it is more about maintaining attitude and perspective that actively encourages and strives to see positive and constructive aspects while also promptly discussing potential problems. It requires balancing with giving opportunities for employees to discuss about problems and concerns while directing the attention towards solutions. Here challenging and feedback as a source of development are useful aspects to consider.

First of all challenging is way of making others push their limits bravely and develop as an employee and professional, and as a person. It helps the other person to see different perspectives and broaden their thinking which enables learning to happen. Important is also to encourage supervisors to challenge themselves and their teams, and as long as the attitude and approach is appreciative then it's not that crucial whether the way to challenge isn't always over positive. Believing peoples abilities to develop is what matters. (Ristikangas & Grünbaum 2016, 49.)

In the discussions, it is worth focusing into choosing the right development priorities. In addition to recognizing how the need for competence and skills works as an essential motivational driver, like discussed in 2.4.2., it is useful to identify how own priorities also increases will power to get things done. Choosing the ways to develop and the targets should be considered carefully; individually finding the right and meaningful battles where to succeed. Additionally, supervisors should recognize that teams typically can efficiently focus only on few demanding developments targets and often actually concentrating into one is the most productive choice for an employee (Ristikangas & Grünbaum 2016, 136).

Feedback is widely recognised as a skill and source of development, and nowadays probably mentioned in majority of the target and development discussion forms available in organisations. However, observing the daily work in different organisations, hearing experiences from colleagues and following public discussions it still seems that many (perhaps even majority) of Finnish organisations still have a lot to learn in order to reach a situation where there would be a continuous flow of positive feedback, and no barriers for giving corrective feedback. When thinking of what can at best be accomplished by receiving and sharing feedback, the things that come to mind is the opportunities to improve performance and develop skills, get needs and dreams heard, maybe even realized, to develop

stronger relationships as well as finding new energy and motivation. Target and development discussion is one concrete and practical tool for sharing feedback, and importantly, discussions should be used as opportunities for sharing feedback both ways.

Important to recognize is how constructive feedback actually enables changes to happen, as many times development requires learning away from old and unwanted habits. Giving critical (might be constructive, encouraging, negative, instructing) feedback requires courage, trusting oneself to handle the challenging situation, ability to control own feelings, determined approach and ability to listen. (Ristikangas & Grünbaum 2016, 99–100.)

Often supervisors struggle especially with giving constructive feedback. Here are some best practices and findings gathered from training sessions, own experience and learnings from HR colleagues for supervisors to consider as principles for sharing constructive feedback. First of all, remember people are different, not everyone should be treated the same way. Be aware of the temptation to give feedback the way you would like to receive it yourself. Prefer one on one situation and give the feedback as soon as possible interactively and directly without third parties. Giving corrective feedback especially requires focusing on clarity and avoiding false interpretations and keeping the focus on performance, not in personal qualities. Allowing employee also to understand the consequences of the events on which you are giving feedback is essential. Then again, positive feedback can also address personal qualities, and for example person's willingness to learn and develop as well as strengths (Ristikangas & Grünbaum 2016, 94).

Learning feedback skills can benefit from asking help outside the team, like HR or from external coaches. Importantly, it is worth taking the time to discuss with each team member to get more detailed information on how they want to receive feedback; from what topics they desire to receive positive and corrective feedback and how. Recognizing the individual differences – behavioural and motivation related – matter a lot also in choosing efficient way for sharing and receiving feedback. Additionally, Ristikangas and Grünbaum (2016, 95) highlight the power of positive talk and facilitating "we" perspective, and encourage teams to agree common rules for sharing feedback so that it is integrated into daily work.

All in all, what is needed from supervisor – in addition to preparing and thinking of the individual employee's performance and situation in advance – is taking an appreciative and holistic approach into evaluating employees' goals, skills, development needs and topical things effecting wellbeing at work in order to succeed. Important is sharing of feedback in encouraging way, saying thankyou's, celebrating successes and allowing failures, as well

as promptly discussing the possible not wanted behaviour or actions that is driving the focus into wrong direction or away from finding the future oriented solutions.

2.6.6 Commitment

Eventually, in target and development discussion supervisors need to succeed in getting employees commit to their goals. To understand the requirements for reaching a mutual state of commitment, it is important to highlight how commitment in this study is understood as being very closely tight to the concept of engagement. As one of the many available definitions, Albrecht (2010) describes employee engagement as "a positive work-related psychological state characterized by a genuine willingness to contribute to organizational success" (Welch 2011, 330). Additionally, Welch (2011) comprehensively explores the evolution of employee engagement and contributes to clarifying it's meaning especially from communication perspective. Recognizing the concept overlaps with organisational commitment, and that academic researchers have started to consider engagement at an organisation level as well as job level, Welch (2011, 341) suggests defining organisation engagement as "dynamic, changeable psychological state which links employees to their organisations, manifest in organisation member role performances expressed physically, cognitively and emotionally, and influenced by organisation-level internal communication". While noticing there are several and even a bit confusing definitions and approaches to engagement, the practical focus and context of target and development discussions in this study supported using commitment as a concrete term as referred later, while accepting the overlapping nature with engagement.

For further exploring how commitment can be considered in target and development discussions, understanding the basic psychological needs as motivational drivers (see 2.4.2) is important. Especially the basic need for autonomy needs closer attention, and here the autonomy of goals (where the employee is striving), ways of working (how the employee is doing things and performing) as well as the inspiration towards work are perspectives to consider. Important is to find and define goals that are worth pursuing both from the organisation's and from the individual employee's perspective – goals that are serving business in best possible way while also including employee's personal interest and inspiration. (Martela & Jarenko 2015, 68-69.)

In the development workshop reaching common understanding was seen as the key element of the discussions. Commitment towards development can be built by ensuring there is a shared view about targeted level of goals as well as common understanding of what skills and development is needed in order to succeed. Aura and Ahonen (2016, 138) point

out the importance of allocating appropriate times for follow-up discussions already in the target and development discussions, as well as enabling one-to-one discussion whenever there is the need. While the business environment as well as personal and professional situations are continuously changing, it should be clear that supervisors need to make sure there is several and regular follow-up discussions during the target period. Additionally, other practical things for supervisors to increase commitment are respecting the agreed discussion time, keeping promises (or not promising something that is not realistic for supervisor to deliver) as well as taking care of documenting the core points and decisions of the discussion. Discussing about the responsibility of following up the agreed actions and progress is important and useful, as it is still quite common that employees assume this is something that belongs only to supervisors.

For implementing concrete actions to support commitment, it is useful to understand the drivers and individual differences of motivation. For example, Quantum's research (2014) listed items employees value the most; 1. Pay increase, 2. Access to new learning/training opportunities, 3. Spontaneous cash bonus, 4. Granted more flexibility/autonomy, 5. Granted time off, 6. A promotion (not necessarily requires pay increase), 7. Praise from direct manager, 8. Praise from senior leadership, 9. Additional job responsibility, 10. Team celebration, 11. Personalized gift (plaque or company merchandise). From the listed items offering learning and training opportunities, increasing flexibility and autonomy for ways of working, giving time off, promotion and praise like expressing respect and gratitude, as well as giving additional responsibilities are all first of all things that are linked with elements of internal motivation. Additionally, these activities can actually be implemented more or less for free and should not be that complicated to setup.

Encouragement and inspiration aspects cannot be ignored for building commitment. Goals that are connected to concrete actions and ways of working inspire and get people to take action much more efficiently than reaching cold numbers. If a person is not inspired by the job, or experiences it too rarely, working is not productive. Easiest way for supervisors to inspire and encourage is by taking an eye contact, nodding, smiling and expressing positive things. The reason why positive body language and approach works best for inspiring people is that it builds trust for the other person to believe that his natural way of working is accepted. Listening to employee's desires and goals, and striving to offer job opportunities that can create internal satisfaction and feelings of success is a way for supervisors to build inspiration towards work. It is useful also to notice how satisfaction comes from contentment towards own actions. When a person meets challenges and is able to overcome those without giving up it boosts self-esteem, and when this is accomplished together,

then the development spirit can expand to the whole team. (Ristikangas & Grünbaum 2016, 64-65).

Recognizing the power of colleague support and mentality of helping each other is as well beneficial aspect to notice that supports commitment and links to reaching of sense of community – being one of the essential elements from the model for wellbeing communications (see figure 1.). Sense of community is also connected to the fundamental need for relatedness; being a part of a community with warm and appreciative atmosphere essentially builds motivation at work (see 2.4.2). According to Pekkola and al. (2013, 54) the sense of community is formed through trust towards colleagues and colleague support, team spirit that doesn't include jealousy or spreading rumours, the overall and encouraging atmosphere as well as solidarity which means common goals, the feeling of belonging, and a work community where there is no harmful competition between employees. The sense of community is most of all built in close interaction with the closest colleagues, immediate supervisor and in own team and unit meetings, additionally communication wise for example newsletters can improve the sense of community at the level of whole organisation (Pekkola and al. 2013, 81).

So clearly, in terms of commitment, the importance of leadership communication and role of supervisors stands out especially for building common understanding and encouraging and inspiring of employees, not to forget the needed consideration of motivational drivers and facilitating atmosphere that supports learning new skills. Additionally essential is to keep in mind, like also Ristikangas & Grünbaum (2016, 123) point out, that the more the individual is able to influence and participate on making the decisions regarding own work, the more committed the person will be.

3 Discussion

Discussion part looks into the results of the study, forms the conclusions, considers trustworthiness and usability of the study, as well as explores author's own learning and potential further development suggestions.

3.1 Trustworthiness and usability of the study

In evaluating trustworthiness of the study and the development of wellbeing communications, the chosen method has great importance. Essential is to notice how the chosen qualitative research method was well suited for developing insights and understanding that especially apply to the specified development organisation. Using Zipper approach that combined empirical data and analysis to theoretical knowledge and frameworks throughout the study enabled maintaining practical and solutions oriented development approach as well as served in creating broad qualitative analysis within the scope of the study. Trustworthiness of applying the model of wellbeing communications by Pekkola, Pedak and Aula as the key concept, was strengthened during the development work by means of reinforcing the views through development workshop, interview and using of multiple complementing sources.

Credibility of target and development discussions as development tool was discussed in 2.1., notable is to acknowledge that based on research wellbeing focused elements can significantly increase productiveness and effectiveness of the target and development discussions.

A limitation in terms of trustworthiness of the study is that testing of the developed wellbeing communications focused target and discussion practices, and thus the causal relationships of applying the created framework, could not be included in the study.

When considering trustworthiness of a qualitative study, it is also central to critically review the author's role. The author having versatile HR generalist experience and knowledge gained from different organisations and industries increased objectivity and broadened the perspectives applied. Additionally, the external role of the author – being an external HR Manager with the support of a consultancy company's HR colleagues working in hundreds of different organizations – also helped in maintaining objectivity towards the development topic and organisation.

Considering the usability, notable is how the study was focused towards topics that genuinely are important for the development organisation. The study utilized employee satisfaction survey data in choosing and processing of the topics, and thus created concrete discussion and suggestions directly linked to those development areas that are seen important by majority of the employees; regarding supervisors' role in encouraging and developing ways of working, sharing of information and feedback, clarifying views on the future direction as well as facilitating abilities to influence own job and the related decisions. Throughout the study and in developing the wellbeing communications framework for target and development discussions, the key perspective was to consider how supervisors can utilize the findings in the study context. The study approach visualized in Figure 2., strengthened the usability of the framework and the study findings from supervisors' daily work perspective.
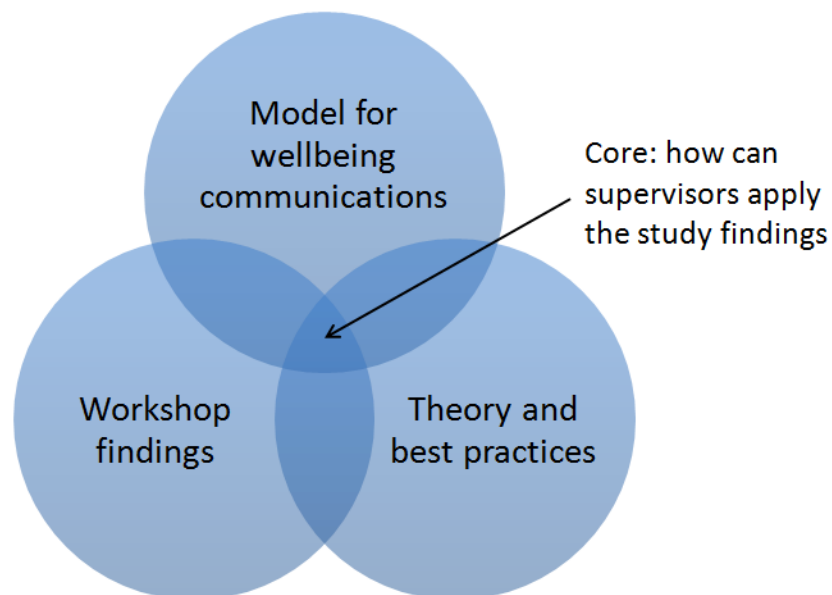
Figure 2. Visualization on how the study approach focused on the usability of the study findings

Additionally, as a part of the development process, a visualization of the wellbeing communications framework for target and development discussions was created (see appendix 1.). Although it is a simplified visualization and is not to comprehensively cover all the topics discussed in the study, as an additional tool it helps considering the framework elements in the target and development discussion situation, which increases usability of the study findings.

3.2   Summary and conclusions

The purpose of the study was to explore how the elements of wellbeing communications can be considered in target and development discussions. The study was conducted in Motoral Ltd. within selected business area operating in Finnish whole sale and technical trade. Analysing of the development environment, the existing target and development practices, as well as the employee satisfaction survey data was used in order to focus in such topics that genuinely are important for the organisation. Additionally, for building the wellbeing communications framework, the study also considered the credibility of target and development discussions as development tool. As a result of the study, a wellbeing communications framework for target and development discussions was created through utilizing previous research and concepts regarding wellbeing communication, motivation and leadership communication, and by combining those to practical development which included sharing of best practices, analyses and observations, workshop and interview findings. As a conclusion, purpose and preparations, involvement, building trust, appreciation of diversity, solutions and future orientation, and commitment are suggested as the most relevant aspects to consider when facilitating target and development discussions from wellbeing communications perspective.

Important to notice is that although the study's development process was implemented and initiated by one organisation, the created wellbeing communications framework for target and development discussions can also be utilized in other organisations. While the framework provides insight and guidance for implementing successful target and development discussions from wellbeing communications perspective, key finding is that it forms a complementing layer which as such is not tight to a certain target and development discussion form or templates that organisations typically already have in place. As a conclusion, the framework can flexibly be used for planning as well as facilitating target and development discussions. Additionally, the framework offers concrete guidance on developing leadership communication skills which can benefit individual supervisors but can also be applied for organisation wide human resource development purposes.

In terms of skills that are essential for facilitating wellbeing communications, the study highlighted the importance of understanding of internal motivation and leading motivation, listening skills, self-management and feedback skills. Additionally, the ability to face the employee as a person, direct attention, ask questions and inspire, as well as understanding of resilience and different behavioural and communication styles were discussed and can be recognised as abilities that benefit ensuring common understanding and the needed interaction

Addition to skills, the study approached the role of a supervisor from wellbeing communication aspects and found that it requires appreciative attitude and behaviour. Supervisors are challenged to take a position of coaching and service orientation, make a choice of believing the potential of employees, and importantly recognize how supervisors own actions and behaviour influences others and has a big meaning on how employees understand and interpret things, and thus directly affect the atmosphere and wellbeing at work. However, it seems this kind of appreciative attitude doesn't necessarily come as a natural feature. Acknowledging how in the end shared leadership principles and management commitment are requirements for developing any organisation, and the wellbeing aspects especially, it is training supervisors and sharing of expertise among the supervisor group what is essential.

Encouraging finding of the study is that the skills and behaviour required are ones that can be learned and developed. Even though wellbeing communications is something that supervisors don't necessarily actively think about every day, they have a chance to practice and test the skills every day for example when communicating with employees, colleagues and teams, when guiding and coaching, assigning and delegating tasks, in giving and receiving feedback.

Addition to skills, attitudes and behaviour, ways of working naturally matters as well. Here the study findings underlined the importance of implementing target and development discussion practices that are regular and include frequently implemented follow-up discussions, as well as facilitate atmosphere where employees are truly able to influence and participate on making the decisions regarding own work, targets, development and wellbeing at work. Including the communication focus in developing of skills, attitude as well as ways of working are necessary, as communication more or less determines the success or failure of leadership and supervisor work overall. Wellbeing communication elements discussed in this study, offer concrete approach for developing and renewing organisations practices.

For further development and research, testing the wellbeing communications framework in practice and collecting feedback from supervisors as well as from employees perspective is suggested. Evaluating the practices and learning more especially from employees' perspective could be considered. Additionally, evaluating the elements of wellbeing communications framework against performance management theories could bring additional insight for the practice.

In Motoral Ltd., the wellbeing communications framework could also be utilized as a basis for developing the so called house rules aiming to make visible the shared principles and ways of working in the work community, which employees identified as a potential development action based on the employee satisfaction survey results.

3.3 Evaluation of own learning

In terms of the study topic, the key learning was to notice how essential it is to support and encourage supervisors to develop their skills, attitudes and ways of working. It became clear that consideration of wellbeing communication aspects in organisation requires the type of leadership that nurtures people involvement extensively; this many times means learning away from old ways of working, which is always hard but not impossible.

For own learning, I found that choosing the zipper method which simultaneously combines practical development work and findings into already available theories and concepts, was very useful and motivating approach to conduct a study. Implementing the study improved my interest and abilities to follow topical publications and working life related research providing a good basis for utilizing new knowledge for the benefit of organisations.

The study process itself offered possibilities for new learning and skills for developing practices from the development organisation perspective, but also brought insight from many other organisations through participating into related lectures, having access to multiple sources of academic information, sharing of experiences with teachers and fellow students as well as though company visits. Using the skills and gained knowledge will surely benefit own working going forward.

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Appendices

Appendix 1. Visualization of wellbeing communication framework for target and development discussions

Wellbeing communications framework for target and development discussions

Commitment

Ensure reaching common understanding about goals, skills and development needed to succeed. Learn what motivates employees, and setup supportive activities accordingly. Encourage and inspire, use positive body language. Document what was agreed and keep promises. Facilitate discussions that are regular with both parties dedicated to frequent follow-up

Purpose and preparation

Prepare to clarify the purpose and expectations, enter the discussion being well-prepared. Allocate enough time and coach employees to prepare and orientate to the discussion topics.

Involvement

Direct your full attention to being present and open for the person and the situation at hand. Encourage towards developing own work and skills, sharing of ideas and opinions. Ask open questions like why, what do you think, how? Encourage even the quietest ones to speak.

Make a choice of seeing the potential, show interest and listen actively - employees themselves are the experts of their own work and personal lives. Be open, willing to justify the decisions and make continuous effort on sharing of information to create dialog.

Building trust

Consider differences in people and where they are in terms of their career. Appreciate different views and opinions, new ideas and suggestions. Look things also from employee's perspective. Explain why employee's input is valuable for the organisation. Encourage towards team collaboration and building of warm and appreciative atmosphere.

Appreciation of diversity

Keep most of the focus in looking forward, and in finding solutions. Look back the ways of working and performance, as well as topical things effecting wellbeing at work with an encouraging manner to learn and succeed. Use feedback and challenging as source of development, celebrate success, share thankyou's and allow failures. Promptly approach potential not wanted behaviour that is driving the focus into wrong direction.

Solutions and future orientation