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EVALUATION OF ORGANIZATIONAL COMMUNICATION AND ROLE OF MANAGEMENT IN COMMUNICATON FOR CASE COMPANY MAGICAD GROUP OY

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The purpose of this thesis is to evaluate the organizational communication's functionality and role of management in communication on the example of the case company MagiCAD Group Oy. Organizational communication has become a very important topic in the case company recently. The company has acknowledged the need for the development of the subject matter and has accomplished certain development measures before the start of this research. There is, however a clear lack of evaluation of the process. Therefore, this study is an attempt to accomplish the evaluation of the started development process and bring this information to the company as a background for future steps.

MagiCAD Group Oy (former Progman Oy), is a Finnish software developer, which was found in 1983 in Rauma, Finland as a family business. In 2014 MagiCAD Group Oy became a part of Chinese group of companies Glodon, which was followed by a vast growth of the company. Today the company has four offices in Finland, two subsidiaries and more than hundred employees.

This study is a case study using such qualitative research methods as semi-structured interviews and document analysis. Six interviews in total were held with the personnel of the company in Turku and Rauma during the research time. The internal documentation: instructions, guidelines and presentations were studied as well. The data analysis was performed via content analysis.

As a result, the research contains some conclusions and recommendations the organization communication's future development in the case company. Focusing more on the implementation practices, adding clarity (via guidelines) in use of communication channels and enhancing information sharing as a key component of the managerial job description are the main recommendations for the future organizational communication development.

CONTENTS

1 INTRODUCTION

Communication is one of the most valuable skill of the human kind; we should never underestimate the role it plays in our lives. It also plays a very special role in business environment – without communication there will be no chance for business processes and operations themselves. Business dictionary describes organizational communication as "a process by which activities of a society are collected and coordinated to reach the goals of both individuals and the collective group. It is a subfield of general communications studies and is often a component to effective management in a workplace environment." (Website of Business Dictionary). I find it is very important that the definition of organizational communication sets it as a component to effective management, which also effects the competitive advantage of the organization in general.

The topic of organizational communication recently became very current in the academic world as well; a number of studies and researches has been published on the topic. Why is it important to study the organizational communication? Communication becomes one of the most crucial aspect for success in the business world. It is very common that organizational communication contributes to the company's performance level, success and human resource retention rate. Smart organizations understand that and build communication in the company based on trust and openness. However, despite the fact that everyone understands the importance of effective communication, it is very commonly acknowledged that communication in the organization is hardly perfect, most likely it is far from being even good. There are various reasons for that, which will be discussed further in the study.

Organizational communication is a complex phenomenon, it has various aspects and nuances. In some cases, companies only see the need of developing the vertical communication neglecting upward communication. In some cases, it is the organizational culture, that does not give the open communication to be built. These examples show how multisided the organizational communication is, and why it cannot be neglected. When the company practices insufficient communication it is most likely will face

such challenges as increase in production time, mistakes, delays, demotivated employees and so on (Mehdi Kheirandish at al, 2017, 81).

The case company for this research is a company that the I am very familiar to, as I have been working in the company since 2006. The company is going through the identification process and changes in the communication, therefore it is an excellent example for the research of this kind. During the research, I will evaluate the current situation with the organizational communication in the case company, and how the taken measures has affected the organizational communication. The study will represent the evaluation of the development process, which has taken part recently, and gives the insight for the future development. As a result, I will assess the company's communication and organizational culture and evaluate the trust level within the personnel. The scope of the study is solely in the internal communication.

2 PURPOSE AND OBJECTIVES OF THE STUDY

The purpose of this research is to evaluate the development of organizational communication on the example of the case company. Organizational communication includes different aspects such as – different directions and dimensions of communication, roles of employees in the communication, leadership, organizational culture, best practices of communication, values and trust. These elements contribute to the quality of the communication within the company. I would like to focus on how members of the organization experience the communication after the implemented changes.

I have chosen this topic due to a various reason. First of all, the topic is current for the case company, as the management has acknowledged that the communication within the company is insufficient, which has led to a number of measures that have taken place in the organization. My duties are partly connected to the internal communication development, thus I see that this thesis topic is not only beneficial for the company and me as a student, but also for my carrier opportunities.

For the empirical part of the research, I aim to carry out an evaluation of the organizational communication development process in the case company as the main outcome of the research. I believe that clear evaluation of the implemented changes is essential and will help to in taking steps for the future development of the situation. Therefore, the main topics for the empirical research would be:

a) Systematic communicational plan, strategy and principles
b) Organizational values and their reflection in everyday-work
c) Main communication channels in the case company and their assessment
d) How satisfied is the company's personnel with the communication?
e) Ideas for further communication development from personnel' perspective
f) Feedback as a part of communication

I plan to conduct the empirical research via semi-structured interviews and documentation analysis. My aim is to invite six people from different departments, backgrounds and positions to the interviews where they give their insights on the situation. In addition, I will study available internal documentation in order to represent the current states of affairs.

3 THEORETICAL BACKGROUND, FRAMEWORK FOR THE STUDY AND COMPANY INTRODUCTION

Conceptual framework presents the phenomena of communication in the organization in its different dimensions and elements. It includes different roles of the hierarchical structure of the organization such as supervisor and a subordinate, as well as co-worker within the team, or in different departments. I also see the factors affecting organizational communication important to reflect in the framework. Moreover, these factors have been at the main focus of the development process in the case company.
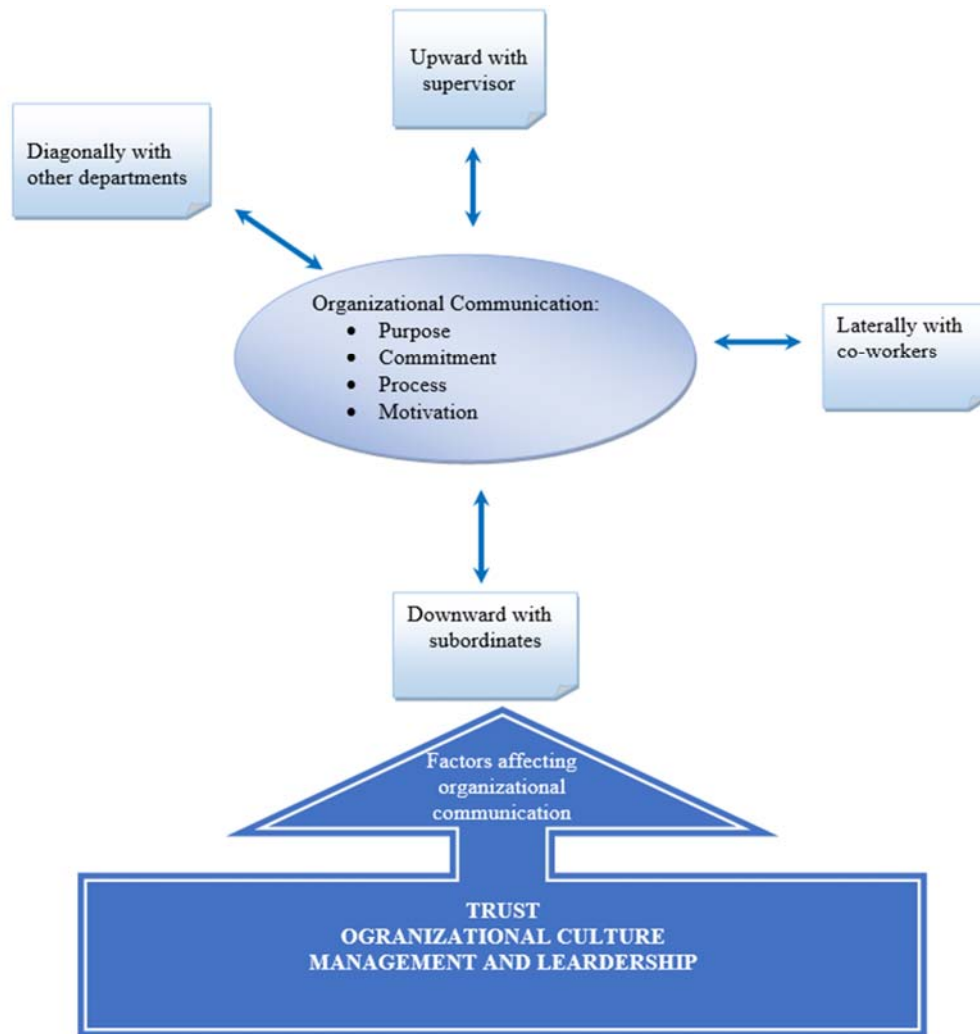
Figure 1. Conceptual Framework. Adopted from C.S.Rayudu, Communication, 2009, 285

I will cover essential elements of the framework further in the theoretical part of the thesis.

3.1 Introduction to the case company

MagiCAD Group Oy (former Progman Oy, the company changed the name to Magi-CAD Group Oy in November 2018) is a software company, which is based in Rauma, Finland. The company was founded in 1983 as a small programming consulting centre. During last three and half decades it has grown into a software house, which provides leading software solutions in Nordic Europe in the field, with four permanent offices

in Finland, two subsidiaries and a partner network globally and 18 different nationalities employed. It develops and sells software products and services to building industry companies. MagiCAD Group's most popular software product is MagiCAD, which is a BIM (building information modelling) solution for the MEP design (mechanical, electrical, and plumbing). Alongside with the main software product MagiCAD Group offers software development, product modelling, cloud-based and other services for the manufacturers, designers, engineers, contractors, building owners and other players in the MEP sector. MagiCAD Group's aim is to become and maintain the trendsetter role in adapting BIM in MEP business.

MagiCAD Group has been a part of China-based Glodon Group since 2014, which has given MagiCAD Group more synergy to work in the Chinese market. The change from the Finnish family-based business to a part of a Chinese concern has been quite significant: decision-making, organizational structure, top-management, communication practices and organizational culture – all has been affected and underwent a reorganization.

The company is fast growing. The number of employee has grown dramatically during the last years. In addition to Swedish subsidiary MagiCAD Group has also opened another subsidiary in the UK in May 2016. In addition, MagiCAD Group market the parent company's products aimed for construction sector of building industry in European market as a reseller.

The vast changes that the company has gone through has led to a situation where the company's identity, and as a result, the organizational culture has left undefined. This fact however was recognized during 2016, after almost two years from the owner's change.

The company sees the organizational culture and communication as one of its main development priorities; therefore, the number of actions has been employed. However, there is a clear lack of systematic evaluation of the development process.

The company has been participating in the Great Place to Work competition in Finland for three years in the row. The first year of participation has shown a direction for the future development of the organizational culture and communication practices, as a result during 2 last year MagiCAD Group has been listed as a Great Workplaces in Finland on 25th in 2018 and 16th position in 2019 in its category (small and medium sized enterprises).
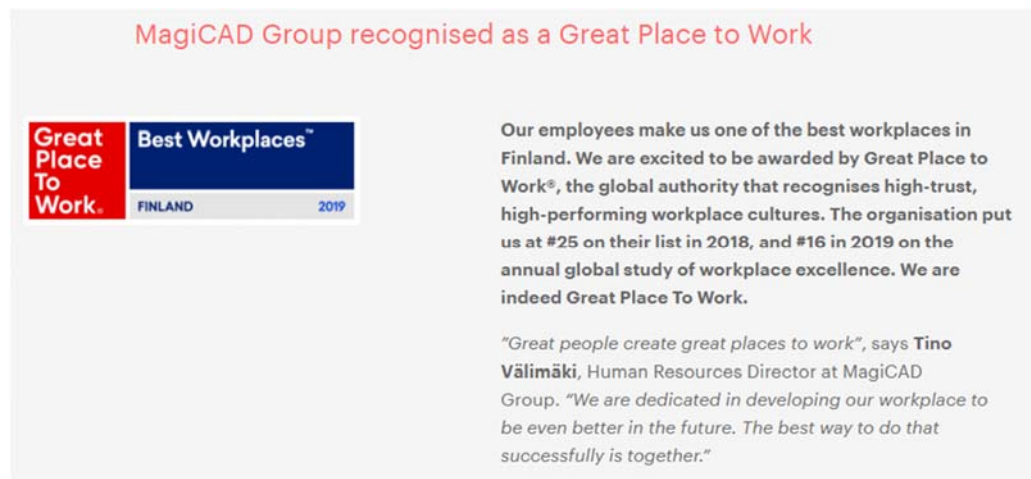
Figure 2, MagiCAD Group recognized as a Great Place to Work. Website of Magi-CAD Group

The Participation in the Great Place to Work competition, first of all, has given the great data for the internal analysis, including such topics like leadership, trust, organizational culture and communication. The received data has helped identifying the areas for improvement. Based on this analysis the company has organized a number of internal workshops in order to improve the situation where it was needed.

3.2   Organizational communication at its complexity

Let us have a closer look at the organizational communication. Beside the definition mentioned in the Introduction of this study, we can also define organizational communication simply as interactions among employees of the organization. B. Berger also refers organizational communication as internal communication. Internal communication plays such a great role in the organization due to the fast that communication is the prevailing activity in the company – it is present in every single function and operation. (B. Berger, 2008)

At the moment, the topic seems to be a very popular not only in business environment but also in academic circles. Known from the ancient times it opens from the new perspectives today. The phenomenon of organizational communication brings a lot of attention because with the organization development and change it also changes bringing new levels for the studying. A big role in the attention also plays the constantly developing technology, which has a tremendous impact on the communication in general and on organizational communication in particular. We should not forget the fact the business environment itself has gone a great way for the last hundreds of years from the industrialization, telephone and fax creation, early Internet, to the globalization, climate change awareness and sustainable development today. Organizational communication is evolving along the way, which brings us to a need for further studying. Effective communication leads to high-motivated employees, achieving goals and higher profits even. On the other hand, gaps in communication can ruin healthy atmosphere, motivation, trust and engagement. (Priti R. Sharma, 2015, 33).

The need for organizational communication in general is built on the employee's need for recognition, participation and teamwork. It is always a two-way interaction between participants. The old fashioned approach, when communication happened in one-way - from top down was not effective. It is recognized much more beneficial when employees feel involved when they constantly participate in the communication process. (C.S.Rayudu, 2009, 144)

Organizational communication naturally serves several purposes. First of all, it serves an **information sharing purpose** regardless the direction it is going it **supports the information flow** in the company. Company gives its employees information about its goals, plans and targets, the products, customers, markets instructions. The employee reports the progress of the tasks, accomplished projects, feedback and so on. Even before the actual work started the organization shares with newcomers information about its mission, vision, values, benefits and rewards systems, rules and instructions. **Coordination** is another very important purpose of the organizational communication, especially in the ongoing projects, or in projects including a number of different teams and departments. Without communication, serving for the coordina-

tion, rare tasks are accomplished on time. **Motivation** is an essential part of the organizational communication, further in the research I will discuss this topic more closely. **Advising, counselling and other educational purposes** of the organizational communication are supporting the personal growth of the personnel during the working process. **Problem solving and conflict resolution** are also handled with communication. (Rai U., Rai S.M., 2009, 13-22)

It is also important to understand that organizational communication should lead to a certain employee behavior. The top management, who plays role of idea creator in the company, expects certain actions from the whole organization to facilitate the ideas they create. Frank Corrado and Andrea Reider in their book Communicating with Employees Improving Organizational Communication describe the process how organizational communication should lead to the desired actions. The following figure describes the process between the starting point of the organizational communication – awareness to the actual actions. As we can see, the process is much more complicated than the simple direct orders and includes a number of human physiological and cognitive processes such as understanding, acceptance of rejection, and external motivation from the management.
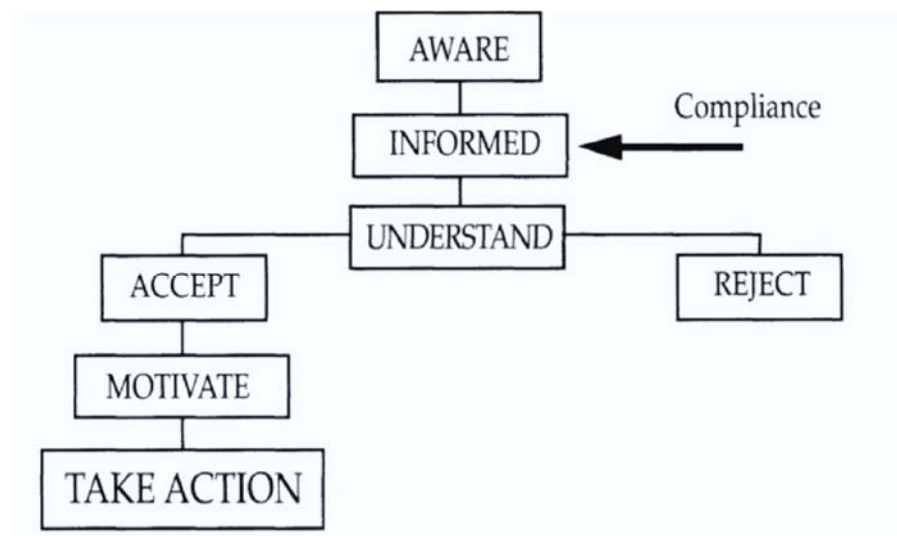

Figure 3, From awareness to action process, (Corrado, Frank M. ; Reider, Andrea, 1994, 35)

This process is also closely connected with the commitment of the employee, which is an "psychological bond of the individual with the organizations, including a sense of job involvement, loyalty, and belief in the values of organization"(Manetje, O. M., 2009, 39). The level of commitment clearly affects the employees' behavior and attitude in the organization. It is for the benefit of the company to maintain the higher level of commitment within the people of the organization. The successful organization aims to maintain the level of commitment and engagement of its employees. The aim is to switch from the thinking "I am just working here" to "this is our place", thus the sense of belongingness will be in place. In order to achieve this goal, the company should have clear and motivating vision. The organization should support employee's growth and development, should engage employees for participation. Clear communication and trust are the crucial elements of the commitment theory; these aspects will be discussed further in this work. In addition, recognition is a great driver force for the commitment of employees in the organization. When people feel valued they easily build the psychological attachment to the company. Supporting the commitment smart organization thus support personal performance and results as well as company's result, achieving the win-win situation.

3.2.1   Organizational communication process

Organizational communication process is a process of transferring information of one employee to another within the organization. In general, communication process is an essential process for the company, as it maintains, supports, clarifies, controls and so in all operations and activities across the organization. Without communication process, the company could not function. (N. Kumar, 2009, 187)

Messages can be transmitted orally face to face or by phone, or in written form e.g. instructions, emails, plans and so on. Following figure 4 illustrates how the organizational communication process works and factors that affect communication.
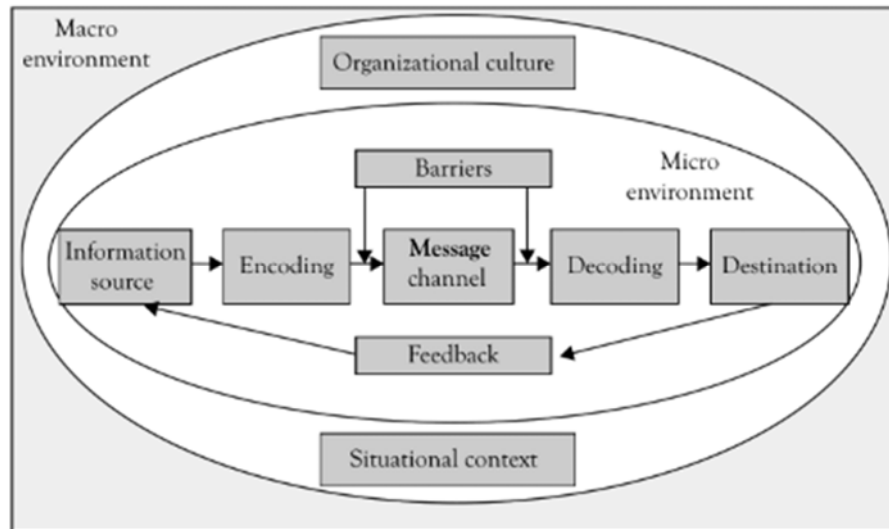
Figure 4, Organizational communication process, R. Bell & J. Martin, 2014, 31

The communication process has following components information source (the sender), encoding, message channel, decoding, destination (the recipient), feedback as an interaction part, barriers to communication and situational context. Organizational culture plays a significant role in the organizational communication; this aspect will be discussed further in the chapter 3.3 Organizational Culture. R. Bell & J. Martin in their book Managerial Communication consider organizational culture and situational context as a macro environmental factor, whereas all other elements have a direct impact on the communication process and a part of micro environmental factors (R. Bell & J. Martin, 2014, 23-34).

The communication process starts from the information source – the person or the group of the persons who initiate the transmission of the message. The sender of the message can be of any position, age, background, education and so on – these factors have a great impact on the communication process itself. Communication process requires the message as an essential part of transmission. Message is a key idea that information source wants to communicate further. The process starts from the message to be elaborated, and it must be ensured that the idea behind the message is clear. When the sender of the message decides to transmit the message, he or she encodes it. The more information source knows the destination audience the clearer the message will be. Destination or receiver of the message is the person to whom the communication

is aimed at. Once again, the recipient may be of any background, gender, age, position and so on – these factors also play a great role in decoding (understanding) of the message. When the receiver gets the message, he or she decodes it, in the same way as a sender encodes it. The decoding process is a process of interpretation and translation of the message. More smooth encoding and decoding process are possible when sender and receiver are alike, having similar background, culture, goals and so on.

Channel is a chosen media of the process. Whether it can be oral communication during the meeting, or the telephone or other communication means or written, such as emails, texts, instructions, letters and etc. Feedback is a very important element as it permits receiver to understand if he or she understands the message correctly, feedback can be of different form – verbal – questions, comments, non-verbal – gestures, smiles, or written – confirmation of the task in email.

There is a number of barriers in the communication. Barriers are the factors that interfere with the encoding and decoding processes. We can identify several groups of barriers in communication: physical and psychological – these may include health issues, disabilities or any kind of mental issues. The ability of manager to handle different types of situations is extremely important for successful communication. Language and linguistic barriers are very common in multinational teams. It is quite a challenge to find a common language in multilinguistic companies - culture and values, age and gender – all affect the smooth communication. Gender, educational level, intergenerational issues – these are the examples of the barriers in communication process.

Situational context might be an important aspect in organizational communication. Such factors as family situations, work overload, environmental situations and others may affect communication significantly (R. Bell & J. Martin, 2014, 43).

3.2.2   Directions of organizational communication

As it has been already stated in the research, organizational communication is a complex phenomenon. The theoretical framework of the study on page 8 illustrates different directions of the communication within the organization. The more simplified figure looks as following:
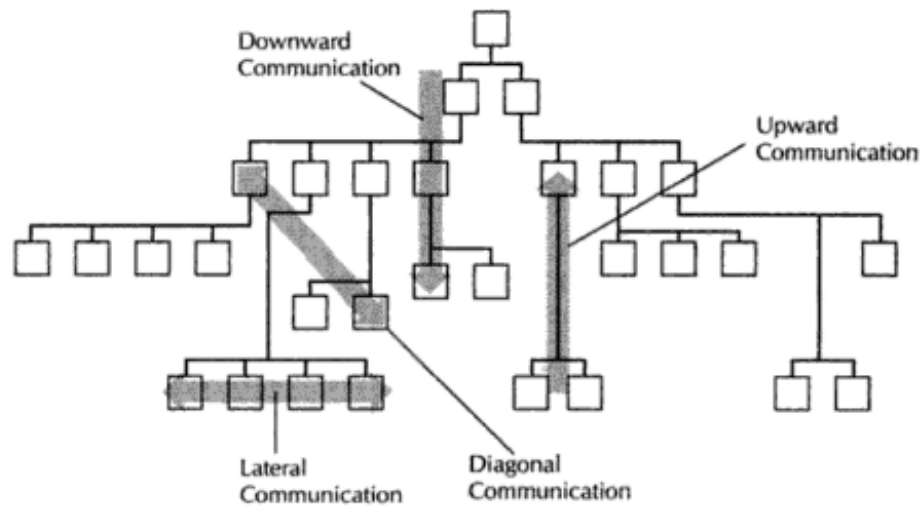
Figure 5. Communication direction within organization (P. Montana & B. Charnov, 2000, 340)

Regardless the type of organization, there are four directions of the communication within the organization: upward, downward, diagonal and lateral. Upward and downward types of communication contribute to vertical communication, whereas, lateral communication is a horizontal type of communication. Communication with other departments is considered diagonal. Each direction of communication supports identified organizational goals and has its advantages and disadvantages, which will be discussed further in this chapter.

3.2.2.1   Vertical communication flow

Vertical organizational communication, including downward and upward communication is an information flow between supervisors and subordinates of the organization. Downward communication indicates the information flow from top management

to the employees. Through downward communication, supervisors interact with the subordinates and deliver target and goals, policies, procedures and processes, instructions and decisions, giving performance feedback. Moving from the very top to the lower level of workers, the message usually goes through the tiers of hierarchy. Downward flow can be both written and oral, including meetings, emails, written instructions and so on. (K. Miller, 2015, 213)

On the other hand, upward communication is an information flow pushed from lower levels of employees to the management. Through this channel supervisors receive status updates, feedback, interact with the subordinates about given tasks.
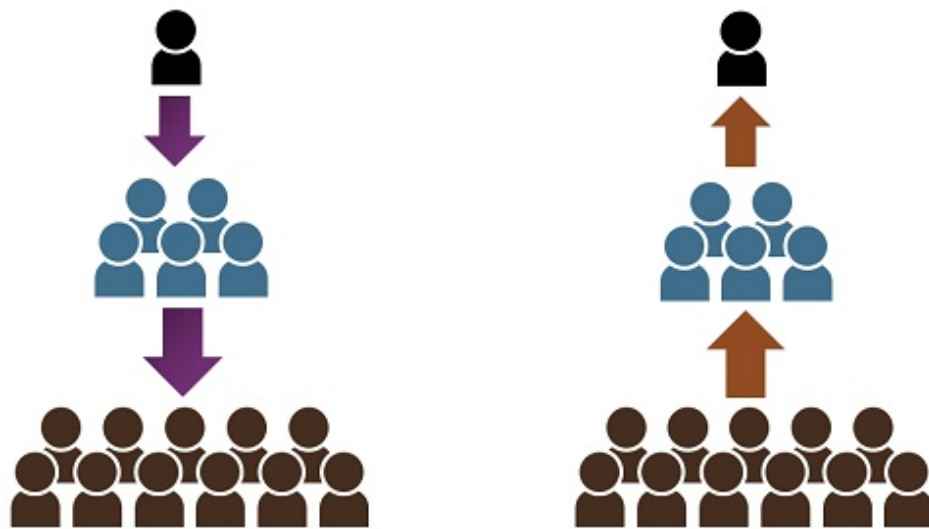

Figure 6. Vertical communication. (Website of Key Difference)

The differences between downward and upward flows of communication are presented in the table below.

BASIS FOR COMPARISON	UPWARD COMMUNICATION	DOWNWARD COMMUNICATION
Meaning	Upward communication is the line of communication through which subordinates can convey information, to their seniors.	Downward communication is the formal chain of command established to direct subordinates and convey information, pertaining to organization's objectives, policies and strategies.
Nature	Participative and Appealative	Authoritative and Directive
Flow	Subordinate to superior.	Superior to subordinate.
Purpose	To make complaints or appeal, give feedback and suggestions	To give orders, instructions, advice or assign responsibilities.
Speed	Slow	Fast
Frequency	Low	Comparatively high
Examples	Reports, direct letters and proposals	Circulars and Notices

Figure 7. Differences between upward and downward communication. (Website of Key Differences.)

The comparison criteria are meaning, nature, flow, purpose, speed and frequency. As you can see from the table, the differences are based on essence of these two directions of organizational communication. Where the downward communication is more formal, strict and authoritative, the upward communication is more flexible, participative and informal. Playing the role of two opposite poles, upward and downward communication contribute to the one whole entity. (Website of Key Differences.)

Advantages of the vertical communication in the organization are clear – without this direction of interaction no organization could survive even a day, as it is an essential activity in the company. This is an integral part of interaction and **message transmitting** between management and subordinates. Vertical communication also helps to build and **maintain good climate and atmosphere** on the working place as well as

discipline. Vertical communication helps in **decentralization**, **sharing of responsibility** and **supports decision-making**. It makes a very important impact on **assigning tasks** and **evaluating performance**. Overall vertical communication **supports and increases efficiency of the organization**.

There is however a downside of the vertical communication as well. It may **delay the processes** within the organization, depending on the circumstances it can **disturb the discipline** and **bring slowness** in to the operations. In worst cases, vertical communication can **ruin the corporate atmosphere** and **motivation of the employees**. (K. Miller, 2015, 73).

3.2.2.2   Lateral (horizontal) and diagonal communication flow

Lateral, also called horizontal, and diagonal flows of communication balance the formal vertical flow of organizational communication. Lateral communication simply means the interaction between the same level employees across the organization. In the example figure below you can see the horizontal communication flow between the managers of different departments of the company, it can be communication between co-workers as well.
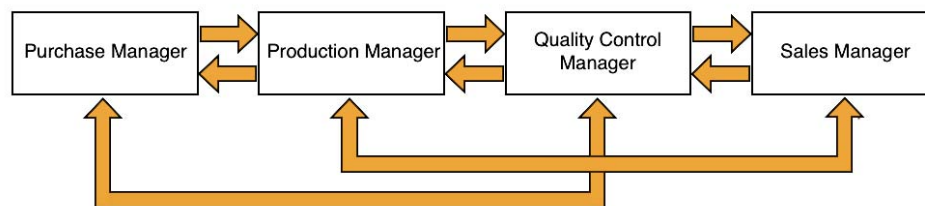
Figure 8. Lateral communication across managerial level. (Website Sandglaz Blog Archive)

Why it is essential to build horizontal communication across the organization? Horizontal communication helps in exchange of information between departments and within the teams, which contributes to increasing of collaboration between different, sometimes detached, parts of the company. We can say that coordination of activities is the main purpose of horizontal communication.

One of the example of lateral communication is communication within the team – communication streams working processes, helps to avoid delays, and solves everyday issues. Horizontal communication can be both formal – during meetings and presentations, and informal – in more casual interactions on working place. Horizontal communication does not always go smoothly. Different location of the offices and branches, unwillingness to share information, lack of motivation to cooperate and so on can be factors negatively affecting lateral communication. (N. Gopal, 2000, 36-44)

Advantages of effective horizontal communication include **good relationships** between the colleagues, **coordination of operations and activities** across the organization – essential feature of successful company. Lateral **communication brings the end to the endless misunderstanding and misconceptions** between different departments; it helps to **enhance communication within the department**. It adds **speed and mobility to the organizational processes and decision-making**. On the other hand, there is a number disadvantages of the lateral flow. In some cases, horizontal communication can lead to **information overload,** which can decrease someone's performance. The second side of the same issue here can be a considerable **waste of time,** which may result in **decreasing productivity.** Too little or too much of lateral communication can increase **demotivation level** of the employees, or increase **rivalry** between them. (Website of Business Communication).

Diagonal communication refers to the interaction between employees on a different levels of hierarchy of the organization. Information sharing on different levels is the main purpose of the diagonal communication. Diagonal communication is becoming more and more popular especially in companies where the cross-functional teams approach is implemented. Diagonal communication flow boosts the efficiency of cooperation; however, it violates the traditional vertical communication principles. Why diagonal communication plays the role of information exchange maximizer? Simply due to the fact that the information reaches the recipient much faster, avoiding the crossroads of horizontal and vertical communication flows.

The example of diagonal communication is illustrated in the figure 9 below.
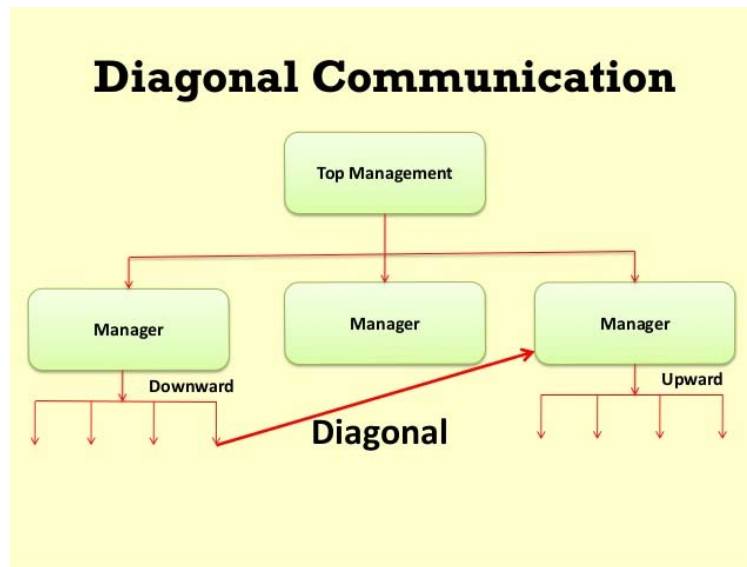
Figure 9. Diagonal communication (Website of Lumen Learning)

The main advantages of diagonal communication are following – **speed of information exchange,** the information flow does not have hierarchical barriers in this case. It **links the gap** between the different structural levels across the organization. Diagonal communication also **motivates the people to exchange information**. The main disadvantage of diagonal communication is a **lack of control** over it and the fact that it **interferes with other types of communication**, which in some cases can make a negative effect on the organization processes.

3.2.2.3   Difference between horizontal and vertical communication flows

Previously in the section about the directions of communication I have described different types of communication flow within the organization; their advantages and disadvantages. Now I would like to finish this discussion by comparing two main types of communication horizontal and vertical. These both flow directions are essential in effective organization, however they have a number of significant differences.

The table 10 below illustrates the comparison between horizontal and vertical communication flows in the company.

Basis	Horizontal Communication	Vertical Communication
1.Purpsoe	Main purpose is to co-ordinate the activities of various departments and division of the organization.	Main purpose is to provide orders, instructions, advices, feedback, opinions, suggestions, requests within sub-ordinates and superiors.
2.Information flow	Information or messages flows between same level and statuses people.	Information and messages flows between subordinates and superiors.
3.Media	Generally use oral method	Generally use written method.
4.Distortion	Free form distortion of messages.	May possibility of distortion of messages.
5.Formality	It maintain informal relationship	It maintains formal relationship.
6.Length of information flow	Length of information flow between sender and receiver is short.	Length of information flow between sender and receiver is long.
7.Method of communication	This communication is mostly done through oral media.	It is more uses than horizontal communication.

Figure 10. Difference between horizontal and vertical communication. (Website of Business Communication)

The comparison criteria are purpose, information flow, media, distortion, formality, length of information flow, method of communication. The comparison clearly shows how these two different communication directions complement each other with opposite purposes. Where meaning of horizontal communication is to interact and boost collaboration between workers on the same organization structure level, vertical communication aims to transmit messages between the supervisors and subordinates both upward and downward. Thus, we can say that the purpose of horizontal communication lies in the area of connecting different parts of the organization helping in coordinating activities, whereas vertical communication purpose is to deliver instructions, plans, targets, feedback, suggestions and refinements needed for the working process.

In addition, the participants of the message exchange are different. In one case, we are talking about the exchange of information between employees on the same level of

hierarchy (horizontal), in other case; the participants are of different positions and statuses. This will lead to the fact that formality degree is different in horizontal and vertical flows. Horizontal flow supports informal communication, and vertical flow on the contrary is more formal usually. The way the communication is perform also differs – horizontal communication stands more for oral way of transmitting information as for vertical, it is usually done via written media. The degree of distortion is different as well. Messages transmitted via horizontal flow are usually free of distortion, which we cannot say about the vertical communication. This aspect is connected to the fact that the length of the communication flow in horizontal direction is short, whereas it is long in vertical communication. (Website of Business Communication).

Regardless the differences both horizontal and vertical communication flows are essential for the organization in order to be successful.

3.3 Organizational culture

Organizational culture yet another one important aspect connected to organizational communication phenomenon. The simple reason behind such high importance is the fact that organizational culture effects on all aspects of business and organizational life. Organizational culture is a background of decision-making process, negotiations, customer relationship, employee satisfaction, organizational climate and many other elements of the organization.

Edgar Schain in his article "Coming into new awareness of organizational culture" has defined the organizational culture as a set of basic believes and assumptions, which a given group has adopted as a standard behavior in different situations – internal, external, problem solving and others. The organizational culture in its complexity is considered valid for all new incomers to be taught as a model behavior. Organizational culture can be seen from different aspects: organizational structure and architecture, behavioral patterns, technology, organizational values, understanding of time and space and etc. In other words, organizational culture answerers the "how" and "why" questions in the organization. (E. Schein, 1984). Another author, Mats Alvesson, considers organizational culture as a "way of thinking" in the organization. This simplified

definition actually shows how diverse the meaning of the organizational culture is (M. Alvesson, 2002, 15). The organizational culture may be both the breaks of the company, which pulls the organizational down, and in this case, we can say that the organization is probably in need of a change. Alternatively, the organizational culture can be a fuel for the success and growth of the company.

Organizational culture contains several layers, some of them are visible, others are hidden. E. Schain distinguishes three different layers of the organizational culture, which have become one of the famous organizational culture models – culture triangle or culture iceberg. The following figure explains different levels of organizational culture in accordance with E. Schein's theory.
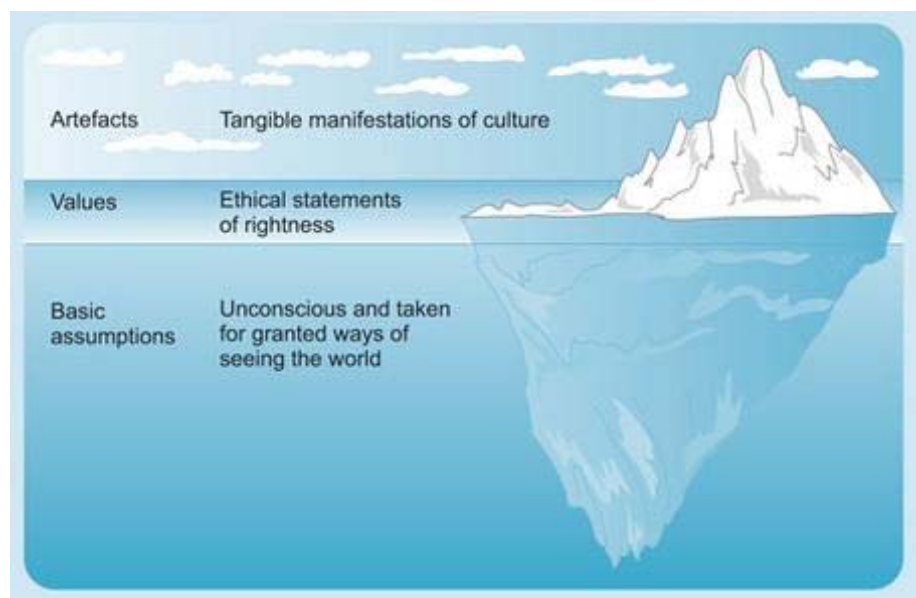
Figure 11. Schein's cultural iceberg model (1982), as illustrated by the Open University, Website of Mist of Management.

Artifacts are the top of the iceberg – visible and feelable components of the organizational culture. They are the elements of the environment that we can perceive – language, style, products, technology, manners, emotional displays, lists of values and so on. Among mentioned aspects, we also can name a corporate climate as a part of the "top" of the iceberg. Despite the fact that these elements are visible, they are very difficult to interpret; it is however becoming easier with time spent in the organization.

Beliefs and values contribute to the middle level of the model. They are written and applied values and core beliefs, which are used as a background of the organizational processes and operations. In addition, this level includes ideology, goals, aspirations and relationships. In some cases, values and beliefs might be quite abstract, so they can be contradictory for understanding and also some of them might be unexplained.

The bottom level of the model consists of basic assumptions, which are unconscious, taken-for-granted beliefs, affecting one's behavior. This level is not visible, and "hidden under the water" part of the iceberg model. The basic assumptions effect on us when we chose whether we pay attention or not, how we react, when we decide what aspects mean a lot in our working lives, what are less important. This level of the organizational culture provides the sense of identity. People are able to tell who they are and how to behave (E. Schein, 2016, 17-21).

3.3.1   Why does organizational culture matter? The Giftwork culture and Great Place to Work

The well-known saying says - "culture eats strategy for lunch", which can be translated as follows – it is does not matter how good your strategy is, the organizational culture will override it, - one would simply not be able to implement the strategy, if the culture is not "right". This approach is widely implemented by Great Place to Work - named companies. They see that the way the business as usual processes happen in the company will reflect the way organizational strategy is to be implemented. The approach, when company's leadership is handled through its culture is known as a cultural strategy. The cultural strategy perspective radically changes understanding about both leadership and strategy work.

With the cultural strategy, strategy work is taken for one-step further. Dialogue and communication are also the core of the best workplace culture. In addition, to managing a dialogue, the implementation of the strategy in the best workplaces helps to keep it close to culture. There is no room for conflict between the culture and the strategy.

As it is already stated above, the way things are used to do would be the way to implement a strategy as well. The seamless co-existence of organizational culture and strategy revolutionizes strategy work. (Rossi A., 2012, 38-45)

But what does it mean – the "sustainable" culture? It is very important to remember that the organizational culture will be reflected from within to outside the organization, all the way upon the customer, as a result the way, in which the employees treat their custom Culture Strategy 1 and Culture Strategy 2 describes "the right" culture as a "Giftwork" culture, which starts replacing the traditional culture. In Giftwork culture, interaction with customers and employees exceeds the usual expectations set for the situation. This happens because employees tend to reflect the attitude and the way they are treated at work on customers. People are treated individually. The interaction will remain a very positive feeling, with personal treatment, experience of something special. The main characteristic of this culture are - generous, unique, personal, and holistic. When can we talk about the Giftwork organizational culture? We can say that Giftwork culture lands when someone invests more than usual time, effort and energy, attention, and concerns more about other people. (Rossi A., 2012, 38-45)

Figure 12. Giftwork culture model. The website of Great Place to Work

As you can see from the figure above, the Giftwork culture model focuses on such elements as celebration, sharing, inspiring, speaking, listening, thanking, developing,

caring, hiring. These nine elements create the greatest impact on the leadership approach, which is a crucial moment, because, in fact, organizational culture is built up by leadership in practice. The Giftwork culture enables sharing and supporting the organizational values with all employees of the organization. How does this happen in the reality? It all starts from the leader who acts in a way the nine elements of the Giftwork culture are supported; acting this way the management supports the employees' own Giftwork behavior. As a result, the trust between the management and the employees is built and the Giftwork culture circle will continue, bringing new achievements to the working environment (Rossi, 2012, 38-45).

How to create a great workplace? M. Burchell and J. Robin in their book "The Great Workplace: How to Build It, How to Keep It, and Why It Matters" give a simple answer to that question – it is not what you do, it how you do it. (Burchell & Robin 2011, 9). Bringing trust and pride into people's work is what matters, and is a most important leaders' task. It definitely requires a shift from the traditional organizational culture and leadership approach. The relationships between employees and management, between employees and their jobs, and between each other become the most important asset in the organization. These three relationships, in fact, affect the most on people's behavior, commitment and loyalty to the organization. In order to create the Great Place to Work, the leader's main task will be to create the environment that supports these three relationships at work. In addition, by understanding the dimensions of the Great Place to Work this task is becoming more achievable.

The Great Place to Work Model is greatly utilized by those organizations that are participating in the Great Pace to Work competition. The figure 13 below describes the main dimensions of the Great Place to Work Model. There are three main pillars of the Great Place to Work – Trust, Pride and Camaraderie, where Trust consists of three important elements: credibility, respect and fairness. These dimensions are taken into account in the Great Place to Work survey.

Credibility – "I believe in my leaders"- pillar involves the relationship between the leader and the employees. It is the main and essential element of the trust in the relationships. Respect – "I am valued member of this organization"- element defines the

importance of the employee as an individual, not just a worker, which must be addressed by the leaders. Fairness – "Everyone plays by the same rules" principle promotes the equality and non-discrimination on the working place. Pride - "I contribute to something really meaningful" approach reflects the relationships between employees and their jobs. People feel that their work "is not just a job". Camaraderie – "the people here are great" element addresses the relationships between the employees. Coworkers are seen complete individuals, which contribute into one big team. (Burchell & Robin 2011, 27-182)

Figure 13. Great Place to Work Model. M. Burchell & J. Robin 2011, 4

We can also notice that the Giftwork culture and the Great Place to Work Model are somewhat overlapping and support each other – communication in its various forms, such as speaking, listening, sharing, caring, supporting, collaboration – open and accessible considered as a core value.

In building and supporting trust, pride and camaraderie leader's role is indisputable. The leader's role is to balance out different aspects of organizational life. It is crucial for leaders to understand that they cannot build the great place to work alone, without other people, therefore they should have very strong relationships with the employees

of the company. It is the balance between responsibility and humility they must maintain; despite the responsibility they carry, the strong belief that others have important roles as well should be reflected in their behavior.

They usually see the road to the organization's success through people, their health, wellbeing and relationships. Balancing patience and a passion becomes an important aspect. The great leader understands that it takes time to build the culture that supports the drive toward the company's success. Understanding the role of all employees also bring the understanding and implementing the balance between people and results. Knowing the importance of people on the road to success of the organization, however does not mean that the working place should only be nice, but also the results should be achieved (Burchell & Robin 2011, 205-210).

3.3.2 Organizational values in Great Workplaces

We can define the organizational values as "…the principles, the standards, the actions that people in organization are represent, which they consider inherently worthwhile and of upmost important"(Jaffe, Gerould, Tobe, 1993, 4). Values reflect the way how people treat each other and the customers, what is important in the company, how the organization conduct its business.

Values are the core element of companies' approach in achieving success. In addition, they play roles of the fundament of the organizational culture. Organizational values provide employees with the common sense of the direction where the organization is heading, as well as build the base for their everyday behavior.

Figure 14. Values impact on strategy and culture. Website of Value Coach Inc.

It is not a secret that shared values bring people together, especially if the organiza-
tional values support one's personal values. Moreover, linking the personal values
with organizational values is seemed to be the most effective way to drive the company
to the success (Jaffe, Gerould, Tobe, 1993, 13). Well-defined organizational values
become the base to the organizational strategy, whereas personal values shape the or-
ganizational culture.

That is the reason why the great workplaces put a great value to their organizational
vales. **They see that strong value-driven organizational culture is a key to success
of the organization. 97% of great workplaces declared that they value statements,
and that they consider their values in their everyday work. The rest 3% said that
they do not have a formally written organizational values, however they are still
stream their values through the organizational culture (Great Place to Work®
Institute UK, 2014).**

The Great Place to Work survey aims to collect data on the issues that are aligned with
organizational values through the Trust Index, which assesses the employees' opinions
on such ethical and behavioral matters, such as managerial honesty and ethics, fairness,
equality, keeping promises and so on. These are crucial elements in contributing to the
Trust Index of the company. Further you can find an example of these aspect in great
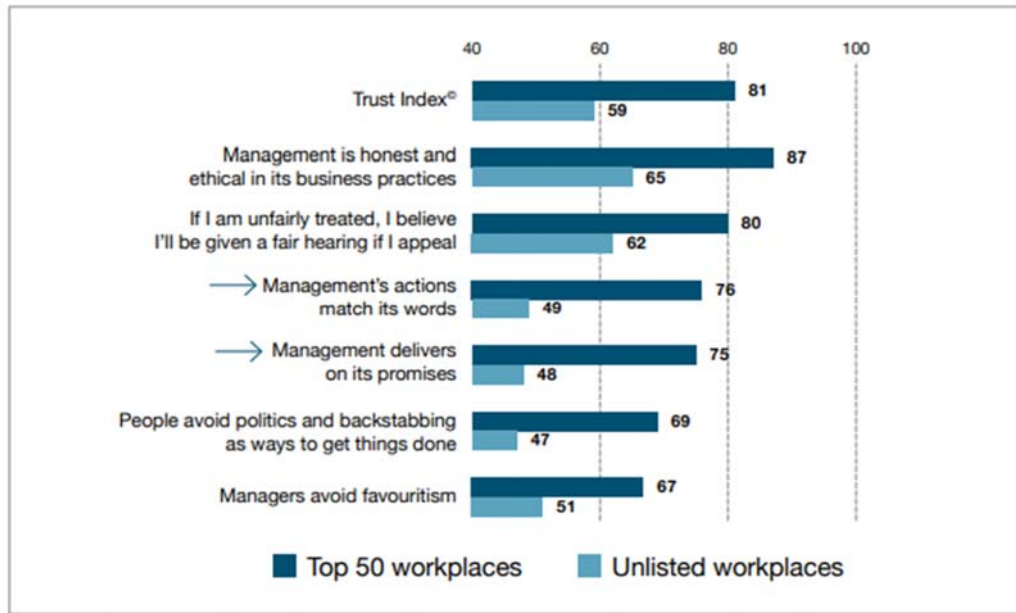workplaces in comparison to non-listed companies.

Figure 15, The comparison of Trust Index statements in non-listed and Great Place to Work – companies, UK, 2014, Organizational Values Whitepaper, Great Place to Work, 2014.

The survey reveals how big is the gap between value-connected statements in non-listed organizations and in great workplaces. The two items with the biggest difference are "Management's action match its words" and "Management delivers on its promises". These clearly shows that the values in the company are not just the words, but also supported by managerial behavior and actions. Only by implementing the promises management in the company can gain the trust of the employees.

3.4   Trust concept

The reference to the concept of trust can be seen as a red line in all times and different aspects of life – social, art, political, business, relationship etc. Democritus said "do not trust all men, but trust men of worth; the former course is silly, the latter a mark of prudence". Albert Einstein believed that "whoever is careless with the truth in small matters cannot be trusted with important matters", Scott Weiss, the American venture capitalist, once said – "trust leads to approachability and open communications".

As it was already mentioned before, the matter of trust in the organization is crucial, without trust within the organization, it is hardly possible to build trust with the customers. Being the basis of the company's success, building trust with the employees is essential, as it will lead to loyalty, credibility, lower turnover, positive climate and motivated personnel. Mary Shurtleff in her book Building Trust for Business Success states that with building trust in the organization, the commitment of the employees is increasing as well as flexibility and adaptation to change. There is a number of benefits, which the organization can gain with the high level of trust. The figure below illustrates how people who trust each other and the organization are more motivated and productive, their level of loyalty is increased and the customer service quality is very high. Thus, we can say that trustworthy organization can manage its business in much better manner (Shurtleff M., 1998, 9-18).
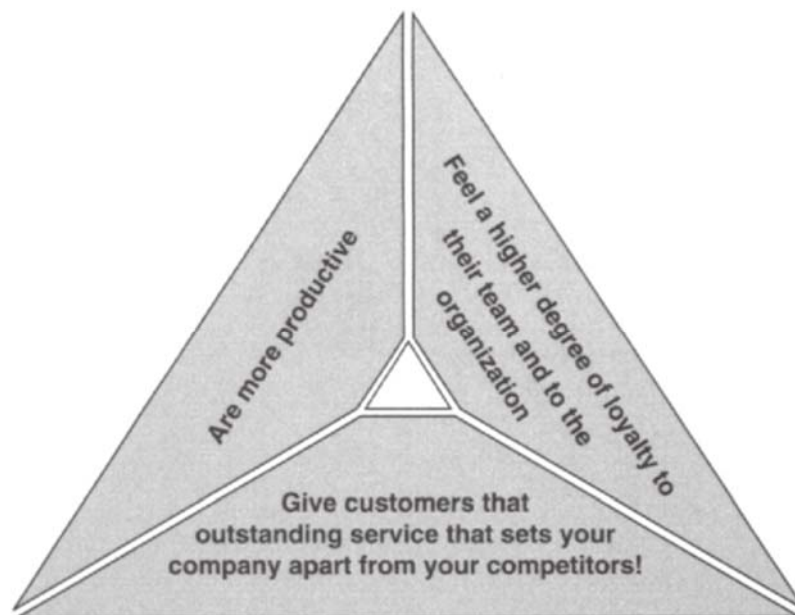
Figure 16. Benefits of trust in the organization (Shurtleff M., 1998, 10)

Pekka Himanen in his Innovation report "Suomalainen unelma", 2007, has discussed how trust affects creativity and innovation and at the end people dreams. The figure below describes how trust makes a foundation, or the basis, on which can enriching community and creativity can be built. Below the trust, there are only people fears, which can lead to despair, but when the trust is built, the person feels safety, recognition, belonging to the community, importance and pleasure. At the end of the day,

when the person is approaching its dream, it feels hope and energy to act (Himanen P., 2017 102-118)
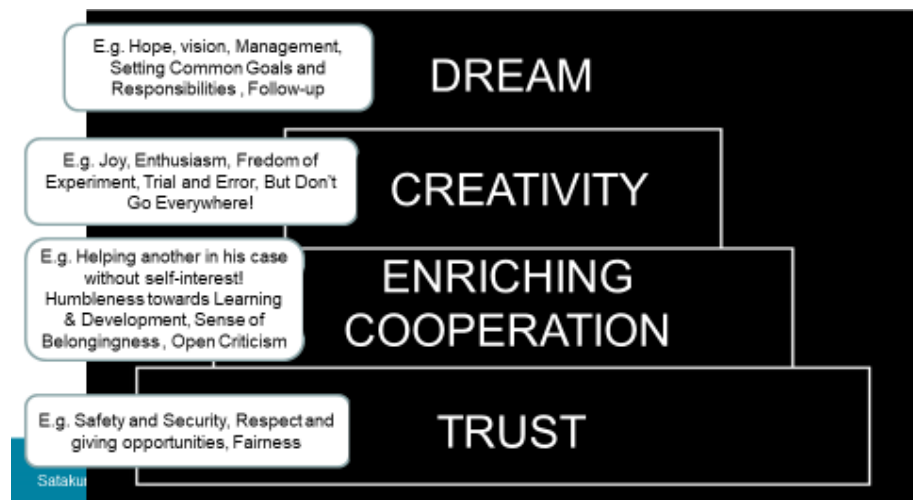
Figure 17. Culture of creativity, Himanen P., 2007, 108

Trust is closely connected to the communication. The level of trust in the organization is determined by an openness and transparency of communication and environment itself. Moreover, openness in the communication enables transparency in the processes. Trust occurs only in the organizations where information is shared and different views and dissimilarity are accepted. People should feel comfortable to share their ideas and innovate and never feel threatened. As you might see in the figure bellow the environment, supporting trust development should be open, transparent and diverse.

Figure 18. Trust. Website of Harold Jarche.

In order to support building of the trustful environment in the company the leader should act in certain way, in fact the leader should take the first step toward building the trust. The leader's role in this process would be significant, as he or she would need to encourage employees in risk taking. When people within the organization feel trusted and confident, and they are supported to take risk, they will contribute without wasting their energy to the unneeded hesitation and "covering their 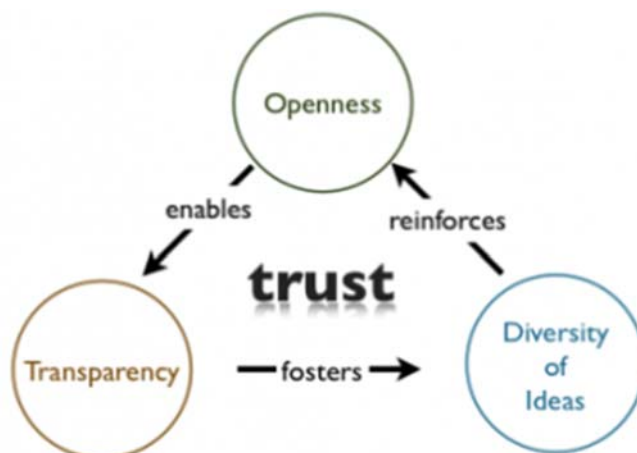assets" behavior. Why is it important to encourage employees to take the risk? The answer is quite simple, without taking risk; there is little space for innovation and creativity. In the atmosphere where employees are afraid and feel threatened, hardly any discovery happens, on the contrary the company will be drowning in the everyday, sometimes even unproductive routine.

The opposite side of a risk-taking process is a mistake. Mistakes are unavoidable in every aspect of organizational life. It is correct attitude, which turns them to learning opportunities. In the trust building process mistakes are seen as part of the learning curve and usually even welcomed. Moreover, in trustful atmosphere employees are not afraid to make mistakes, as long as they learn from them. There is no space for shaming.

Leader's role also implies employing the transparent business practices in the organization. Transparent decision-making process, participants, criteria, giving and receiving a constructive feedback are essential elements of culture of trust. Leaded should encourage people for participation in building trustworthy environment. The principles of fairness and equality are very important, as employees should feel that the procedures and rules apply in accordance with these principles.

Information sharing is an absolute condition for trust development. In the situation where the information is scarce and hidden people use to imagine their own versions of truth, which destroy trust in the organization. As one of the famous saying about trust says – trust is difficult to earn and easy to destroy, it is never given. In the organization where information is shared and given to the employees, they have more adequate possibility to make right decisions in their daily work. (Website of LeaderChat)

3.5 Management and leadership role

Management's and leadership's role in the organizational communication is significant, it covers such aspects of company processes as planning, administration, organizational and controlling functions as well as leading per se. In today's multicultural business environment manager should have an excellent communication skills in order to perform efficiently. In fact, leaders play a number of roles, while on duties, - mind-readers, analysts, motivators, controllers as so on, communication becomes crucial for them. As R. Bell and J. Martin stated in their book Managerial Communication effective communication "is imperative to achieving the mission of the company, and no manager can succeed in the classic management functions of planning, organizing, leading and controlling without it." (R. Bell & J. Martin, 2014, 5)

Management's role in the organizational is extensive also due to the fact that they communicate on every level of the company - top, middle, frontline, both internally and externally. According to the recent researches, oral communication contributes about 80% of the working time of the management. The following figure illustrates management communication by tier.
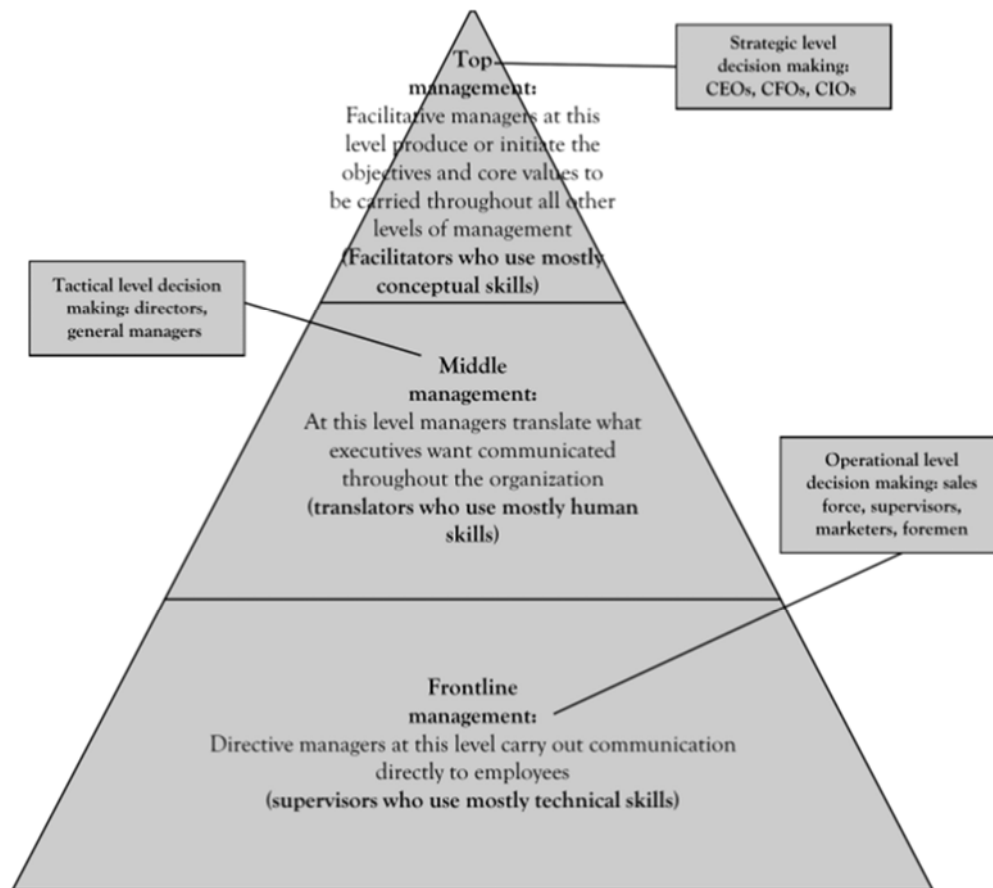
Figure 19. Managerial communication decision making by tier (R. Bell & J. Martin, 2014, 11).

The figure shows what kind of communication there is depending on the management level. Top management who is responsible for strategic level of decision making mostly initiate objectives and core values and communicate them to other managerial tiers. Middle management's responsibility is to translate the message from the top management throughout the organization. At this point it is very important that middle management are great communicators. Frontline managers' duty is to communicate the received message directly to subordinates.

Modern trends in the leadership theory tells that the role of the top management (CEO level) will continue to grow, its role in organizational communication is becoming even more important. Top management will be continuously considered as key drivers for the company and its success. It is also a trend and a challenge at the same time, that

the future leadership will be a leader" with face" – with more personal approach, instead of metrics, numbers and processes. The future type of leader communication is more about storytelling as well as" stronger orientation towards corporate citizenship, where the CEO is a first citizen"(Ansgar Zerfass at al, 2016, 48). This fact brings a lot of discussion alongside, as with the increasing role of the leader communication in the organization, it is acknowledged that the majority of the leaders do not have the necessary communication education and training.

3.5.1   Managerial communication and motivation

In order to study the impact of management's communication on the organization we need to study both management and communication theories, in this case they complement each other and give a better understanding of the topic. Managerial communication may be seen in broader spectrum than as a part of organizational communication. In addition, it overlaps with business communication and corporate communication. Business communication is seen as a communication in business context, where a profit is a main goal of the interaction, as well as oral and written skills that would stream the communication in achieving the goal. Corporate communication is focused on the creating of certain image of the organization towards the rest of the world. (R. Bell & J. Martin, 2014, 28). We should not forget about the levels of management communication, which were discussed earlier in the research.

In addition to mentioned multidimensional aspects of the managerial communication, I would like to bring another very important matter – motivation. Motivation has a number of different definitions, we can see it defined as forces within the individual, which affect its determination in acting in a certain way; at the same time motivation is a psychological process that helps in goal achieving. In organizational theory, it is seen as a willingness to "push" the efforts for achieving organizational targets. In every case, motivation is a very important component of the organizational behavior, motivation is never given, and it can grow, change or disappear. Undoubtedly, the managerial communication plays significant role in personnel motivation. (B. Hiriyappa, 2008).
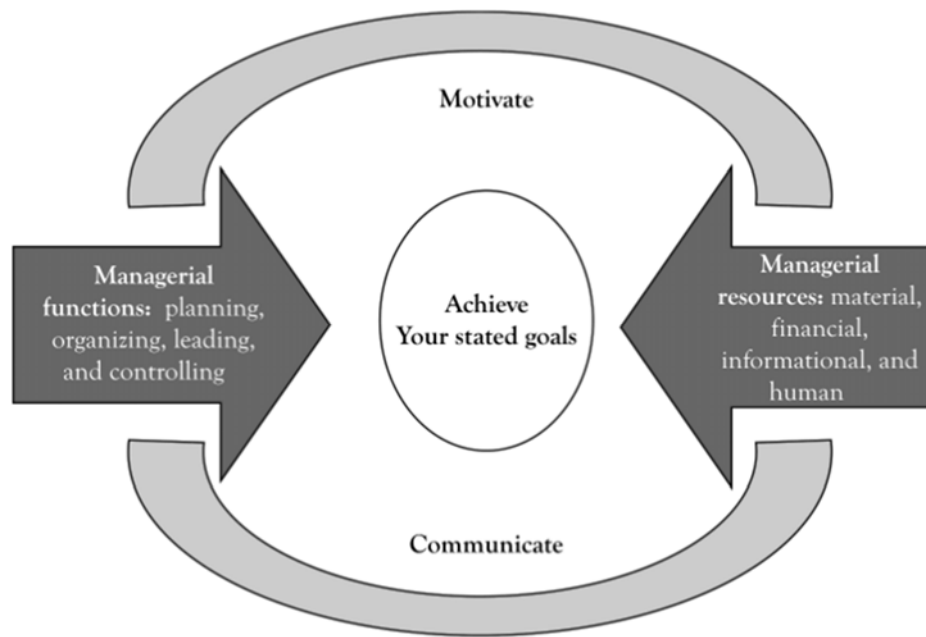
Figure 20. Communicate to motivate model. R. Bell & J. Martin, 2014, 7.

The figure 20 explains the management role in the goal-achieving situations. The main managerial functions, such as planning, organizing, leading and controlling together with the available resources: material, financial, informational and human directly contribute to the achieving of the organizational goal. Communication and motivation play the role of the main instrument for implementing functions and resources in the goal-oriented environment. In Communicate to motivate model, communication is used as a tool for increasing the motivation level of the employee.

3.5.2   Organizational communication best practices

In this chapter the main strategies of organizational communication that organizations can employ will be discussed. What should the company focus on while building the trustful environment and transparent communication with its employees?

One of the example of good strategies can be the "systems thinking", which is introduces as an example of the communication method in Great Workplaces. The approach of systems thinking concentrates on dynamic complexities and interdependencies on working place. The average working consists of a complex of different departments, technologies and people. The systems thinking method allows to see how the different

parts are functioning both alone and also together. The core of the systems thinking method relies not only on observation of the events and data but also on identifying the forces, which affect those events and data.

Best communication practices based on systems thinking are based on following principles:

- Thinking a "big picture" – always taking into account the bigger system, as any smaller issue is always linked to a bigger on.
- Balancing short-term and long-term perspectives – this will ensure the good foundation for thorough examination.
- Taking into account measurable and non-measurable factors – it is easy to neglect such intangible elements like morale, relationships, however taking them into account helps to gain better understanding of the wholeness complexity of the matter.
- Recognizing the dynamic, complex, and interdependent nature of systems – this principle helps to stream the understanding of the complexity, without unneeded oversimplification of systems. Each system by the nature is connected with other systems, and in order to make a correct decision the whole picture must be taken into account.

As a result, employing the systems thinking in the Great Workplaces the companies are able to use the holistic approach and get the better insights on the internal interdependencies at the same time. Moreover, this approach supports the inclusive approach in communication - "we" instead of "I". This method involves everybody into communication supporting the trust building through all levels of organization. (Website of Great Place to Work)

Achieving the best engagement of the employees is a key to successful communication. In order to achieve the best employee's engagement in the communication the organization should focus on following principles:

1) Integrating employee communication in all external communications. It is a big mistake to isolate the internal communication from the external communication. The importance of building trust by transparent internal communication build upon the external campaigns, which allows to involve and engage the employee is significant. Moreover, the employee communication should be at a core of the external communication. This will greatly support the employees' sense of involvement.

2) Considering culture is a crucial moment when building a successful communication. Taking into account the way meetings are held, how the relationships between the employees work and so on can help in building the communication model, which is strongly supported by the organizational culture.

3) Paying attention on managers. As it was already discussed before the manager's role in organizational communication is significant. Taking into account that the managers' role in communication is dual – not only receive the information but also to pass it forward, it is very important to build the communication around the manager community.

4) Designing internal communication around the employees, not the organization is one of the most common challenges that organizations may face. The communication by design should not only focus on what the leadership wants to communicate, but also should be based on employees' needs. At the end of the day the employees are more interested about their every-day issues.

5) Focus on authenticity. In order to be trustful the communication should be authentic. The leaders should be able to communicate in their own voice, even difficult topics, transparently and in truthful manner.

The internal communication tactics should involve a good strategy, allocation of resources and time. Thinking about systems on the background but focusing on face-to-face honest and transparent communication is essential. It is important to use a holistic approach – keeping in mind the big picture and not hoping that one fixed matter, e.g. good Intranet, can fix the organizational communication at its complexity. The strategy should involve a number of initiatives, which can be measured, or even changed along the way. The smart organization is always learning and adapting (Website of Result Map).

4 METHODOLOGY AND RESEARCH PROCESS

This research is a case study, which methodology includes such qualitative research methods as document analysis and interviews in form of semi-structured interviews. This research method combination serves the purpose of the study in the best way. Document analysis gives a deeper meaning of the assessed topic and interviews bring an employee's' point of view and the assessment about the organizational communication in the case company.

4.1 Research methods and data collection

As Robert E. Stake stated in his book The Art of Case Study Research "there is no particular moment when data gathering begins. It begins before there is commitment to do the study: backgrounding, acquaintance with other cases, first impressions. A considerable proportion of all data is impressionistic, picked up informally as the researcher first becomes acquainted with the case." (Stake, 1995, 49).

The data collection should support study's purpose and objectives. For the scope of this study, it was clear from the beginning of the research work that the primary data should be collected. The primary data is a data, which is collected for the first time by the researcher, thus it is original by the nature (Kohtari, 2004, 95).

Document analysis implies the systematic study of the available documentation – both printed and electronic material. The researcher is required to examine and interpret the documents in order to gain deeper understanding on the research topic. The document in this research method can be of different forms – agendas, memos, minutes of meetings, white papers and so on. Document analysis is often used as a supportive research methods and it is practically applicable in qualitative case studies. (Bowen, 2009, 27-28)

Interviews as a research method, involves other respondents to participate in the process of data collection, through face-to-face communication or via telephone. The process of interviews requires the researcher, as an interviewer, asking questions for data collection and the respondent answering them. Usually, the interview is structured or semi-structured, which gives greater flexibility to process.

With the help of semi-structured interviews, more in-depth data can be collected. By building and maintaining the trust during the process, the interviewer can overcome obstacles and resistance of the respondents, supporting open communication and as a result, the high quality data is collected. It becomes a very powerful tool in the research process. The language of interviews can be adopted for the process depending the on respondent's language level, which ensures that the parties in the interview understand each other correctly. The interview has a limitation in numbers of respondents, as interview is an expensive and time-consuming process (Kohtari, 2004, 99).

For this study, the researcher has conducted six interviews among the case company's personnel from different positions and hierarchical levels. Personnel from both Turku and Rauma offices were taken into sample group. The interviews took part during the autumn of 2018 and the beginning of year 2019.

The combination these research methods helped to gain needed reliable and up-to date data from different sources, which gave a thorough base for future analysis of the data.

4.2 Interview questions and data analysis

The conducted interviews were held in anonymous manner, ensuring the confidentiality and trust building atmosphere during the data collection process, therefore no respondents' names would be mentioned in the research. The respondents for the interviews were of different positions, including middle- and top-level management and team employees.

The first two interviews took place in case company's office in Turku on 15.10.2018 and involved two middle-level managers (referred as Manager 1 and Manager 2) from

different teams. The third interview with a team employee (referred as Employee 1) was held in case company's Rauma office on 14.11.2018, the forth interview with the member of executive management team (referred as a Director) took place in Rauma on 18.03.2019 and the last interview with team employee (referred as Employee 2) took place in Rauma on 19.03.2019. The separate interview with HR Director dedicated to company's culture was held via Skype for Business on 19.03.2019.

There were 28 questions in total, including sub questions in the interviews. The interview questions aimed to review the organizational communication phenomena at its complexity in the case company from different perspectives and positions. The main themes for the interviews questions were following:

– Existence of systematic communication plan and strategy
– Existing communication practices – reasons for communication, communication channels, opinions on different communication channels
– Existing communication's quality – sufficiency, timely, open, transparent, clear
– Different communication's directions and ideas for improvement
– Company's values and their connection to internal communication

The full list of interview question is available in Appendix 1.

The data after collection must be analyzed in accordance with the purpose and objectives of the study. The researcher has used the content analysis approach in order to assess and review the collected primary data. The content analysis is an approach of assessment the qualitative data by systematic sorting and comparing data in order to summarize it (Website of Inspector General).

Data analysis included the systematic comparison and evaluation of the primary data collected via the interviews and document analysis of case company's internal documentation, such as instructions and policies.

4.3   Validity and reliability

Validity and reliability of the study are very important when writing an academic research. Reliability of the study means that the results received from the research can be repeated and that the results shall be always the same. The results should not be influenced by the researcher's opinion. Neither there should be a situation where there is no or little connection between the data and the conclusions. Validity means that the findings match to what they were supposed to be. (Saunders, Lewis, Thornhill, 2003, 101-102).

Taking into account two major factors, which may affect the reliability of this thesis such as: 1) the period of time during which the research has been conducted, and 2) the rapid growth and internal development of the case company it is safe to say that the reliability of the research is on the high level on the particular time frame. However, there is a chance that the situation may change in the future due to above-mentioned factors.

The researcher's own perspective can potentially deduct the reliability of the research; however, the researcher can claim that she performed most objectively while making this report.

5 RESEARCH RESULTS AND ANALYSIS

5.1   Case company's values

The process of defying the company's identity has been accomplished with the participation of staff, which has had an opportunity to give an opinion on the matter via different channels such as Slack, post-it poster in every office of the company. There was an opportunity to address own opinion anonymously, which gave the great feeling of security and supported the communication.

oneprogman

created this channel on May 9th, 2017. This is the very beginning of the # oneprogman channel. Purpose: Channel is to discuss two questions:
#1 What kind of company we are?
#2 How we should behave here at Progman Group?
For anonymous posts, please type /anon :here <your feedback here>
Otherwise your post will be shown with your name in front. (edit)

Figure 21. #oneprogman Slack channel. Snapshot of MagiCAD Group's Slack #oneprogman channel.

The figure above shows the example of the initiated communication related to company's identity. There were at least two questions asked:

1) What kind of company we are?
2) How we should behave here at Progman Group?

There was a vivid discussion on the topic, where staff shared its ideas and thoughts. "Very positive with great people", "work should be fun", "flexible", "multicultural", "people are not used to share information", "possibility to personal growth" these are some ideas that people came out during the brainstorming process.

As a result of this cooperation the company's mission, vision and values has been created.

WE ARE THE WORLD LEADING BIM COMPANY IN MEP BY 2020

Stay curious

Grow together

Be ahead of the game

The Progman Way

Growth

Better customer & market understanding

We help create better buildings

Internationalisation

Satisfied and skilled employees

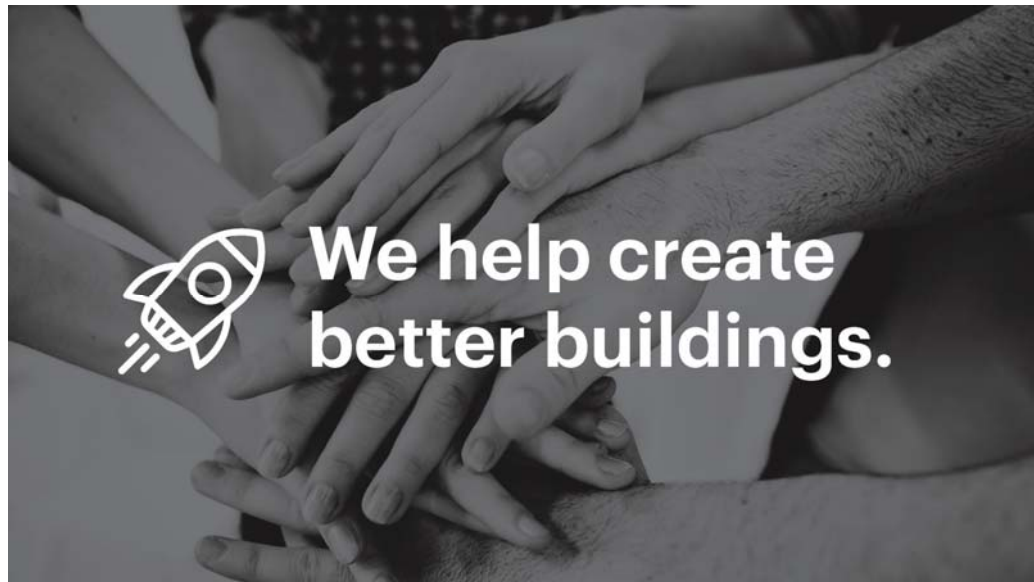Figure 22. MagiCAD Group's mission, vision and values. Company's Intranet.

Figure 23. MagiCAD Group's mission. Company's Intranet.

MagiCAD Group's sees its mission as "We help create better buildings". Where "better" may have different meanings - energy-effective, cost-effective, or resource-conscious. The mission is to be achieved through its software, cooperation with its customers – designers, contactors, engineers. Company's vision states: "We are the world's leading BIM Company in MEP by 2020". It is remarkable that the company uses "WE" to show the staff its importance and in order to build unity with the personnel.

MagiCAD Group's focus areas are:

- Growth
- Internalisation
- Better customer and market understanding
- Satisfied and skilled employees
- Progman way – the common name for the organizational values

MagiCAD Group's values are:

- Grow together – We work, play and win together with our workmates and customers. We are always present, respectful and proudly unique.

- Stay curious – We are open-minded enthusiasts and not afraid of making mistakes.
- Be ahead of the game – As professionals, we want to be the best we can. As a company we are innovators and ahead of the competition.
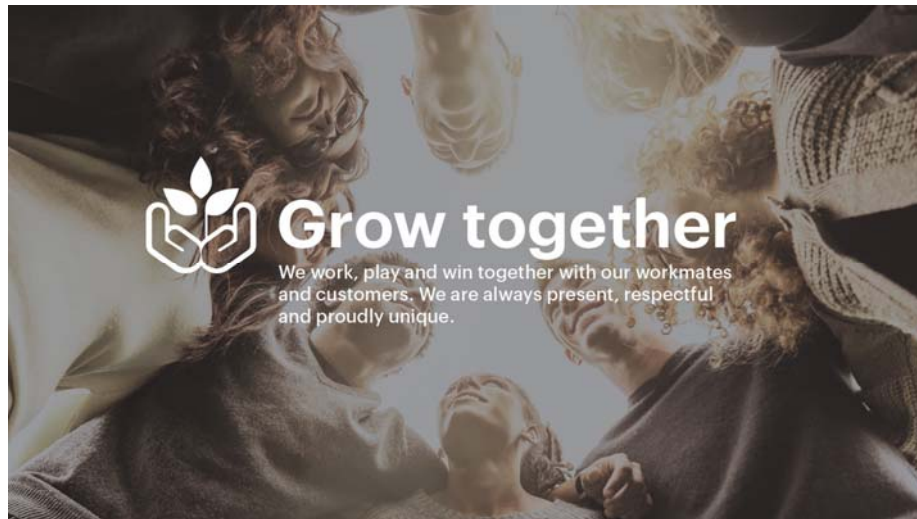

Figure 24. Company's values: Grow together. Company's Intranet

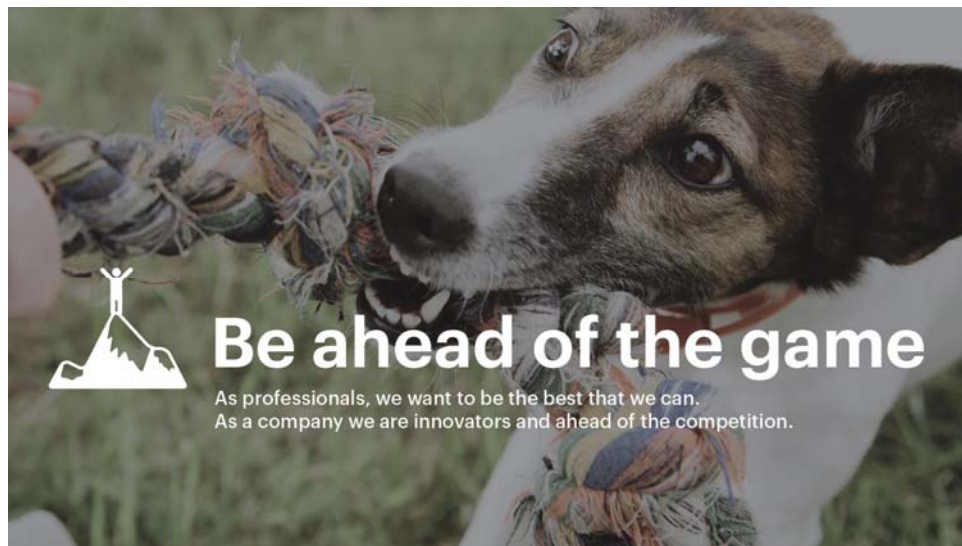Figure 25. Company's values: Stay curious. Company's Intranet

Figure 26. Company's values: Be ahead of the game. Company's Intranet

5.2   Case company's organizational culture

The case company's organization culture is clearly undergoing under transformation, better to say identification process. This process started approximately in 2016-2017, when the organizational and procedural changes in the company has been made. More-over, the extensive recruitment process and vast growth in a way pushed the necessity of organizational culture rethinking. It was clear in the beginning that the company has a lot of good own legacy experience, however, some of the practices were outdated and were not synchronized with the current situation, especially when the number of employees has grown from approximately 50 employees to 100+ employees. The sit-uation showed that the company and its employees are missing the common idea, leit-motif so to say. According to company's HR Director, the foundation of new organi-zation culture if the company started from the acknowledging this fact. That was where the company addressed employees seeking help and support in a process of finding the organizational identity. The fact that the company is divided between 4 offices in Fin-land and havig a number of different departments, which are not necessary connected with each other, has made the situation even more challenging (personal communica-tion on 19.03.2019).

As it was already mentioned before, the process of the organizational culture's transformation is ongoing with the first bricks put in to the foundation – defying organizational values. The organizational values, which were created with the help of the whole organization has become a fundament of future organizational culture reconstruction.

5.3 Organizational communication in the case company

Organizational communication is a core component of this study. It has been also one of the major development initiative in the case study recently. Regardless the active improvement process it is acknowledged that internal communication remains one of the major topic for further elaboration.

5.3.1 Teams and Groups

The organizational chart of the case company defines departments and teams for each specific function. The departments may consist of one or several teams. Each department and team is responsible for their internal decision making which is organized by the team or department lead. The organizational chart is available in Intranet for each and every employee of the MagiCAD Group. Departments may define a management team to support cross-team decision making.

Due to the fact that the department's division is based on its function, there is a situation that cross-department information exchange needs more support. Therefore, cross-department decision making is supported by groups that have representatives from each relevant department. Each group has a defined area of responsibility.

There are several types of the groups in the case company:
Strategy Groups focus on long term strategic goals and provide basis for tactical decision making and product steering for other groups. Strategy Groups are defined based on the customer sectors that the case company has.

Steering Groups' responsibility is targeted to a single product, project or process development scope. Steering group defines or makes decisions regarding the development roadmap and follows its execution.

Working Groups are collaborative cross-department groups focusing on a specific task or topic, making sure that all teams follow similar practices and are aware of common decisions around the focused task or topic.

All groups and management teams store their documents in a single document library in the company's Intranet. All documents define the originating group for each document in the document metadata.

GROUP STRUCTURE
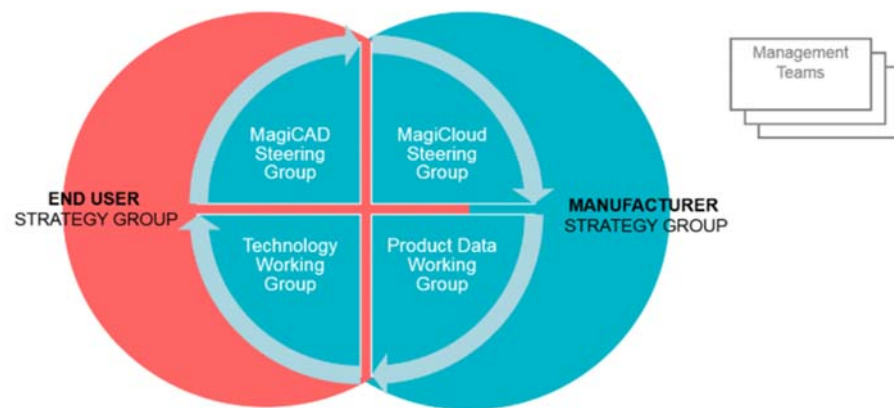
Figure 27. Group Structure. Company's Intranet.

Regardless the existing instructions about groups' working processes and documentation, the information about groups and documentation in Intranet is partly outdated, documentation is not saved. Some groups and teams do not exist anymore; their members are not aware of them. This clearly shows that there is a gap between what is presented in the Intranet and how these matters are executed in practice. Those groups that keep collaborative work and meet regularly keep their spaces well-updated by the groups' lead. This in practice means that the group practical functionality depends on the group lead and its personality. There is no centralized execution and follow up about the work in groups in the case company.

Usually there are no information sharing events after each meeting, meaning that the personnel, which is not involved in to the working groups process are not aware of the results of groups' meeting. The minutes of the meeting are available to everyone in the company, however there is rare or no announcement about them either.

Unlike the group work, work in teams does not have any regulated instructions for team meetings and communication practices in general. Each team follows own processes and arrange communication based on their needs. Some of teams arrange weekly, biweekly or daily check-points using various communication channels. This leads to the situation where the communication within the team mostly depends on the team lead's personality and its readiness to share information and communicate, or is defined by the nature of the work itself.

In addition to the discussed above teams and groups, there is an executive management team in the case company, which main role is to support the managing director in strategic planning and operational execution. Each member of the executive management team has decision-making authority in their respective departments and responsibility to develop the business in accordance with the set goals.

The responsibilities of the executive management team are:

Strategic Management
- Setting the annual strategic goals
- Setting the major initiatives for achieving the strategic goals

Operational Management
- Project portfolio management
- Monitoring the results of strategic initiatives and approved projects
- Monitoring the agreed operational performance (KPIs, achievements, next actions & risks)

Financial Management

- Monitoring the financial state
- Preparing budgets
- Planning investments

Regular meetings are held monthly and minutes of meetings are always kept, they are not available for the personnel though. A monthly summary of current topics is made available for everyone to see in a monthly newsletter published at the company's intranet. Additional meetings are held when necessary. The executive management team consists of six members, including the managing director to whom the other members report.

The legal board of the company holds its meeting regularly, there is no information sharing event afterwards. Minutes of meeting are not available.

The company organizes team days, where team members can communicate more with each other. Sometimes the team days is organized in the collaboration with another team from the company, which gives an opportunity for the staff to meet each other and get acquainted with others' work.

5.3.2   Other communication channels

The main communication channels in the case company are**: email, Skype for business, Cisco, Zoom, Slack, status info, newsletter, Intranet – executed via Share-Point, webinars, meetings, phone.**

Emails are considered as one of the main communication channel in the company. There are no, however, common practices on how they should be used, therefore staff uses them at its own discretion. Some of the respondents consider emails as important but not very fast media of communication.

Skype for business is used both for calls and instant messaging, some respondents use it quite often due to speed of reserving the response. Most of the distant meeting happen via Skype. In addition to that Skype can be used for the searching the correct person by name.

Cisco and **Zoom** are usually used for video conferences. One of each Finnish office's meeting room is equipped with needed facilities.

Slack is a team collaboration tool and used quite heavily in the company. All respondents named Slack as their favorite channel for internal communication. It was said that Slack was easy to use, fast, informative and retained the history of messages, which was very important. There are number of open channels in the Slack, available for everyone, who wants to join it, and number of closed team spaces, where teams communicates on work matters. Many company's internal announcement are published via Slack.

Status info is a one-hour long information sharing session held by the managing director of the company. The status info sessions usually take place on monthly basis, where managing director visits Espoo's, Turku's and Rauma's offices and, in addition to this, holds a webinar session of the status info, which is recorded and further available for everyone in the company. Usual topics of the status info are recap of mission, vision and values, top news of the company, financial and sales data as well as main focus themes follow up. Keeping in mind that the company is rapidly growing and changing one-hour session per month is not quite enough to cover all big news in the company, which in practice means that there is a selection process for the delivered information. Some of the respondents named status info session monotonous and repetitive due to the fact the first part of the delivered material is always the same – recap of company's mission, vision and values.

Newsletter is a combined summary of important news, event, product launches, and other achievements from different departments delivered monthly via email. It includes financial information, summary from previous meeting of executive management team, HR news, and news from different departments. In accordance with the

information, received from the respondents, newsletter is seen as a great insight information and brings teams closer to each other. Also it brings topics for further discussions within the team.

Intranet, which is implemented in the case company via SharePoint platform (document management and storage system) has become one of the most controversial communication channel in the company. All important information, including policies, instructions, guidelines and other documents, which we can call official company's documentation, are published in the Intranet. It also has a news dashboard with the main news in the company.

Regardless the fact that it remains under constant development, staff finds it the least useful and favorite. Apparently, the lack of guidance and clear purpose of the Intranet affects the fact that personnel are not keen on using it. It is blamed "not working" and not comfortable to work with. Many comments refer to "it is quite impossible to find the needed information there". The situation, however, depends on the topic. Some of the departments keep their spaces and related documentation well updated, whereas other do not do that. One of the reasons behind this can be that there is no content management involved in the Intranet development, the responsibility for managing the content is scattered between the teams. In addition to that, there is no clear guidance to teams about the responsibility of content management.

Webinars have recently become more popular. Internal trainings, information sharing sessions, status info sessions, and some third party's are more often held via webinars. This is a great platform for the company, which employees are situated in different locations and time zones to receive needed information.

Face to face **meetings** are held regularly. They might be regular systematic meeting, like team or project meetings or randomly organized meetings when needed. Minutes of meetings are usually kept during regular planned meetings, and rarely during random meetings.

Phone is usually used, when other channels are not available.

Meetings practices are somewhat regulated, not officially though. Usually time booking and agenda are made in advance. However, the follow up component might be

5.4 Analysis of interviews

All respondents acknowledge the importance of clear, open and transparent organizational communication, however they have also addressed the fact that most of the time they are overloaded with their primary tasks (especially team employees and their direct managers), therefore there is not much space for communication in general. In fact, the information sharing practices directly connected to the personality of the employee and its workload. For example, Manager 1 sees the information sharing as a key priority for successful teamwork, thus he will prioritize it in the work and leadership style. However, others who do not consider the communication as a main driver will sacrifice it while performing their work as usual. Manager 2 has mentioned that each team has own practices and habits, which they continue to implement, as there are no other guidelines about these topics.

All of the respondents agree that there is no clear and systematic communicational plan, principles or strategy, which in practice means that the communication behavior depends on the person and its own understanding of the organizational communication. The Director, however, pointed out that some actions towards improvement took place already.

Regardless the position, the interviewees find that he communication in the company is mostly open and it is comfortable to communicate with team peers, colleagues and direct supervisors, which builds a good background for the further development. There are some thoughts, expressed by the Director, about the openness of communication in situations when the delivered message requires some additional information, which is not possible to deliver – should the incomplete information be delivered, or would it mislead.

It was interesting to see that the reasons for the most of communication were purely work related. However, this depends on the personality too, as has been noted by the Director. Some of people more eager to discuss private lives, some keep these topics private.

Respondents acknowledge that personnel do not have many possibilities to communicate on different topics, everyone is very busy and does not want to take focus from their work. Therefore, Manager 1, Manager 2, Employee 1 and Employee 2 agreed that there are no many other than work topics for communication. They also agree that they do receive enough project related information. General topics like company's events, HR offerings, feedback are more challenging topics, and usually missing from the communication. Manager 1 added that company's vast growth affected communication a lot, as there was no time for chatting, or other natural form of communication between the personnel.

In connection with directions of communication respondents do not have a common opinion. Manager 1 stated that he received enough of communication from the top management as his direct supervisor was a member of the executive team. Also Employee 1 was satisfied with the level of communication he received. All other respondents agreed that there was not enough communication from the top management. The communication was fragmentary, and not complete. This fact is seemed to be very crucial as this direction clearly causes some future challenges.

Vertical communication with the direct manager, both downward and upward are on satisfactory level. However, there are some gaps in communication still. For example, Manager 2 acknowledged that its own job description was not hundred per cent clear for him after certain changes in the position. In addition, the information sharing role is not self-evident for the people on managerial positions. This leads to the situation when the information comes downward to the managers and stuck there without further sharing in some cases depending on the personality of the manager. Employee 2 suggested as one of his improvement ideas an info sharing momentum, focused purely on information sharing, with no other topics being discussed, might help. The other improvement idea from the Director was to train and further encourage the middle

management in information sharing practices. Manager 1 has an opinion that clear instructions about communication channels are much needed.

Diagonal and horizontal communication also showed some challenges. In cases where there are some common operation or processes in place, the communication is somewhat sufficient, as was stated by all respondents. On the other hand, if there is no common work involved, the communication between departments does not exist either. It is very common situation, that personnel sitting in the same office does not have any understanding of what other departments' colleagues are doing. More insight information therefore will be welcomed in general, as has been stated by Manager 1, Manager 2, Employee 1 and Employee 2. The Director has a little bit better situation, as being on this position he is involved in most of initiatives in the company. In addition, the Director pointed out that his personality traits support information exchange.

It was a common opinion that needed information one must actively search for, sometimes it is quite difficult especially when the person does not know what exactly it supposes to search for. As a result, respondents do not have enough of information on time on their hands. The situation is better within the team, and getting worse when going outside the team and own department. All respondents agreed that this particular situation was one of the most important area for improvement.

All respondents agree that conflict situations are communicated very well in the company. The changes (position change, process, operation, new products etc), on the contrary are not so good communicated, often there is no enough communication about the changes and it is very shallow and too straightforward without reasoning.

Interviewees find that the mission, vision and values are communicated too much in the company on a high level, without going deeper for actual implementation. This segment clearly is in need for improvement.

Most of respondent feel that the communication in the company is transparent, only Manager 2 feels that the information is somewhat filtered when delivered from the top management. Trust is recognized as an essential part of the organizational communication by all respondents.

All respondents agree that there is a space for the improvement of the communication process. However, they understand that this is quite challenging due to the current workload. Also the actual ideas for improvement were quite difficult to find, all 5 respondents acknowledged.

All of the participants confirm that communication is very important for their performance and personally for them, regardless of their positions and tasks. All five respondents have an opinion that here are no regulated guidelines about the usage of the communication channels in the company. Neither appointed purpose for each channel. All of the interview respondents appointed this as one of the main reasons for confusion while choosing the communication channel for sharing or finding the information. It was common opinion that needed information is difficult to find and one should really search for it and sometimes to be proactive in order to get the needed data.

The usage of one or another channel is mainly matter of personal preferences with the slight adjustment based on the type of the communication media.

Intranet was named as the least favorite channel by all interview participants. Reasons for that was – too slow, difficult to find information. Slack was named as the most favorite by Manager 1, Manager 2, Employee 2. The combination of Slack and emails was the preferable channel combination of Employee 1 and the Director. These channels considered to be fast and convenient to use. Employee 1 also added that he likes personal contacts as well. Common opinion was that there were too many communication channels, which create confusion.

6 CONCLUSIONS AND RECOMMENDATIONS

This research's purpose has been performing the evaluation of the organizational communication development in the case company. The organizational communication has become one of the focus areas for the company recently and some of the development

process has been employed. The aim of this study is to support this development process by giving a thorough evaluation of the current situation. The research shows that the organizational culture, leadership and trust play a great role in supporting communication process development. These topics are very important and it is crucial that the case company keeps them in focus.

Though the overall situation with the internal communication is undergoing continuous development there are clearly some gaps in practical executing. The company has a great success in creating the guidelines for employees, however I see a challenge on the implementation side, as it is very important not only to have them, but also adapt them for the every-day work. It seems that some of the important items such as company's values, mission and vision remain at high level without actual deeper acknowledgement. I will recommend the company to focus more on the implementation of already existing initiatives rather than inventing new ones.

It became clear that many communication related processes are not defined and left for the own interpretation, which in practice become a great weakness of the whole process, as it make it dependent on the personality types. One of the example is middle management position, which is one of the main link in the organizational communication, and actually acknowledged as such in the case company. However, it is not made clear for the people on these positions, that communication and information sharing is one of their major tasks. Therefore, if the person does not consider transparency as a main key to successful communication, the information sharing process is affected by this fact. My second recommendation to the case company will be to communicate this to the middle management in way they adopt information sharing as a key factor. This action point may need a training and continuous follow up.

As it was proved during this study that the transparency an essential part of the building trust process. The situation with the transparency in the case company is on a quite good level, however there is room for improvement. Though it is a challenging change it needs to be accomplished in order to win even greater personnel trust.

There are some other challenges in the communication improvement process such as horizontal communication and communication channels. There is no much of horizontal communication in the case company if there is no existing cooperation between the departments, as the main reasons for communication are work and current project related. I see this as one of the biggest areas for further development in the case company. I recommend to study this issue much closer and focus the effort on improving this dimension of communication in the case company. Also communication channels require more clarity in their purpose and usage practicalities; lack of content management brings additional challenges.

The case company has already made a great effort in communication process development by acknowledging its insufficiency and putting its attention and resources to the improvement. Remaining in focus and brining the execution on the next level of awareness will definitely support the development process.

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APPENDIX 1

Interview questions

1. Is there a systematic communicational plan, strategy and principles (how open, how fast etc.) in the company?

2. Do you feel the communication is sufficient? What are your suggestions for improvement, if not?

3. What are the usual reasons for communication?

4. Do you feel that, you receive enough of communication from top management (downward communication)?

5. Do you feel that, you receive enough of communication from other departments (diagonal communication)?

6. Do you feel that, you receive enough of communication from you subordinates (if any) (upward communication).

7. Is there space for improvement in communication process?

8. Do you feel that your subordinates are satisfied with the level of communication at the company (transparency, channels, reasons) (for managers)

9. Do you feel that it is comfortable to communicate in the company with:

    1. your colleagues on different level
    2. your manager
    3. top management
    4. your subordinates

10. Do you feel that the communication is transparent?

11. Can you say that the communication is timely and you always have the updated information at your hands?

12. How are conflicts and disagreements are communicated in the company?

13. Do you feel safe to bring unwanted topics?

14. Do your subordinates (if any) feel safe to bring these kind of issues to you or others?

15. Do you know where to find answers about company's mission, vision, values, instructions, policies and so on?

16. Do you think these topics are communicated well in the company?

17. Do you feel that company's internal communication supports and is supported by company's mission, vision, values?

18. Do you usually communicate "other than work issues" at working place?

19. Do people eager to share their personal life details?

20. Do people usually feel that the trust is an integral part of their working life?

21. Is communication important for your performance?

22. Is communication important for you personally?

23. Is communication Important for organisation?

24. What about the channels of communication?

25. Are current channels functional?

26. What would you prefer? And Why?

27. Is the nature of communication:

      1. Open?

      2. Honest?

      3. Clear?

      4. Fast?

      5. Personal?

      6. Two- way (both ways) functional?

      7. Frequent enough?

APPENDIX 2

Interview with HR Director:

Themes for the semi-structured interview:

- Overview of organizational culture in the case company
- Actions' chronological order
- Outcomes