ARE YOU USING ANY OTHER IN-PERSON COMMUNICATION STRATEGIES IN YOUR ORGANIZATION? IF SO, BRIEFLY DESCRIBE THE PRACTICE BELOW.

No: 49 responses

Meetings: 37 responses (Meetings with staff, team, management and/or CEO, focus groups)

(3) One-on-one meetings.

(1) All-employee “boot camps” where executive management relays upcoming initiatives, how we’re doing, corporate goals and objectives. Employee committees and councils give updates on their projects and initiatives. Includes mingle time and lots of fun.

(1) Annual (relaxation) reward trip for “star” salespeople accompanied by at least three partners. Annual companywide off-site meeting to update, train, communicate and bond.

(1) Annual companywide meeting. All associates (and a guest, if they wish) are flown to a nice location (i.e., Orlando, Florida; The Bahamas; or Cancun, Mexico) for three days of meetings, networking, social events, team building events and free time.

(1) Annual employee retreat, quarterly business planning meetings, annual employee evaluations.

(1) Annual strategy meeting for senior executives.

(1) CEO, president and two VPs meet quarterly in officer meetings. President and two VPs provide direct input for online CEO newsletter. Meet as account teams and monthly department meetings.

(1) Conferences for communicators, car show events.

(1) Daily shift start meetings with management and employees.

(1) Daily staff meetings in each office, linked to other offices by phone.

(1) Employee meetings to roll out new policies and/or benefit plans.
(1) Encouragement, focus groups.

(1) Face-to-face staff meetings.

(1) Having sit-down meetings one-on-one, making goals and benchmarks clear at that time.

(1) Human resources does an active follow-up of new hires at intervals. We have informal celebrations of awards, goals, achievements and community contributions. Employee information meetings. Survey to improve methods and types of communication. Newsletters.

(1) Internal events, communication meets by senior management, birthday celebrations, internal recognition meetings, etc.

(1) Monthly board meeting in an open forum with senior management and external members.

(1) No, seeing that we are a relatively small company there has been no need to formalize the employee communication. There are no secrets about that. The management certainly has meetings among themselves concerning the strategies the company will adopt in the future. We are still growing so the main concern is how to find competent staff.

(1) One-on-one meetings between supervisor and employee.

(1) Pre-shift meetings.

(1) Monthly Q&A with the owners.

(1) Quarterly employee meetings to discuss the business.

(1) Random in-depth meetings with employee, name picked at random and asked if he or she has input.

(1) Roundtable discussions with members of the senior team and randomly selected people from throughout the organization.

(1) Small group meetings with six to eight employees, president/CEO, HR director (and another manager where appropriate).

(1) Town hall sessions where management reports on quarterly results/events, and staff has the opportunity to ask questions.

(1) Town halls monthly, strategy road show presentation annually.

(1) Town halls, CEO roundtables, skip level meetings.

(1) We also do an off-site meeting twice a year.

(1) We have staff meetings every day; the owner of the company comes once a day, and we can talk to him freely.
(1) We place a great deal of emphasis on involving employees in strategy formulation and business planning. Therefore, we have a quarterly all-company meeting where we do fun exercises that solicit opinions and input from employees. This plays an important role in helping to make the link between someone’s day-to-day role and the direction of the business.

(1) We set up lunches for new employees that are hosted by our top executives. We also facilitate brown bag lunches that are focused on sharing knowledge between departments and/or between management and staff.

(1) Weekly staff meetings.

(1) Weekly team meetings with managers and staff.

(1) WIP—weekly work-in-progress meeting.

**Other: 25 responses** (Road Shows, Retreats, Incentives, Other)

(1) Three people communicate with each aspect of the company production/packing/shipping/selling office.

(1) All-employee “boot camps” where executive management relays upcoming initiatives, how we’re doing, corporate goals and objectives. Employee committees and councils give updates on their projects and initiatives. Includes mingle time and lots of fun.

(1) Annual (relaxation) reward trip for “star” salespeople accompanied by at least three partners. Annual companywide off-site meeting to update, train, communicate and bond.

(1) Annual employee retreat, quarterly business planning meetings, annual employee evaluations.

(1) Any member of the staff can make an appointment to meet with the owner to voice a grievance of a delicate nature or that requires top management discussion.

(1) Conferences for communicators, car show events.

(1) Different committees and quarterly training sessions.

(1) Employees are free to talk to management at any time.

(1) Encouragement, focus groups.

(1) Face-to-face conversations.

(1) I use them all on a daily basis, talking with the people who work under me.

(1) If we have any issue, we are encouraged to talk to our manager to get things fixed.
(1) Literally, we don’t have doors within the office.

(1) Make it a practice to always have open and in-person communication.

(1) My door is always open to all who work for me.

(1) Once a year “kickoff” where management communicates strategy to employees, usually in January.

(1) Road shows: a brief session (usually one hour) on an upcoming project or initiative with employee impacts, usually delivered by a senior leader, with opportunities for dialogue between employees. The “show” travels to all teams in the organization prior to formal training. There are substantial employee learning opportunities.

(1) Supervisor visitation of off-site employees. Paychecks are delivered to employees face-to-face.

(1) The face-to-face communication framework I work within uses a combination of these tactics and others to solicit employee input and facilitate two-way communication.

(1) The owner and GM both will go around to various people and ask how they’re doing, if they need anything, etc.

(1) This is a business that goes off-site. We try to be available when out of the office.

(1) Monthly town halls, strategy road show presentation annually.

(1) We also use cross-functional teams for various corporate or change initiatives.

(1) We are a small company. There is a lot of in-person communication on an informal basis.

(1) We have face-to-face conversations.

**Personal/Social: 21 responses** (Informal/Social gatherings)

(1) Annual companywide meeting. All associates (and a guest, if they wish) are flown to a nice location (i.e., Orlando, Florida; The Bahamas; or Cancun, Mexico) for three days of meetings, networking, social events, team building events and free time.

(1) Annual staff appreciation event where performance awards and attendance awards are presented, along with a speech from the CEO outlining our successes over the past year and our goals for the upcoming year.

(1) Monthly breakfast with the CEO.

(1) Frequent one-on-one casual discussions, such as taking an employee to lunch. As a small company, we have the ability to air concerns on a personal basis.
Appendix B: Open-Ended Survey Responses

(1) Happy hours at the local bar and VFW.

(1) Holiday parties; CEO travels to development offices to boost morale.

(1) Human resources does an active follow-up of new hires at intervals. We have informal celebrations of awards, goals, achievements and community contributions. Employee information meetings. Survey to improve methods and types of communication. Newsletters.

(1) Informal and formal gatherings to celebrate associates’ birthdays, anniversaries and other significant events.

(1) Informal gatherings, get-togethers, having non-work-related activities together.

(1) Internal events, communication meets by senior management, birthday celebrations, internal recognition meets, etc.

(1) Management is encouraged to spend time regularly with individual employees over coffee or lunch to find out how things are working for them and to hear their ideas on what could be improved.

(1) One-on-one luncheons to review performance and set goals.

(1) One-on-one staff lunches (informal); office social events (with and without spouses and significant others).

(1) Personal lunch meetings.

(1) Staff e-mails, lunch room, employee lounge, off- and on-site celebrations of success.

(1) Supervisor visitation of off-site employees. Paychecks are delivered to employees face-to-face.

(1) Team buildings for a weekend.

(1) Team building sessions in which praise is openly given. Group training sessions or workshops. We also have “lunch ’n learn” in which trainers present a topic in a workshop setting. Face-to-face communication ensues.

(1) We have a cheesecake contest, charity golf tournament, pizza and beer lunches, martini lounges, a chili cook-off for charity, summer BBQ and two holiday parties (one for kids, one more formal for adults).

(1) We set up lunches for new employees that are hosted by our top executives. We also facilitate brown bag lunches that are focused on sharing knowledge between departments and/or between management and staff.

(1) Yes, we have yearly lunches with our boss, when the boss takes an employee out to lunch to discuss their job and anything else they want to talk about.
Training/Reviews: 14 responses (Training, coaching, evaluations)

(1) Annual employee retreat, quarterly business planning meetings, annual employee evaluations.

(1) Coaching sessions to take the place of annual performance reviews.

(1) Communication training.

(1) Computer training, administrative procedures.

(1) Different committees and quarterly training sessions.

(1) Human resources does an active follow-up of new hires at intervals. We have informal celebrations of awards, goals, achievements and community contributions. Employee information meetings. Survey to improve methods and types of communication. Newsletters.

(1) Mentoring program for junior staff to get support from experienced team members. It’s called the “Jelly Buddy” program, and each month it involves Jelly Buddies presenting their personal achievements to the rest of the company.

(1) Mentoring/coaching/shadowing.

(1) Monthly employee evaluations. This lets them know and understand the standards, tells them their strengths, and encourages help to address any weaknesses.

(1) Face-to-face performance evaluations.

(1) Performance reviews, one-on-one reviews.

(1) Performance reviews. Personal coaching and support.

(1) Quarterly individual company and individual performance feedback sessions where employees can raise issues or areas of concern relating to productivity and profitability.

(1) We are a two-person shop with a handful of outside suppliers and collaborators. It’s pretty informal. I do a lot of coaching, which is pretty well covered by face-to-face conversations, though it is a conversation about goals and development, not necessarily day-to-day business.

Are you using any other print communication strategies in your organization? If so, briefly describe the practice below.

No/Nonprint: 58 responses (No, not applicable, use nonprint strategies)

Other: 27 responses (Benefits information, reports)

(1) 360 feedback.
Appendix B: Open-Ended Survey Responses

(1) Annual report.

(1) Background check authorization, NDA, CSOW, SOW, miscellaneous HR information and paperwork generated from outsourced HR firm.

(1) Clearly written goals help keep employees on task.

(1) Contracts and role descriptions. Performance reviews. Marketing campaigns (internalization).

(1) Cost savings forms—turn in and you receive a percentage of what you save the company.

(1) Employees can nominate other employees for going beyond the call of duty. They get a printed certificate of appreciation and are entered into a monthly drawing for movie passes.

(1) Financial reports and status only given to senior management. These are overviews. Managers for a particular area are given more in-depth reports for their area of responsibility.

(1) Form we would fill out.

(1) Have distributed a midyear report to employees, which was a scaled-down version of our annual report to shareholders.

(1) Health care and prescription drug information.

(1) Health publications.

(1) Mouse pads and other collateral to reinforce communications, such as posters, flyers, etc.

(1) Placing notices in on-site employee mailboxes.

(1) Printed brochure outlining corporate vision, corporate “placemats” that communicate annual objectives and measurements.

(1) Process maps.

(1) Rebate and incentive information is organized into a booklet by a clerical staff member for use, and updated as needed.

(1) Sales tools for product launches.

(1) Special Filofax pages are printed for each team member. These are company-specific and are often personalized to each individual. They include key contacts, company structure, business plan summary for 2006, training program, 360 feedback data, monthly financial results, photo pages of team events and parties, IT guidelines, and much more.

(1) Tailgate training.

(1) Templates.
Appendix B: Open-Ended Survey Responses

(1) Thank-you notes for excellent work, birthday, anniversary; bulletin board with client forum for excellent satisfaction; employee of the quarter; schedules.

(1) Handwritten thank-you notes for excellent work.

(1) Too small to worry about this much. However, we do receive a yearly comp statement listing pay, benefits and fringe.

(1) We have educational tools such as a manipulative cube and a desktop display that celebrates the winning of an award from “Companies that Care” and includes the reasons why we won the award. We also give each new associate a framed copy of our mission, vision and core values.

(1) We use our own printing.

(1) Work-in-progress flow charts.

Bulletin Board: 21 responses (Bulletin Board)

(2) Bulletin boards.

(1) Brochures, memos, circulars and information boards.

(1) Bulletin board notices/postings.

(1) Bulletin board and e-mail postings of various company information.

(1) Bulletin board postings, e-mail.

(1) Bulletin board postings, inserts with paychecks, interoffice mail.

(1) Bulletin board, payroll stuffers.

(1) Bulletin boards—examples of good work, professional development articles, etc., are posted for all to see and read; distributed articles—we route professional development articles to those who may be interested.

(1) Bulletin boards to post our electronic newsletters and customer feedback.

(1) Communication boards.

(1) E-mail and bulletin boards.

(1) Information posted on common wall. Notes on paychecks.

(1) Mass e-mail communications, postings on employee bulletin boards.

(1) Meeting notices posted in employee lunch areas and sign-up sheets for meetings.
Appendix B: Open-Ended Survey Responses

(1) Payroll stuffers, bulletin board postings.

(1) Poster board.

(1) Press releases, analyst reports and news coverage are often printed out and posted for employees to read. The lunchroom bulletin board is used to post information that anyone wants to share (business and beyond).

(1) Thank-you notes for excellent work, birthday, anniversary; bulletin board with client forum for excellent satisfaction; employee of the quarter; schedules.

(1) We have a community bulletin board in our kitchen area where we can post all kinds of stuff, like a list of holidays for the year, volunteer committee updates, menus for local restaurants and a help line phone number to report any kind of concerns about employees or the company.

(1) Weekly e-bulletin e-mailed to employees, hard copy posted for remote sites/sites with employees with no e-mail access to pin to bulletin boards.

**Newsletter: 13 responses** (Newsletter)

(2) Company newsletter.

(2) Monthly employee newsletter.


(1) Internal communication newsletters, greeting cards, etc.

(1) Memos faxed to stores. Monthly newsletter to all employees.

(1) Monthly employee newsletter.

(1) Monthly updates.

(1) Newsletter.

(1) No employees; print advertising in group newsletters is used to reach potential clients where applicable.

(1) Periodical newsletters.

(1) Weekly news updates—daily e-mails if necessary.
Appendix B: Open-Ended Survey Responses

Memos/Brochures: 8 responses (Memos, brochures, pamphlets)

(1) Briefing documents for managers relating to HR initiatives.
(1) Brochures, memos, circulars and information boards.
(1) Memo.
(1) Memos faxed to stores. Monthly newsletter to all employees.
(1) Mouse pads and other collateral to reinforce communications, such as posters, flyers, etc.
(1) Pamphlets of issues such as EEO issues. Bonus programs.
(1) Printed brochure outlining corporate vision, corporate “placemats” that communicate annual objectives and measurements.
(1) Project plan that is shared with the team on a weekly basis.

Pay inserts: 6 responses (Inserts/stuffers with paycheck)

(1) Bulletin board postings, inserts with paychecks, interoffice mail.
(1) Bulletin board, payroll stuffers.
(1) Information posted on common wall. Notes on paychecks.
(1) Letter to all staff of current happenings in monthly paycheck.
(1) Paycheck stuffers (a method of communicating with employees when their paycheck stubs are issued).
(1) Payroll stuffers, bulletin board postings.

ARE YOU USING ANY OTHER ELECTRONIC COMMUNICATION STRATEGIES IN YOUR ORGANIZATION? IF SO, BRIEFLY DESCRIBE THE PRACTICE BELOW.

(1) CEO blog, streaming video.
(1) Collaborative unified communication applications.
(1) Communication stations in factory locations.
(1) Computer software programs designed for law firms.
(1) Digital camera, scanner. Sometimes it’s easier to take a snapshot of something and send it as a jpg or PDF than to describe it in an e-mail.
(1) Electronic support help desk.
(1) Electronic surveys.
(1) Films and video recordings of events shared with employees.
(1) FTP sites.
(1) Kiosk in common area.
(1) Once every four months, the employees are given an employee satisfaction survey. They call an 800 number, do not give their names, and answer about 25 questions. The questions address different issues the employee may be facing, and the employee then has the opportunity to address his or her concern, with no fear of reprisal.
(1) Online meeting system (VIA3) used to hold senior management meetings, employee forums.
(1) Podcasting.
(1) QuickTime movies, internal home web site, internal calendars, FTP site, client sites on company web site.
(1) SDF.
(1) Skype.
(1) Skype (VOIP) when one is traveling outside North America. Toll-free telephone line in North America. Mobile calls to each other are free when we’re within Canada. Various collaborative project management tools from www.37seconds.com (Backpack, Campfire, etc.), Outlook meeting scheduler.
(1) Webcasting, surveying.

ARE YOU USING ANY OTHER COMMUNICATION RESEARCH STRATEGIES IN YOUR ORGANIZATION? IF SO, BRIEFLY DESCRIBE THE PRACTICE BELOW.
(3) Focus groups.
(2) Web site tracking.
(1) Business relationships, constant communication.
(1) Customer focus groups.
(1) Customer service hotline records.
(1) Direct calling to customer.
Appendix B: Open-Ended Survey Responses

(1) Discussion with colleagues. Searching the Internet.
(1) Feedback is required.
(1) Focus group meetings.
(1) Focus groups. Formal consumer research.
(1) Informal follow-up with clients.
(1) Informal research—conversations at the water cooler.
(1) Informal telephone contacts.
(1) Just verbal communication.
(1) Mainly informal and anecdotal, but we have used employee advisory teams in the past.
(1) Ongoing contacts with clients and asking for satisfaction levels, case studies and referrals at the end of projects.
(1) Referrals.
(1) Regular survey and customer visits.
(1) Roundtable discussions with employees and clients on industry topics.
(1) Talk with my employees and customers.
(1) We follow our internal surveys with feedback groups to address major issues.
(1) We have a customer suggestion in place (where our larger customers can ask us to look into obtaining given products that are not currently listed on our catalogs).
(1) We keep logs of all communications between employees through e-mail.
(1) We monitor our external web site usage and trends and also have an online customer community where we exchange info with our customers. For external perspective, we also monitor public discussion about our product.
(1) We talk to each other every day.
(1) We use meetings to determine employee needs and concerns.
(1) Web forums and opinion surveys.
(1) Working with communication/workflow consultants to increase productivity.
OVERALL, WHAT EMPLOYEE COMMUNICATION STRATEGY HAS REALLY MADE A DIFFERENCE IN YOUR FIRM? PLEASE DESCRIBE THIS STRATEGY AND THE IMPACT IT HAS HAD ON YOUR BUSINESS.

Open Communication: 103 responses (Open communication, open door policy)

(3) Open door policy.

(2) Open door.

(1) All-hands communication meetings with open Q&A sessions.

(1) An open communication strategy with the right mix of print, electronic and personal communications and internal events, all measured for effectiveness. Communication has actually helped the organization to face change head-on and make a smooth transition from being an old traditional organization to a vibrant and active organization.

(1) At one time, everyone had a closed-off space. When we moved into a larger office, we went with a more open floor plan. People didn’t like it at first but productivity went way up.

(1) Business-as-usual culture of openness, honesty and freedom of expression.

(1) By sharing company strategy and directional information on a regular basis, employees can align their own behaviors toward the goal.

(1) Celebrating every win, recognizing contributions of staff and open communication with all staff on nearly everything.

(1) CEO has open door policy and regular monthly all-staff meetings. His passion for the business is felt by all.

(1) Communication between management and staff.

(1) Communication. Talking when needed and solving problems, accepting suggestions, etc.

(1) Complete accessibility; no question is a dumb question; completely free and open communication.

(1) Constant communication with employees helps sales.

(1) Direct speaking from employee to manager. You get their full opinions, whereas surveys just touch on the main issue.

(1) E-mail, staff meetings, informal gatherings and an open door policy have been key to communication.

(1) Employee suggestions for improvement plus recognition of coworkers for going “above and beyond.” It was getting mundane until we had a near disastrous fire. It became evident that the “line staff” knew what the deal was, and their input has since been sought in a more serious manner.
(1) Encouraging employees to share their ideas with management has made them feel more useful, and since they have input to help the company grow, this is a great tool for management.

(1) Encouraging employees to come forward to management with any problems they are experiencing has been the most effective.

(1) Everyone working together as a team and openness. If there is a problem, I want to know, and we'll work it out together. I'm not one to get upset easily. I'd rather teach the young employees it's better to talk when a problem arises and that it is possible to work it out together.

(1) Focused, deliberate internal communications to all staff, pertaining to all aspects of our business. The more they know, the better they function.

(1) Giving each employee the opportunity to speak to the administration about any problems they may have.

(1) Having a very clear vision of what we are trying to achieve and the role we each play. This is discussed daily, and each of us is responsible for ensuring the success of the others—no secrets, no egos and no hidden agendas are the strategy.

(1) Having an honest, open culture. Very flat organizational structure. Open books, research and results-oriented.

(1) I would say it's mostly verbal communications among employees—open approach system in which anybody can approach anybody any time with concerns, questions, suggestions, etc.

(1) Increasing information sharing about the company's objectives and how we are achieving them, as well as the work of other departments.

(1) Informal meetings and open policy to discuss every concern of employees because they feel free to express every issue that can add value to their work.

(1) Involvement and open book management: This makes people feel that they have a stake in the outcome and builds ownership. Aligning communication around team bonuses and rewards, together with plenty of public recognition for individual achievements.

(1) Keeping employee communications open has had a huge positive effect on our business in that we are able to embrace any issues at any time.

(1) Keeping employees informed on the direction and progress of the company. Listening to ideas, concerns, etc., of employees.

(1) Management accessibility to the staff. In a high turnover industry like ours, extra attention to the staff is critical.
Manager-employee communications.

Monthly meetings and an open door policy.

Networking, surveys and open two-way communication.

An open door policy allows employees to voice their opinions and doesn’t make them feel uneasy.

Open and clear communication; alignment.

Open and honest communication when a new policy is being implemented or any concerns we have about productivity.

An open and honest communication environment, keeping employees in the loop to avoid surprises. Timely feedback; using electronic, paper-based and in-person avenues to communicate with employees.

Open book and open door policy that the owner embraces. Employees are aware of the challenges and successes of the business. They participate in the strategies and implementation of plans and programs.

Open book management. We are an employee-owned company with a fairly flat management structure (not very many layers of management bureaucracy). We share business goals, financial information and strategy with all employees, encourage them to ask questions so that they understand the business, and have them design personal development plans that line up their daily tasks and goals with the overall business goals for the year.

Open communication about company successes, obstacles and plans for the future.

Open communication and utilization of the chain of command to solve problems and disseminate information.

Open communication between management and employees.

Open communication with the ability to discuss issues, concerns and new ideas in person or electronically.

Open communication. Plenty of one-on-one, combined with group staff meetings and e-mail communication.

Open communication: open door, open book, open access.

Open communication across the organization, vertical and horizontal. New ideas surface and are rapidly reviewed, and those that survive are implemented.

Open communication: sharing of the firm’s results and plans on a monthly basis at an all-associate staff meeting.
(1) Open conversations and regular meetings/discussions on certain projects and issues—the employees are better informed, feel important and are more responsible.

(1) Open discussion of internal and client issues in a team environment. Impact: makes everyone feel they are “in this together.” Everyone takes ownership and understands the challenges of a small consulting organization.

(1) Open door and open discussions have worked great, but there are only two of us in the company.

(1) Open door policies upheld by all in management.

(1) Open door policy and face-to-face communication that enable brainstorming and troubleshooting. It creates a good company culture around the office.

(1) Open door policy—everyone has a say and is listened to.

(1) Open door policy with CEO and senior managers.

(1) Open door policy has worked well for us.

(1) Open door policy. Employees are free to voice opinions at any time. Doing this makes for happy employees, and they stay longer. This will cost far less than constantly having to hire and train.

(1) Open door policy. It keeps all avenues open and allows people to speak up.

(1) Open door policy. The employees seem to feel more a part of the company. It also allows us to show each individual how important they are to the company as a whole.

(1) Open door policy and routine social meetings.

(1) Open door works best.

(1) Open floor communication—the salespeople can interact easily with the customers and management in an open environment that creates a safe and comfortable experience for the customer.

(1) Open forum in which employees regularly meet with the CEO for open discussion. Improved employees’ perceptions of the stability of the business, removing the stress of job security and allowing them to focus on productivity.

(1) Open line of communication between staff and management.

(1) Open line of communication with all employees. Anyone is free to visit with the boss about any subject. Nobody has gone postal in 25 years.

(1) Open management. Financial and management decisions are made with all employees knowing what is going on, and they are able to provide input anytime.
(1) Open office—it allows us to share information and ideas—both easily and accessibly.

(1) Open walls/office configuration.

(1) Open, frequent, interpersonal communication afforded by size.

(1) Open, honest communication regarding business results and competitive conditions.

(1) Open, honest relationships.

(1) Openness is the best vehicle and is visible in much of our communication plan. Physically, we have low “walls” and no actual walls around personal work spaces. The environment is very open, which really fosters a positive feeling. Approachable management and employees who feel empowered that what they do on a daily basis really matters to the company.

(1) Openness. Sharing information freely and honestly. An example is our One Company—One Voice meetings, which are all-company meetings that openly share the strategic issues facing our companies, concluding with an open forum where people ask questions regarding our company’s strategies, future and key issues.

(1) Opportunities for staff to interact with management and share ideas. Informal setting of an event (breakfast with president, all-employee events, etc).

(1) Our open door policy has had the biggest impact for us. We encourage its use, and our employees are very responsive. Productivity and morale are high.

(1) Our philosophy is one of transparent communication. Our senior team is strong in providing clear and consistent messaging to our employees. We use all-staff e-mails to communicate important messages, and those are followed up with brown bag events or smaller breakout sessions, if necessary, where employees can ask questions. This approach works very well for our company at its headquarters location. Our challenge now is how we take that messaging to our global offices and still be consistent.

(1) Policy of open, honest and multidirectional communication has promoted a working climate of confidence, responsibility, teamwork and productivity.

(1) Several. First, sharing of financial status with management. Second, management by walking around. Third, staff meetings.

(1) Simply being open and proactive. Why make it complicated?

(1) Strategy: fostering open communication; tactic: publication of firm newsletter, written by and for employees; impact: Both morale and the number of employees participating in the writing of the newsletter have increased.
(1) Surveys and open communication. Data gathering is important.

(1) Taking care of my employees, listening to their concerns and treating them like people. It has increased my sales by 30 percent over the years.

(1) Tell it like it is at all times. Never hide the truth.

(1) The ability to reach upper management by just knocking on their door.

(1) The belief that employees at all levels need to be informed about the business to perform their jobs well.

(1) The best is complete communication between employees and management. This allows changes to be made if necessary for a smoother working environment.

(1) The employees feel like they are part of the firm and can provide input and be heard.

(1) The open and honest flow of information—financial, policies, etc.—throughout the company, led by the chairman.

(1) The open door policy where employees can make suggestions to improve other areas of work development. It allows everyone to work as a team and not have so much hostility in the workplace.

(1) The open door policy; any employee can feel free to come to my office and speak to me about anything (suggestions, complaints, etc.).

(1) The open environment where people are encouraged to be candid/real and speak the truth about “reality.” Leaders demonstrate by example.

(1) The two communication strategies that have the most impact for employees are the open door policy and the employee communication forum.

(1) There is no formal communication strategy. However, I have never worked for a company that communicates internally as well as this one. Management is open, inclusive, sociable and accessible—it’s like joining a family.

(1) To just communicate with each other better. Say what has to be said.

(1) To let employees know that you are always there to listen and willing to make changes if you can. If they trust you, then they will talk to you.

(1) Total connectivity for all key players.

(1) Training, open communication with employees and clients.

(1) We encourage employee input concerning management practices.
(1) We have an open door policy, a flat organization structure and a culture of deep respect. Employees have no hesitation talking to management and sharing their ideas.

(1) We have an open door policy. Our employees are encouraged to voice their opinions.

(1) The president/CEO sits down once a year with every employee to talk about various issues and the direction they see the firm growing.

**Personal Communication: 71 responses** (Personal and face-to-face communication)

(9) Face-to-face communications.

(2) One-on-one.

(1) An honest relationship on a more personal level.

(1) As a small company, most communication is face-to-face, especially small meetings. The intranet could be more helpful if it were more closely linked to the business mission and business-critical information that is communicated face-to-face. This area has not been assigned to my department.

(1) As a sole proprietor, one-on-one communication has been best in talking with clients.

(1) As we are a very small firm, the best communication strategy is regular team building and face-to-face communication with colleagues and management.

(1) At least daily “check-ins” with each employee.

(1) Combination of a lot of face-to-face communication with e-mail.

(1) Constant informal verbal communication; we often have to change plans rapidly in response to client requests and the environment. There is no time for formal communication. This works best during our busy “action” season.

(1) Daily face-to-face communication. Knowing your employees as more than a badge or an extension of their equipment. Thanking your employees for a job well done.

(1) Direct communication up, down and sideways in the organization.

(1) Direct face-to-face communication has a great impact since the company is so small.

(1) E-mail, staff meetings, informal gatherings and an open door policy have been key to communication.

(1) Enhancing personal trust.

(1) Face-to-face communication builds trust, which enables positive change to occur.
(1) Face-to-face communication; with only two staff members (who are also husband and wife), this is really the best strategy.

(1) Face-to-face conversation. Listening as well as talking.

(1) Face-to-face meetings.

(1) Face-to-face or voice-to-voice at the very minimum. Everyone on the team knows what everyone else is doing and contributes ideas to the team’s success on a regular basis.

(1) Face-to-face. Being a company of two, that is the main way we communicate everything.

(1) Face-to-face, immediate communication; get verbal and nonverbal feedback; can clarify and get “commitment.”

(1) Face-to-face communication framework that facilitates two-way communication, employee input and the rollout of initiatives, etc.

(1) Face-to-face or forum sessions. The information and knowledge are directly linked to productivity.

(1) Face-to-face time with employees. It is time-consuming and slows production at the moment, but employees hear the same message instead of someone else’s interpretation of the message. We are in the process of implementing processed-based leadership, which includes many of these questions about communication.

(1) Face-to-face with examples.

(1) Face-to-face and walking around.

(1) Formal and informal meetings, face-to-face meetings, focus groups.

(1) Happy people, happy customers. Monthly catered luncheon meetings that assure people and let them voice their concerns. Recognizing anniversaries and achievements. Updates about projects. People feel like progress is being made and are encouraged to go out and keep it up.

(1) Highly respectful, personal, one-on-one communication with staff. Listening to staff concerns and making process changes in response to valid concerns. Holding staff meetings to discuss new policies and procedures and to answer staff questions.

(1) I have a small business, and everybody talks to everybody all the time. If we consider this as part of a communication strategy, the impact of this kind of culture is powerful!

(1) I work with associates and subcontractors, not employees, but the three most important communication strategies, in order, have been: 1. e-mail, 2. phone and 3. face-to-face.

(1) Improved face-to-face communication between supervisors and their employees.
(1) In-person management communicating employee news face-to-face, backed by marketing materials that support it.

(1) In-person brainstorming.

(1) Informal communication. Sitting, chatting, listening, then acting on input from employees.

(1) Informal gatherings amongst employees. It tends to surface issues, leads to discussion of potential solutions to issues, allows for an exchange of ideas and just boosts morale. There is no formal strategy for implementing gatherings—employees seek out the opportunities themselves.

(1) Not only is our company small, but we're quite young in our business cycle. We have few formal employee communication methods, yet we should because we have employees scattered across four states. We frequently use conference calls for small groups with a specific task. For nearly anything else, it's one-on-one phone calls or in-person meetings if the participants are in the same location.

(1) One-on-one contact with each individual employee on a daily basis and good working communication with one another.

(1) One-on-one and face-to-face conversation. Keep employees informed of what is going on in the company. This will increase productivity and employee satisfaction.

(1) Open door policy and face-to-face communication that enables brainstorming and troubleshooting. It creates a good company culture around the office.

(1) Periodic, candid face-to-face interaction and recognition. Employees feel they are being empowered with ownership of the work they are doing and are inspired to do more.

(1) Person-to-person.

(1) Person-to-person talk.

(1) Personal communication—one-on-one allows employees to freely share ideas and concerns, and eliminates problems before they become major.

(1) Personal contact.

(1) Personal interaction with employees and customers. Making everything personal creates a positive environment for everyone involved.

(1) Plain, open, face-to-face communication between owners and staff. Easy to do with a tiny organization.

(1) Simple, direct, brief conversations are most effective. We are a small business of two people and are both busy, so we get to the point.
(1) Talking to employees has had a great positive impact because I hear what they are thinking, and we can share ideas.

(1) Teamwork and face-to-face communication have made a difference in our firm since we are just a few people. We are consultants, so the more we share the work we are doing, the better service we provide to our clients.

(1) The most effective has been face-to-face meetings with staff. They have produced the best results and made us all more in line and in focus with our business goals.

(1) The willingness of senior management to spend time on one-on-one communication. It’s rare that a company’s management will see the value of this and not try to replace it with something they see as more effective at reaching the masses.

(1) This company is owned and staffed by immigrant Chinese. Employee communications tend to be less strategic than cultural—informal, colloquial, verbal.

(1) Treating each employee with the highest respect possible. They were hired to be an asset to us, and we respect that. We feel it’s that important.

(1) Treating others as I would want to be treated.

(1) Verbal and written strategies have been equally effective. Face-to-face contact with our employees and a firm policy of discipline/acknowledgement have increased our productivity and client/employee satisfaction.

(1) Walking through the office and the plant, and talking to employees.

(1) We are a recycling facility for latex paint and occupy a small space with very few employees who rely mostly on face-to-face communication with the operations manager. I am the only person doing all administration/sales/marketing/etc.

(1) We do a lot of face-to-face communication and try to make all associates feel included and important to the business. It is a family-owned operation, and the atmosphere is very informal and inclusive.

(1) We’re a very small firm, so the majority of our communication is face-to-face; however, with a specialization in commercial real estate, our employees are often out of the office conducting tours and attending meetings. We use e-mail and electronic messaging to convey information in a timely and convenient fashion. As the director of research and communication, I have broadened the range of information that is delivered to the brokers, enabling them to stay more informed about what we’re doing internally, as well as what is happening in the industry as a whole. I send bimonthly newsletters reviewing the real estate activity in the market, as well as e-mail links to pertinent stories that spark conversation about improvements in our workplace or productivity.
Appendix B: Open-Ended Survey Responses

(1) We’re still small enough to talk to each other. We relate well, and we’re open and honest about where things are.

(1) With a small firm, we don’t have a lot of internal communication mediums available. Of course, you can talk face-to-face with your boss in a small company, but more important is having someone who listens to what you say and acts upon your suggestions for success.

Meetings: 68 responses (Meetings with staff, team, managers, company, and/or CEO; focus groups)

(2) Meetings.

(1) All corporate employees go through a communication seminar that has three sessions. It teaches us how to communicate effectively to our external customers as well as our internal coworkers. In addition, we have monthly meetings to go over the company as a whole—everything from finances to “what’s new.” At the end, the CEO and management answer any questions (they can either be submitted anonymously or not, or people can raise their hands and ask at the forum).

(1) All-employee meetings on an annual basis have had the most impact. At these meetings, financials for the previous year are discussed, and management discusses goals for the coming year.

(1) All-hands meetings held each quarter followed by lunch keep employees up-to-date, allow for questions, usually acknowledge contribution of star employees, and get everyone together.

(1) As we are a very small firm, the best communication strategy is regular team building and face-to-face communication with colleagues and management.

(1) Because of our size, the implementation of weekly staff and management meetings is invaluable in order to keep everyone on the same page and to keep morale high.

(1) Bimonthly staff meetings keep everyone informed of what’s happening with the business. This allows everyone to serve the customers better.

(1) The CEO has an open door policy and regular monthly all-staff meetings. His passion for the business is felt by all.

(1) Creating employee forums that include roundtable discussions with employees every month and quarterly all-employee meetings to discuss the business and financial results.

(1) E-mail, staff meetings, informal gatherings and an open door policy have been key to communication.

(1) Each week, all 16 of our employees crowd around the conference table and discuss, client-for-client, each project that’s in the works. It keeps everyone up-to-speed and gives us a chance to socialize.

(1) Employee meetings on a regular basis and managers communicating more often with the owner.
Employee meetings and informational e-mails. The strategy is to involve employees in the company and to make them feel like a part of the business. This has improved morale. Constant communication also helps morale.

Face-to-face and regular work-in-progress meetings.

Face-to-face employee meetings. We have shift meetings with members of management or benefit providers, which give employees insight into what the company’s goals/future/prospects are and what we are trying to accomplish.

Face-to-face meetings.

Face-to-face shift meetings providing financial status and the outlook for our plant and the company as a whole. The meetings have a strong impact on a plant status; they have less impact when they concern company status.

Face-to-face, well-designed and orchestrated meetings.

Focus group meetings aimed strictly at improving workplace safety.

Formal and informal meetings, face-to-face meetings, focus groups.

Getting together as a team and talking face-to-face.

Having a weekly team meeting with all staff and agents that is informative and motivating keeps people focused and working together.

Highly respectful, personal, one-on-one communication with staff. Listening to staff concerns and making process changes in response to valid concerns. Holding staff meetings to discuss new policies and procedures and to answer staff questions.

Impromptu team meetings to share the latest information.

Informal company meetings every Friday morning.

Informal gatherings. They foster good relationships between employer and employees and amongst colleagues. The team sees each other as more than just colleagues. They see each other as people and get to understand each other’s strengths and weaknesses better. As an employer, I understand what motivates and drives them. These insights enable me to get the team together and channel their capabilities into the right areas.

Informal meetings and open policy to discuss every concern of employees because they feel free to express every issue that can add value to their work.

Informal, out-of-office planning and work sessions. They have injected new life into an old and solid company.
(1) Live and in-person meetings.

(1) Management meetings: weekly meetings of team managers to discuss issues, exchange ideas for the company, etc. Top-down and bottom-up communication allows decisions to be made faster and collectively. Positive impact on managers’ motivation.

(1) Manager meetings once a month. There is a companywide meeting once or twice a year—personal contact goes a long way!

(1) Meetings with the CEO.

(1) Meetings: Management meetings have been very instrumental to good organizational strategies and implementation. Management and staff meetings have also been very productive in the execution of the organizational strategies and tactics. Moreover, the meetings bring the interpersonal interactions, cordiality and the human touch necessary in communication.

(1) Monthly full-staff pizza luncheons with company news and information. Keeps everyone on the same general page; employees feel like they have a good sense of where the company is going and what is going on.

(1) Monthly meetings and an open door policy.

(1) Monthly meetings where employees can voice their concerns and comments. It has had such a positive impact on business. The employees are the front line, and they know where to make changes for the better.

(1) Monthly meetings with all members present. We go over the suggestion box, ask them how they think we can better our service and try out some of their ideas. This makes them feel their opinions are valued, and that we are working together as one team.

(1) Monthly staff meeting, employee stock ownership committee, management listening/walking around.

(1) Not only is our company small, but we’re quite young in our business cycle. We have few formal employee communication methods, yet we should because we have employees scattered across four states. We frequently use conference calls for small groups with a specific task. For nearly anything else, it’s one-on-one phone calls or in-person meetings if the participants are in the same location.

(1) Nothing has really made a big difference, except that we have a morning meeting of department heads to discuss problems and potential shortages.

(1) Open communication: plenty of one-on-one combined with group staff meetings and e-mail communication.

(1) Open communications: sharing of firm’s results, plans on a monthly basis at all-associate staff meeting.
(1) Open conversations and regular meetings/discussions on certain projects and issues. The employees are better informed, feel important and are more responsible.

(1) Our annual companywide meeting is the one time each year when the entire company comes together. Being that our employees are spread across the country at various client sites, it is an opportunity for them to see themselves as a part of the bigger picture. It is a great opportunity for information-sharing, networking and culture-building. Employees leave with a better understanding of corporate initiatives and strategies, a feeling that this is a company that cares about them, and a true sense of contributing to something bigger than themselves. This time together builds employee morale and connection, which contributes to low turnover.

(1) Our strategy is to meet with employees and explain what we expect from them.

(1) Quarterly business meetings at which financial information and strategic business information is shared with associates. Our associates feel more a part of the business and understand how their performance counts toward achieving corporate goals.

(1) Quarterly face-to-face business reviews with management, weekly e-newsletter, weekly briefs on industry news and challenges.

(1) Quarterly planning sessions with all employees. Every quarter, we meet for a whole morning and report on the past quarter and plan for the next one. Each employee is responsible for implementing and managing a task. It gets everyone involved, and they become a part of the company’s success.

(1) Regular and impromptu team meetings keep projects running smoothly and keep the finish line/vision in front of everyone at the same time. With a staff this small, it is important to maximize teamwork. Free-flowing updates and information make achieving the vision more of an ongoing motivation than some distant “like to have.”

(1) Regular all-staff meetings combined with walk-around by management for one-on-ones. The combination of those two is essential.

(1) Regular staff meetings assure open communication, accountability and execution.

(1) Sales and staff meetings. Communication is the key to success.

(1) Sales meeting, production meeting, employee benefit meetings, 401k meetings, daily production meetings. Constant clear communication throughout the business!

(1) Several. First, sharing of financial status with management. Second, management by walking around. Third, staff meetings.

(1) Sharing of information through quarterly employee meetings conducted by upper management. Job-related communication delivered by frontline supervisors.
(1) Small focus groups discussing a shared problem and developing alternate resolutions.

(1) Staff and manager’s meetings.

(1) Staff meeting.

(1) Staff meetings and remote e-mail accessibility keep all employees informed and allow all of us to serve clients whether we work directly on these accounts or not.

(1) Team meetings and reviews.

(1) Team meetings have strengthened each department and strengthened the “whole.”

(1) The meetings are good as long as they aren’t repetitive. The newsletter has received positive feedback so we will rely on that more.

(1) Face-to-face meetings with staff have been most effective and have produced the best results, making us all more in line and focused on our business goals.

(1) We are a small organization, and our once-weekly reviews, sharing of information and group involvement in direction and change make the greatest impact on employee communication and the overall business.

(1) We operate in a very entrepreneurial atmosphere with little formal structure. Institution of a monthly meeting for the business development function has resulted in the ability to track sales calls, account status, etc.

(1) Weekly meetings with the managing partner.

(1) Weekly one-on-one meetings.

Other: 68 responses (Retreats, training, stakeholders)

(1) A system for employees to see in an instant all the data relevant to the achievement of specified goals.

(1) Achieving goal alignment across the business.
(1) Aligning messages to enhance our credibility and communicate understanding among employees. Our branding strategy has given our employees something to connect to and identify with.

(1) All corporate employees go through a communication seminar that has three sessions. It teaches us how to communicate effectively to our external customers as well as to our internal coworkers. In addition, we have monthly meetings to go over the company as a whole—everything from finances to “what’s new.” At the end, the CEO and management answer any questions (they can either be submitted anonymously or not, or people can raise their hands and ask at the forum).

(1) Annual picnics, softball team.

(1) Back-office automation for sharing and archiving information.

(1) Being human.

(1) Blog—seems to get the employees thinking and talking.

(1) Brochures given to the customers and updated as necessary.

(1) Case studies published in respected trade journals have increased my company’s exposure in target markets and generated viable leads.

(1) Celebrating every win, recognizing contributions of staff and open communication with all staff on nearly everything.

(1) Communicating core competencies to prospective customers.

(1) Company retreat.

(1) Constant contact with client base.

(1) CRM implementation.

(1) Daily employee communications on systems, practice or process changes. Short and sweet. Always relevant and topical. Necessary information in palatable bite-size pieces, stored in a searchable database.

(1) Developing a strategic plan with ongoing employee input, including their leadership on various teams.

(1) Easy communication.

(1) Efficient communication is essential. We pride ourselves in the fact that we don’t spend all day in meetings. We communicate essential business with no political agendas, and we get on with the work.

(1) Ensuring that all communication is bilingual, consistent and timely.
(1) External communications: campaigning the industry clientele and audience on how our firm differs from our competitors, but that has more to do with external communication than internal.

(1) Focus on involvement. Communicating the level of staff utilization has allowed folks to look at profitability, over which they have ownership within a profit sharing program.

(1) Formalizing the need for regular employee communication has resulted in better overall coordination, less rework and more on-time delivery.

(1) Good communication skills with the boss.

(1) I have to be very specific about what I want done.

(1) I think having a more laid-back management process has helped our business immensely. We like to stop problems before they start to keep problems to a minimum.

(1) Implementation of a change management program to communicate better with staff around all major projects and processes. The outcome of the program embedded the importance of internal communication throughout the organization.

(1) Interactive communication with employees about defining strategic communication goals and defining a communication vision.

(1) Involvement and open book management—this makes people feel that they have a stake in the outcome and builds ownership. Aligning communication around team bonuses and rewards, together with plenty of public recognition for individual achievements.

(1) Involvement of middle management and team leaders in the strategic planning process.

(1) Involving employees in the day-to-day realities of the business, as well as the longer-term strategic vision, is essential for securing employee engagement.

(1) It gives an idea about where the employees are, provides a very good matrix about the management vision, and employees’ goals can be measured and the gaps can be identified.

(1) It’s hard to say. Printed manuals have probably had the greatest impact. We work in a highly regulated environment, and proper procedures are very important. Creation of procedure manuals for standard processes helped communicate with employees and customers. It also substantially helps with training new employees.

(1) Since we are a small firm, leadership by consensus has led to good business decisions and employee support of the corporate objectives.

(1) Listening to what the client wants.
(1) Listening. Responding with a plan and being seen to implement that plan. Regularly reporting against objectives.

(1) Manager departmental goals and objectives/plans for their improvement within their departments to help the company as a whole!

(1) Manager training audio conferences for our recent merger/acquisition prepared managers and spokespeople to support employees and customers through the change.

(1) Mentoring new employees.

(1) Monthly new employee orientation—our company is growing so rapidly, it is vital that new employees are introduced to the company, its culture and corporate goals at the start of their employment.

(1) Monthly staff meetings, employee stock ownership committee, management listening/walking around.

(1) Networking; surveys; open, two-way communication.

(1) Not only is our company small, but we’re also quite young in our business cycle. We have few formal employee communication methods, yet we should because we have employees scattered across four states. We frequently use conference calls for small groups with a specific task. For nearly anything else, it’s one-on-one phone calls or in-person meetings if the participants are in the same location.

(1) Ongoing communication with clients and prospects.

(1) Open communication and utilization of the chain of command to solve problems and disseminate information.

(1) Our current strategy is to work on our internal communication. We, by the nature of our business, work hard on external communication. Therefore, if we can make the conscious effort to communicate better internally, we will improve all the way around.

(1) Our strategy is defined by our senior management and in line with the business priorities. Their emphasis on our customers has set the tone for the entire organization and created alignment in our actions. The messaging is consistent as an outcome of the culturally-driven actions that are demonstrated on a daily basis. Our singular focus on our business vision allows us to consistently tell our story across different geographic regions and throughout each department and role level.

(1) Overall friendly, positive and open environment.

(1) Positive reinforcement.
(1) Providing a spectrum of communication mediums.

(1) Quality of care.

(1) Respect, confidence and communication are our values.

(1) Sending memoranda with relevant information to all departments. It has kept employees informed of all general and some specific data about the activities and programs of the organization.

(1) Several. First, sharing of financial status with management. Second, management by walking around. Third, staff meetings.

(1) Straightforward, timely communications. This has stopped the rumor mill, reduced stress, made employees more comfortable, and therefore increased their productivity and improved human relations.

(1) Targeting management-level employees with key messages and briefings, etc., has been very effective, although we mainly communicate broadly to employees by e-mail.

(1) Teamwork and face-to-face communications have made a difference in our firm since we are just a few people. We are consultants so the more we share the work we are doing the better service we provide to our clients.

(1) Teleconferencing/working from home.

(1) The notes on the walls. All employees can read about good work being done. It lets employees know how we are doing with our customers.

(1) The two communication strategies that have the most impact for employees are the open door policy and the employee communication forum.

(1) There are weekly reports that every department does; they let us know where we are and where we are going.

(1) Training, open communication with employees and clients.

(1) Union/management working groups—representatives of both (not executives) work together to sort out a number of issues including communication improvement.

(1) Walk by talk and individual briefings.

(1) Walking the talk, discussing client issues, getting feedback on what is the best way of doing things.

(1) We are a creative group, so giving employees wide latitude in nonclient matters, such as dress, time flexibility and an open, interactive environment is essential. Freedom of expression and style equals creative spark and greater profits for all.
(1) We continuously re-energize the team with activities that encourage them to look at what they are doing with fresh eyes. It is important that we focus on innovation in our creativity, quality consulting and business skills. Our strategy is to always move forward, try new ideas but to allow for failure and learn the lesson.

(1) We created a think tank that’s a comfortable, physical space where we discuss new and ongoing ideas.

### E-mail/Video/Telecommunications: 54 responses

(E-mail, video, telecommunications)

(3) Cell phones.

(3) E-mail.

(1) By e-mailing employees, we are certain that information is reaching all.

(1) Cell phones, e-mail and electronic means of communication.

(1) Cell phones. Our foremen and crew can stay in constant contact.

(1) Combination of a lot of face-to-face communications with e-mail.

(1) Consistent updates on business opportunities and real-time dialogue with IM.

(1) Constant contact and involvement in the projects on the table. We are a virtual agency and could not survive without constant electronic discussion and updates.

(1) Direct e-mail-improved productivity.

(1) E-mail and instant messaging are the most convenient and easiest to use.

(1) E-mail gives us quick and accurate answers to problems occurring during production.

(1) E-mail, staff meetings, informal gatherings and an open door policy have been key to communication.

(1) Electronic communications.

(1) E-mail announcements and posting of procedures, forms, sales and marketing information, and tools to the intranet.

(1) E-mail communications.

(1) E-mail followed by a phone call.
(1) E-mail has made the biggest difference in our employee communications. We are a small company that is spread out, and this is generally how we get our information. We tried doing a staff newsletter but after two issues it was apparent that nobody was reading it, and it was shelved.

(1) E-mail system. Provides for more efficient communication within the company.

(1) E-mail using the intranet. Less costly than mailing and less time consuming.

(1) E-mail, Internet and a client approval site on our web page have eased the approval process and the stress of deadlines.

(1) E-mail—increased productivity due to less time being spent on the phone and the ability to print out information.

(1) E-mail: cost-effective, can respond at your convenience, can send information/memos/files electronically.

(1) E-mails from the CEO, including consistent repeating of the company’s strategy objectives across all communications in an easy to understand manner.

(1) Employee forums. Video streaming (featuring CEO).

(1) I think e-mail has been the best. It eliminates walking from office to office and saves time and energy.

(1) I think e-mail has made the biggest difference because it lets everyone communicate quickly.

(1) I work with associates and subcontractors, not employees, but the three most important communication strategies, in order, have been: 1. e-mail, 2. phone, and 3. face-to-face.

(1) Implementing a Q&A with the president so employees can hear his real voice and his real opinions, instead of just reading dry corporate communication.

(1) Keeping a firm our size that’s spread out across many time zones up-to-date on the latest information regarding the company is difficult. E-mail efforts seem to be the best method.

(1) Manager briefings on major initiatives and projects available via teleconference if managers can’t attend.

(1) Monthly teleconference with all staff, led by the CEO and COO. Present financials, topics of board and executive committee meetings, human resources news (e.g., recruiting progress, training opportunities), reports on marketing and project wins from the practice area leaders. Staff members feel informed and feel that management is open and honest.

(1) Mostly e-mail has been the most effective of all. With e-mail, communication is very fast, and the ability to document all the correspondence has been very convenient.
(1) Moving everything humanly possible from offline to online.

(1) Moving from print to electronic. We are a bank with 19 branches in three states, and this allows us to provide more timely and targeted communications.

(1) Online communications via the intranet, e-mail and electronic newsletters have been most helpful. It was a cost-effective way to communicate and keep everyone informed about what is going on companywide so that everyone is speaking the same language, especially to customers.

(1) Portable communication, e-mail, cell phones, PDAs, anything that can keep business flowing while on job sites or out of the office.

(1) Redefining e-mail communications and limiting access to global messaging.

(1) Since we have one office in Florida and one in California, Internet and telecommunications are essential for us. Our business couldn’t function without them.

(1) Staff meetings and remote e-mail accessibility keep all employees informed and allow all of us to serve clients whether we work directly on these accounts or not.

(1) Targeting management-level employees with key messages and briefings, etc., has been very effective, although we mainly communicate broadly to employees by e-mail.

(1) Teleconferencing/working from home.

(1) The ability to communicate with our customers and vendors throughout the world on a timely basis via electronic means.

(1) The fact that our clients can contact our employees via e-mail through our web site has eased our communication problem completely.

(1) The most effective is e-mail and instant messaging.

(1) Use of cell phones.

(1) We all have Blackberries.

(1) We have done very little in the field of employee communication; however, e-mail has emerged as the favored form of communication, and we will work on ensuring it is used more effectively by everyone in the organization.

(1) We’re a very small firm so the majority of our communication is face-to-face; however, with a specialization in commercial real estate, our employees are often out of the office conducting tours and attending meetings. We use e-mail and electronic messaging to convey information in a timely and convenient fashion. As the director of research and communication, I have broadened the range of information delivered to the brokers, enabling them to stay more informed about what
we’re doing internally, as well as what is happening in the industry as a whole. I send bimonthly newsletters reviewing the real estate activity in the market, as well as e-mail links to pertinent stories that spark conversation about improvements in our workplace or productivity.

(1) Weekly e-mail and quarterly company updates keep people connected to the company and each other while assessing our progress to date and what to expect moving forward.

(1) Weekly e-mail updates from the president and CEO about various successes for the company.

None/Don’t Know: 48 responses (None, Don’t Know)

Web site/Intranet: 21 responses (Company web site for employees and/or customers)

(1) Building an intranet that has become the first point of reference for staff.

(1) Creation of an intranet, as all employees are Net-enabled. It makes it easy to have interactive communication: top-down, down-up and peer-to-peer. We have recently even included business process automation. We plan to use this medium to capture employee feedback, control the grapevine and improve employee efficiencies.

(1) Intranet.

(1) Intranet—getting people the information they need to do their job in the most efficient manner possible.

(1) Intranet CRM system.

(1) Intranet web site that is updated daily. Eye-catching and informative with one-stop shopping for most corporate information in a fun format.

(1) Launching the company’s intranet to employees.

(1) My web site has had the most important impact on my business. Since I work from my home, it is essentially my storefront. Not only does it attract clients, but it has also been the source of several inquiries from other writers about working with me on projects in the future. This list of inquirers will be the basis of my network of subcontractors as the business expands.

(1) Once we set up a system that could be accessed off-site, productivity improved dramatically. The e-mail system alone has improved the efficiency of the client/staff relationship, and all paperwork can be accessed and sent in via the Internet.
(1) Online communications via the intranet, e-mail and electronic newsletters have been most helpful. It was a cost-effective way to communicate and keep everyone informed about what is going on companywide so everyone is speaking the same language, especially to customers.

(1) Our company web site, which allows our membership interactive capabilities (requesting claim forms, etc.).

(1) Our intranet is becoming a more robust communication vehicle, thanks to the efforts of the internal communication team. We are working to have this as our central repository for all information needed on the job. As this occurs, the business will gain efficiencies and productivity as a result of the most current information being easily and centrally accessible and available.

(1) Our web site. It’s much more dynamic than most sites and tells our story in an engaging manner. We plan on adding a team blog to the site within the next three months.

(1) Relaunch of our intranet home page about one year ago so that it contains daily news updates from within and outside the organization. Notable reduction in e-mails, better understanding of corporate objectives and major projects, more focus on employee recognition, easy way for anyone in the organization to convey information.

(1) The fact that our clients can contact our employees via e-mail through our web site has eased our communication problem completely.

(1) The web site is now very user-friendly.

(1) We are struggling with our strategy because of a difference of opinion in our company’s leadership. Before the current administration, the employee web site was most useful in providing information and requesting feedback from employees.

(1) We have an information strategy on our web site, rather than an online brochure or e-commerce. Employees and customers can go to the web site for useful technical and practical information on our industrial equipment.

(1) We use an intranet to communicate internally and keep our company ISO-certified.

(1) Web site and pushing clients to it.

(1) Web site.

**Surveys/Feedback: 19 responses** (Employee and/or customer surveys, reviews, evaluations, audits)

(1) A communication audit identified what employees were thinking, where we could improve and how we could move forward.
(1) Actively listening to feedback from employee surveys and implementing changes where appropriate have convinced employees that their voices will be heard; thus improving attitudes and a sense of ownership and accountability.

(1) By putting a survey on the final bill.

(1) Conducting an annual audit.

(1) Conducting pulse surveys and doing something about the results.

(1) Consulting with and getting feedback from the sales staff and the support staff in terms of what they need to help the business grow.

(1) Customer feedback and internal debate about service/product quality improvement.

(1) Employee surveys.

(1) Getting employee feedback through surveys and making real changes based on that feedback. Satisfaction levels with communication have gone up as our communications have become timelier, and we’ve given the rationale behind management decisions.

(1) Internal employee satisfaction surveys.

(1) Networking; surveys; open, two-way communication.

(1) Quarterly employee evaluations administered by each supervisor have forced supervisors to evaluate and communicate that performance evaluation to each employee. These evaluations let employees know what areas need work and give them some input and time lines for improvement.

(1) Surveys and open communication. Data gathering is important.

(1) Team meetings and reviews.

(1) The reflective practice survey that was given to several employees. They responded in a positive manner, and as a result, the company has put some practices in place to combat the inefficiencies that we were experiencing.

(1) Walking the talk, discussing client issues, getting feedback on what is the best way of doing things.

(1) We have yearly evaluations in which employees can voice their opinions concerning their positions and operations inside and outside the company.

(1) Weekly review of job list/client requests with sales and production area managers and the allocation of appropriate resources.

(1) Written reviews have increased employee conscientiousness.
Newsletters: 9 responses (Electronic or print newsletters)

(1) A biweekly newsletter e-mailed to employees. It helps keep everybody tuned in to what others are doing. We coordinate better.

(1) Beginning a company newsletter. Employees look forward to each issue, and it has become a place to introduce new people and ideas.

(1) In 2005, the company developed an internal employee newsletter that focused on educating employees on the different aspects of the business. Overall, it provided employees with the knowledge to speak intelligently to our clients about the company’s different business units. In the past, the employees wouldn’t feel comfortable talking about the other services because they didn’t know much about them. It also created dialog between employees who work in different business units.

(1) Online communications via the intranet, e-mail and electronic newsletters have been most helpful. It was a cost-effective way to communicate and keep everyone informed about what is going on companywide so everyone is speaking the same language, especially to customers.

(1) Quarterly face-to-face business reviews with management, weekly e-newsletter, weekly briefs on industry news and challenges.

(1) Regular monthly employee newsletter, which recently moved from e-mail-based to web-based delivery format. Extremely popular.

(1) Strategy: fostering open communication; tactic: publication of firm newsletter, written by and for employees; impact: both morale and the number of employees participating in the writing of the newsletter have increased.

(1) The electronic employee newsletter and intranet.

(1) The meetings are good as long as they aren’t repetitive. The newsletter has received positive feedback so we will rely on that more.