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How to communicate with employees of DSM Engineering Plastics worldwide?

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DATA

Title	How to communicate with employees of DSM Engineering Plastics worldwide?
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FOREWORD

Four years ago, in the first weeks of our study we got to know each other during another project. We are passionate and full of enthusiasm for the communications discipline. We complement each other well and we are able to critically reflect on each other. In our third year of education, we decided we wanted to graduate together so we searched for a command. We were at DSM for the first time in December 2010. From February till June 2011 we did our research at DSM. Four days a week we worked at the office at our own desk, with our own laptop and cell phone. We felt like one of the employees because we were respected by others right from the beginning. We experienced the DSM, and more specifically the DSM Engineering Plastics, culture during our graduate internship.

The writing of our thesis in English, which we have chosen to do to increase our opportunities after our study, was a great challenge for both of us. We experience the English language as a learning process; we noticed it was a difficult job. We finished our thesis with a smile on our faces and learned a lot. Still excited as when we came to DSM for the first time, we now complete a rewarding time at DSM and also our HBO study.

We would like to thank Claire Theunissen for the opportunity to graduate at the Communications & Branding Department of DSM Engineering Plastics and for her support during our thesis. Beside Claire, we would like to thank Angenieta Kuijpers for her valuable feedback and trust in us during the process.

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Lonneke Salentijn

MANAGEMENT SUMMARY

Royal DSM N.V. is a life sciences and material sciences company that creates solutions that nourish, protect and improve performance. DSM Engineering Plastics (DEP) is a business group in the performance materials cluster of DSM. DEP is a global player in polyamides, polyesters, polycarbonates and adhesive resins. These materials are used in components for the electrical and electronics, automotive, engineering and packaging industries. DEP have approximately 1600 employees in three regions: America (180 employees), Europe (860 employees) and Asia Pacific (555 employees).

We did our research because the Communications & Branding Department of DEP suggested not all employees are reached by the current internal communications they facilitate. The department wanted to know if the current internal communication is effective and if employees are reached in an effective way. The department would also like to see that all employees are familiar with the organizational strategy and goals. Another thing they would like to know is how employees contribute to the organization as individuals or as a department. The main objective of the department is to know if an improvement in interaction could increase the involvement of the employees.

The goal of the thesis is to give insights into the needs of DEP employees worldwide regarding internal communications. We also give insights in the needs of interaction in the internal communication. The manager of the Communications & Branding Department wants to know *what* employees need and *why* they have these needs. The central question is: *What are the needs of the employees of DEP worldwide regarding internal communications to increase interaction?*

The first insights learned us that the communication climate in Sittard can be described as an open communication climate with space for informal communication. The fact that DEP is a matrix organization where employees of different disciplines work together in project groups tells us interaction is needed. At this moment the department is responsible for the policy and motivational information and has little influence on the communication via line management. Because DEP operates in three regions we have to pay attention to the different cultural aspects of the regions.

Our experience is that the Communications & Branding Department has the current position of 'plans writers' (plannenschrijvers) and 'style guards' (stijlbewakers)[1]. This means, the communications department produces tools and develops a communication strategy with an accompanying plan. The tools that are produced by the Communications & Branding Department are mostly transmitter oriented and have no space for interaction.

To understand the needs of the employees worldwide regarding the internal communications and interaction, we did a pre-research and a main research. We interviewed employees from Europe, America and Asia by face-to-face conversations, telephone, Communicator and Live Meeting. We did this to get an answer on the central question. These researches revealed a number of conclusions:

- All employees are motivated through the strategy and future plans of DEP. They need more policy information because they want to know why choices are made. Employees want to develop themselves within the organization.

- Employees of all regions want to interact with each other to share information and their best practices. Because they want to learn and help each other to get better solutions.

- A tool needs to be effective, relevant, efficient, open, interactive and fast. It should also has the possibility for employees to give feedback. Employees need to know the benefits of the tools.

- The functions of the Communications & Branding Department are not clear to employees. It is remarkable that employees want to see the Communications & Branding Department as a support department which will give advice to them.

- The management of DEP has to be more involved in the internal communication in order to increase it.

Based on the conclusions we give some advices to the Communications & Branding Department.

More concrete policy information
Employees want more concrete policy information about how the business is doing now and in the future, that is what them motivates. They want to know what the strategy means for them. Our advice is to focus on how the business is doing now and in the future in the current tools the

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[1] Reijnders, E. (2008). *Interne communicatie voor de professional.* Assen: Van Gorkum.

Conference Call and BU Chat. Because all three regions want more policy information, the implementation of the BU Chat in America and Asia would be a great idea. We also advise to implement a new tool, DEP TV. Video is a good way to explain the policy of DEP. Employees, in all three regions, prefer video over text because visuals are easier to understand.

More interactive tools

Employees from all regions want to interact with each other about their work worldwide. They prefer to interact with colleagues from their own discipline because they want to share their best practices with each other. Interaction is for most of the employees two-way communication. Because of these needs, there should be more tools that increase interaction. New tools that can increase the interaction are Team Site, DEP TV on TV Screens, intranet workshops and the implementation of On Board (the cultural change program).

Renewing the intranet

Our advice to the Communications & Branding Department is to give more information about the tools, the benefits and the functionality. Because the intranet is an important tool for interaction worldwide, employees have to know how it works. The intranet should not only have the function of a source of information but should also have interactive possibilities like the integration of Team Site (a forum on intranet). The intranet has to be restructured in content and lay-out. Every DEP employee, all around the world must have the same intranet homepage so interaction between them is possible. When the intranet is restructured, the intranet workshop can stimulate the employees to use the intranet more often.

New position of the Communications & Branding Department

In order to increase the internal communications and to realize our advice, the department needs to change. The organization has a high ambition for internal communications. If the organization wants to increase interaction between employees, the department must grow in number of people or should cooperate with the Corporate Communications Department of DSM. To increase the global internal communications, the department has to communicate more with the internal communication managers of Asia Pacific and America to align their activities. We recommend the Communications & Branding Department a wider position with more opportunities because the involvement of the employees has to increase and employees want more interaction. The accent has to be on employees and not on tools. The role of the internal communications professional has to be facilitator and coach. This means that the Communications & Branding Department should facilitate tools that employees can interact with each other. The facilitator allows employees to work on their 'ownership' of the subjects of the organization. The main task of the

communication coach is supporting individuals (like line managers) in their way of communication.

More communication via line management
The communication coach is responsible for coaching line managers in the way they communicate with the employees. It's very important that line managers are well instructed, support the message and their communicative presentation to the employees. The delivery of information from line management can inspire employees to get involved in the organization.

It works in favour of the organization if employees can share knowledge and experiences with each other. They can learn from each other, sharing their best practices and working more efficiently together.

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1. INTRODUCTION

In this introduction we explain the motive and objective for doing the research. Also the structure of this thesis will be explained. DSM Engineering Plastics (also called DEP) is a business group of DSM.

Motive

We did our research because the Communications & Branding Department of DEP suggested not all employees are reached by the current internal communications they facilitate. In 2009, the global Communications & Branding Department of DSM Engineering Plastics introduced a new communication strategy[2] based on the organisational strategy of DEP called: Focus Green Plus. The department wanted to know if the current internal communication is effective and if employees are reached in a good way. The department would like to see that all employees are familiar with the organisational strategy and goals and how they contribute to the organisation as individuals or as a department. Another objective of the department is to know if an improvement in interaction could increase the involvement of the employees.

Aim of the research

The motive above results in the following command: first the Communications & Branding Department would like to understand the needs of the employees to make the internal communication more effective. Secondly the department wants to know if interaction can increase the involvement of the employees in the organization.

The department believes interaction is important to make the internal communication more effective. They would like to see employees be more interactive, especially with colleagues worldwide. The department believes that this can be stimulated by inspirational internal communication tools.

The employees are an important source of knowledge for the Communications & Branding Department. The manager of the department wants to know *what* employees need and *why* they have some needs. Our research implies that we have to find out the specific needs of DEP

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[2] Appendice 2 DSM, Theunissen, C. (2010) *Internal communication plan 2011*

employees worldwide regarding internal communications and if employees want to interact with each other.

Goal of the thesis

The goal of our thesis is to give insights in the needs of the employees of DEP worldwide regarding internal communications. We also give insights in the needs of interaction in the internal communication. Based on our research we give advice which the department can use to improve their internal communication.

Structure of thesis

A first description of the organization is followed by analysis of the DEP global Communications & Branding Department. In the next chapter a vision on (internal) communication is given and supported by theories to substantiate what we see in the DEP strategy. Due to the international character of the organization we give an overview of important cultural elements of each region wherein DEP operates. After the first four chapters that, the chapter 'research design' describes and justifies the qualitative pre- and main research phases. Hereinafter are the results and conclusions from the qualitative researches. The last chapter contains the advice, based on our research, which the department could use to improve the internal communication. The bibliography and the appendices complete the report.

Abbreviations and glossary

DEP:	DSM Engineering Plastics
DEPEU:	DSM Engineering Plastics Europe
DEPAP:	DSM Engineering Plastics Asia Pacific
DEPAM:	DSM Engineering Plastics America
EES:	Employee Engagement Survey
HR:	Human Resources
R&D:	Research & Development
BU:	Business Unit
BG:	Business Group (Engineering Plastics)
CRM:	Customer Relationship Management.
Plants:	Factories of DSM Engineering Plastics
(Office) Communicator:	Internal chat program via computer to connect employees world wide
Live Meeting:	Internal chat program via computer with webcam application
Net Presenter:	Daily news update via computer. Corporate communication tool of DSM.

Yammer:	Social network service, Corporate communication tool of DSM
E-learning:	Tool that comprises all forms of electronically supported learning and teaching
Motivation e-cards:	E-cards to complement a colleague
Best practises:	Specific skills where employees are good at
World Food Program:	DSM charity

2. ORGANIZATION AND COMMUNICATION ANALYSES

In this chapter we describe the DSM Engineering Plastics organization. First we describe the organizational policy followed by the communication policy. It is important to understand more about DEP and their communication in order to truly understand our command. We take these insights for further research. Our research will be based on the facts of the organization.

2.1 ORGANIZATION ANALYSIS

First we give a description of DSM and DEP, to understand the kind of organisation we are talking about. After that, we describe the most important elements of an organisation like; the structure, culture, strategy, employees and leadership style.

DSM

Royal DSM N.V. is a life sciences and material sciences company that creates solutions that nourish, protect and improve performance. Its end markets include human and animal nutrition and health, personal care, pharmaceuticals, automotive, coatings and paint, electrical and electronics, life protection and housing[3]. DSM has 23.000 employees operating worldwide. DEP[4] is a business group in the performance materials cluster of DSM. DEP is a global player in polyamides, polyesters, polycarbonates and adhesive resins. These materials are used in components for the electrical and electronics, automotive, engineering and packaging industries. DEP's portfolio includes Stanyl® Akulon®, Arnitel®, Arnite®, extrudable adhesive resins and PET polyesters. DEP have approximately 1600 employees in three regions: America (180 employees), Europe (860 employees) and Asia Pacific (555 employees). In the plants work 60% of all DEP employees.

Organization structure

We need to become familiar with the organizational structure of DSM and DEP to better understand how communication flows in an organization structure like DEP. When we know how DEP is structured, we can consider it in our advice.

DSM has a decentralized organizational structure built around business groups that are empowered to carry out all business functions. This structure ensures a flexible, efficient and fast

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[3] DSM, Internet website. *Bright science, Brighter living.*

[4] DSM, Intranet About DSM Engineering Plastics

response to market changes. At the corporate level, they have a number of staff departments to support the Managing Board of Directors and business groups.

DEP is one of the business groups of the Performance Materials cluster of DSM and has a matrix structure. The matrix structure is based on the fact that employees work in a department and in different project groups. Every department in DEP has their own tasks, expertise and responsibilities. Departments have to work together because there are cross departmental activities, so there need to be a lot of communication and interaction to have the work done well. DEP has many hierarchical levels, decisions are made by the Management Team. Those decisions cascade out to lower divisions. See a part of the chart of DEP below.
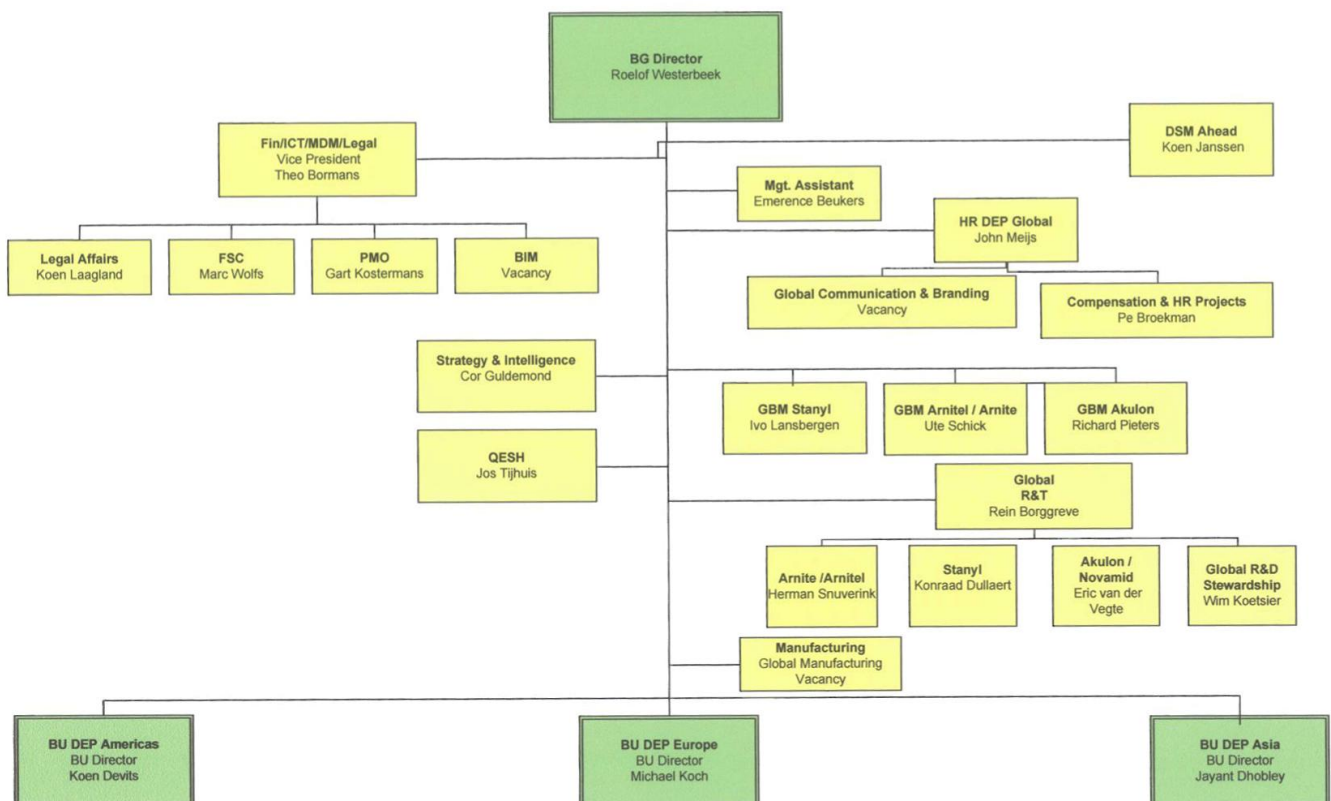
Organisation chart of DSM Engineering Plastics

Organization culture

In order to classify the kind of organisation within we work, we want to explain the organization culture. The culture decides if interaction in an organization is possible: whether it is permissible for employees to give their opinions and to be interactive. To describe the culture of DEP, we

looked to the four typologies of Handy[5]. The four cultures are; power, role, task and people culture. We choose Handy because the typologies are based on two dimensions: level of cooperation and power distribution. We need to define the level of cooperation and power distribution within DSM to decide if interaction is possible. From its origin DEP has a lot of rules and procedures which designates the culture as a role culture. However, because DEP has been appointing more and more project groups and departments, we think that DEP has been moving from a role culture to a task culture over the last several years. Now interaction is not only needed, but is also possible, because there is a high level of cooperation between project groups and departments. The DEP organization comes closest to the task culture of Handy. Information and expertise are the skills that create the most value for DEP. Employees are professional; achieving the best results is the most important objective. This results in a high level of cooperation between departments and functions. Communication is needed to make this possible. Every department is largely independent and this results in a high level of power distribution. This tells us interaction is needed in a task culture.

Strategy of DEP

The strategy of DEP needs to be clear to us because the communication strategy is based on the organisational strategy. The mission of DSM is: *"We want to create brighter lives for people today and for generations to come".* DEP implements this mission in its own strategy which is based on sustainability, innovation, external focus and new applications. The strategy of DEP is called; Focus Green Plus[6]. The world population is growing exponentially and there aren't a lot of natural resources. The mission of DEP, based on the strategy, is: Customers – Our passion, Brighter Lives – Our Innovations, Greener Planet- Our Drive. In DEP there are several motivational programs for employees, they help them to implement the Focus Green Plus strategy in their daily work.

Employees

Employees are the most important source of information for our research. That is why we give a description of the employees. We based this description on the experiences we had with them in the Sittard office, where we worked during our research.

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[5] Dam, van N. en Marcus, J. (2005). *Een praktijkgerichte benadering van Organisatie en Management.* Groningen: Wolters-Noordhoff (p. 456- 457)

[6] DSM, intranet DEP Strategy: Focus Green Plus

The typologies we used are described by 'Motivaction and the Belastingdienst[7]. We used these typologies because it made clear the motives that drive people to work. We can say that employees in the Sittard office are willing to work and learn and are involved with the organisation. That came also out the EES[8], the response rate was 94%. Employees can be described as loyal and self developers. The core values for them are working hard, helping others, self development, well-known organisation, high responsibility and challenging work.

Leadership style

We describe the leadership style of DEP because we like to understand the influence and role a leader has in the organisation. There are four styles of leadership[9]: autocratic, referent, democratic and the laissez-faire. These styles are based on participation and decision power of the employees. We choose these typologies because participation and decision power play a role in interaction between the employee and the manager.

The leadership style is based on our own experiences we had with the leaders of the Sittard office. Leadership is important in such a big organization as DEP, because there are a lot of departments and employees. We think DEP has a referent leadership style. This style is positioned between autocratic and democratic. The referent leader asks the employees for input. The employees are invited to give ideas and suggestions to their managers but are not responsible of the decision that will be taken. The employees can influence the manager. There is delegation of consultation with feedback from the employees. DEP is a very big organization and therefore it is not possible that all employees are engaged with all decisions.

2.2 COMMUNICATIONS ANALYSIS

For our research, it is very important to understand several aspects of DEP communication in order to gain insights on the current position of the department. We describe these elements using the theory of Koeleman[10], which concerns the communication structure, organisation of the communication, position of the department, communication climate and strategy. This chapter give a clear view of the current internal communication of DEP. We have to understand the communication elements for doing effective research and writing good advice in the end.

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[7] Reijnders, E. (2008). *Interne communicatie voor de professional.* Assen: Van Gorkum (p. 66 – 68)

[8] Appendice 1 DSM, *Employee Engagement Survey 2010*

[9] BTSG. *Leiderschapsstijlen*

[10] Koeleman, H. (2011) *Interne communicatie als management instrument.* Amsterdam: Kluwer

Organization of the communication

The Communications & Branding Department is a staff department and responsible for the global internal communication of the three regions wherein DEP operates; America, Europe and Asia Pacific. The Communications & Branding Department is located in Sittard (Europe) and works together with an Internal Communication Manager in America and in Asia Pacific. The internal communication managers of America and Asia Pacific are responsible for the implementation of the internal communication (tools) in their own region.

At the moment, the head of internal communications have to report their plans to the head of the HR Department. There is no global communications manager at the moment. Internal communications cross the field of HR in this way. The DEP Communications & Branding Department has to tune their communications to the Corporate Communications department of DSM too. The DEP Communications & Branding Department does not have to report to the Corporate Communications Department. The Communications & Branding Department works closely together with the Marketing Communications Department. When a new Global Communications Manager is founded, the internal communication department has to report to him/her in a direct way.

The job description[11] of the head of communications describes that the department is responsible for creating the right culture, behaviour, attitudes and knowledge. Tasks of the department are: developing and implementing the global internal communication policy, managing the internal communication network, selecting and implementing internal communication tools, supporting line management HR regarding internal communications and managing the internal communication budget.

Position of the department Communications & Branding

We read the book *'Interne communicatie voor de professional'* of author Reijnders[12] for getting insights in the place and role of the Communications & Branding Department of DEP. Reijnders describes the five different possible positions that an internal communication department can have. The different positions are determinate upon the ambition of the department and whether
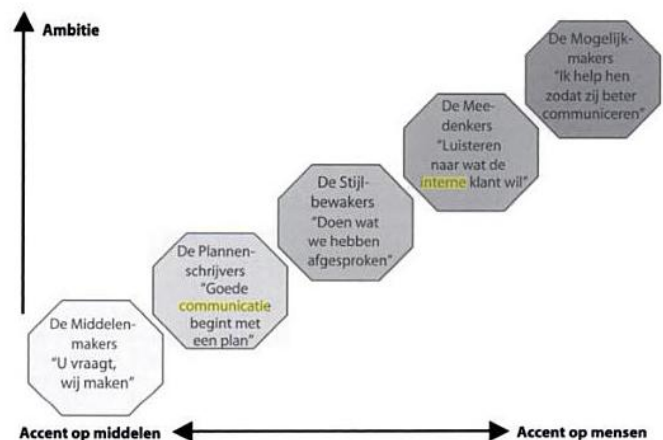
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[11] DSM, Theunissen, C. *Job description form*

[12] Reijnders, E. (2008). *Interne communicatie voor de professional.* Assen: Van Gorkum (p.84 - 91)

their focus is on tools or on the people. Through this theory we have a better view on the current position of Communications & Branding Department of DEP.

Our experience is that the Communications & Branding Department has the current position of 'plans writers' (plannenschrijvers) and 'style guards' (stijlbewakers). That means the communications department produces tools and develops a communication strategy with an accompanying plan. The head of the communication department is invited to think together with the Management Team about the role of internal communications within the organization. Sometimes, the department has to coach managers, like the BU Director when he prepares his presentation for the BU Chat. The model below shows the different positions that a communication department could have.

Figuur 4.5 Ontwikkelingsperspectief voor de interne communicatieafdeling

Communication structure

It's very useful for our research to understand the way employees communicate with each other. Once we understand the organization's way of communicating, we can give good advice in the end about the improvements into the internal communications.

We notice informal communication between employees of DEP is common in the office in Sittard. Employees and managers will visit each other in the office. There is space for informal talk by the coffee corner, lunch and in the beginning of meetings. We can say that in the Netherlands an open door policy prevails and that the degree of informal information is high.

We take a look at the different kinds of information that the Communications & Branding Department communicates. In our research, we hope to understand what the needs are of the employees regarding the different kinds of information. In the end, the Communications & Branding Department will know which kind of information the employees need to make the internal communications more effective.

In our study, it's important to make a distinction between different types of information[13]. The types of information are: task management, management, policy and motivational information. We focus in our research on policy and motivational information; the secondary process of information. The secondary process of information is information which is not directly related to the function or job of the employees. Policy information refers to the strategy, vision and mission of the organization and the purpose of motivational information is to keep employees motivated to do their work. The Communications & Branding Department can influence the information of the secondary process and not the information of the primary process. The task and management information have to be communicated by line managers.

In our research, the head of the Communications & Branding Department wants also understand the needs of the employees regarding their communications with their line managers. The Communications & Branding Department is not directly responsible for that kind of communication, but can give the managers advice on how to communicate more effectively.

This list includes all internal communication tools that the Communications & Branding Department produce to increase the current internal communications at the moment.

Tools	Target group	Type of information
Intranet (Global Sharing)	Global	Policy
Quarterly Conference Call Roelof	Global	Policy
BU Chat	Europe	Policy & motivational
On Board newsletter	Global	Social
Explore the Outside World	Global	Policy & motivational
InDEPth	America	Policy
Coffee hour R&D	Europe	Policy, motivational & task
New Year speech Roelof	Global	Policy & motivational

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[13] Vos, M. Schoemaker H. (2007) *Geïntegreerde communicatie. Concern-, interne en marketingcommunicatie.* Boom onderwijs. (p.93)

DEP Leadership Meeting	Global	Policy & motivational
DEP Dialogue 2	Global	Policy
Support line management	Global	Policy & motivational

- Intranet; called Global Sharing, the department update news and announcements.
- Quarterly Conference Call Roelof; strategical update via computer. Employees have the possibility to ask questions to the BG Director.
- BU Chat; Business Unit Chat of the BU Director, seven times a year, in the Sittard office.
- On Board newsletter; email newsletter that supports the On Board program; On Board is a motivational program for cultural change in the organization.
- Explore the outside World; project of On Board, once a year. Employees are stimulated to work in teams to experience e.g. other companies.
- InDEPth; printed magazine four times a year only for DEP America.
- Coffee hour R&D; meeting eight times a year organized by R&D.
- New Year Speech; speech in January by the BG Director.
- DEP leadership meeting; once a year only for DEP top-50.DEP Dialogue 2; The department cascade out the outcomes of the EES[14] or what happened in the management conference.
- Support line management; this is not a tool but a function and an ongoing process.

The tools that are produced by the Communications & Branding Department are mostly transmitter oriented. The tools have no space for interaction like the intranet and On Board newsletter.

Communication climate

Based on several exploratory conversations with managers and employees at the Sittard office, we can conclude there is an open door policy[15]. Employees visit others and managers to have informal talks. In the Sittard office, employees have the opportunity to give their own opinions, suggestions and ideas to their managers. It is not sure if the managers implement their ideas. Employees are also invited for workshops and live meetings. We want to research what kind of climate is used in other regions to fit the internal communications (tools) to the climate.

[14] Appendice 1 *DSM Employee Engagement Survey 2010*

[15] Vos, M. Schoemaker H. (2007) *Geïntegreerde communicatie. Concern-, interne en marketingcommunicatie.* Boom onderwijs. (p. 91 - 92)

Internal communications strategy

For getting insight in the plans of the Communication & Branding Department of DEP, we describe the general strategy. It's important to know the strategy because the way the organization communicates is based on the strategy of the global Communications & Branding Department.

The DEP Internal Communication Strategy[16] is based on three pillars:
- Transparent Information - Share the news: where are we now and where are we going to?
- Build bridges - between DSM-DEP, between management-employees, between DEPEU-DEPAP-DEPAM and between departments.
- Inspire people: build and strengthen awareness, understanding and emotional connection for employees towards DEP, On Board, one DSM, and to create understanding and support for the new brand identity.

It's remarkable that the position of the Communications & Branding Department is not agreed with the strategy they have. The Department has the current position of 'plans writers' (plannenschrijvers) and 'style guards' (stijlbewakers). The department develops a lot of transmitter oriented tools while the strategy is focused on sharing, interaction, building bridges and inspire people.

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[16] Appendice 2 DSM, Theunissen,C. (2010) *Internal communication plan 2011*

3. VIEWS ON INTERNAL COMMUNICATIONS

In our organization analysis we describe DEP as a big organization with approximately 1600 employees around the world. The Communications & Branding Department is responsible for the global internal communications. Its strategy, formulated in the Internal Communications Plan of 2011[17], the Communications & Branding Department wants to achieve a higher involvement through effective two-way communication. The department wants also to make employees aware of their individual contribution to the strategy. Interaction is a large component of contribution and a very important topic for the department. Therefore, we want to know what we can do and what information we can provide to DEP employees to foster that interaction. In the organization analysis we described that interaction fits in some kind of organizations like DEP so we would like to know which position interaction can take in the organization.

In order to expand our own views on internal communication and to be capable of giving the best advice at the end of our research, we first turn to theory. Reijnders[18] provides insight about the interaction-vision; while we read van Ruler[19] and Vos & Schoemaker[20] to help us to understand how communication is linked with other disciplines within the organization. Van Ruler and Vos & Schoemaker give insights into the position of the department within the whole organization.

We will first explore the interaction-vision by Reijnders, which is only based on internal communications.

3.1 INTERACTION-VISION

Reijnders describes in his book based about the theory of the interaction-vision. The aim of the Communications & Branding Department is to achieve a higher involvement through interaction. It's very interesting to read about the ideas to implement the interaction-vision into an organization.

The interaction-vision is the counterpart of the action-vision. The action-vision is based on one-way communication and is transmitter oriented. He writes that the action-vision is no longer applicable to the type of workplace and the kind of employees that exist today. According to his

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[17] Appendice 2 DSM, Theunissen,C.(2010) *Internal communication plan 2011*

[18] Reijnders, E. (2008). *Interne communicatie voor de professional.* Assen: Van Gorkum (p. 59 – 93)

[19] Ruler van, B. (1998). *Strategisch management van communicatie. De introductie van het communicatiekruispunt.* Amsterdam: Kluwer

[20] Vos, M. Schoemaker H. (2007) *Geïntegreerde communicatie. Concern-, interne en marketingcommunicatie.* Boom onderwijs. (p. 85 – 129)

research he says that employees are more critical, smarter and more curious than they were years ago. This is why the interaction-vision on internal communications is required in many organizations in order to involve the employees and to encourage dialogue between them. Departments with an interaction-vision have the following features: employees are seen as a valuable source of information and therefore the communication department has to take the role of communication coach, facilitator or process designer in order to create dialogue within the organization. The employee becomes more responsible for their own communication, which Reijnders believes the internal communications will only be effective when there is a dialogue between the employees.

3.2 THE COMMUNICATION CROSSROAD

Van Ruler, author of the communication crossroad, has several comments on the one-way communication vision that is used in a lot of organizations. We read this book because van Ruler gives us more input for our research and advice. It's good to understand the misunderstandings of communication within organizations in order to analyze the way DEP communicates. With this information, we have a better view of the current position of the Communications & Branding Department.

Van Ruler believes that there are several misunderstandings regarding the (internal) communications. The first misunderstanding is that organizations assume that employees are ready to listen to their information. In practice, van Ruler describes that the employees only want to listen when the information is interesting for them. Nowadays, a lot of organizations 'inform' their employees. That is not the same as 'convincing' them. The second misunderstanding is that the transmitter (the Communication department) thinks the employees will have the same interpretation as the intended message. This misunderstanding is based on the tools of the communication department. In her research for the book, she found out that a lot of organizations used one-way communication tools. With these tools, it isn't possible to check how employees interpret the message.

The author thinks communication is a very complex, high specialism with its own skills that must be a special place in the organization. Communication can only by done in a good way by a communication department. The vision of van Ruler is that it should be the responsibility of the department to take care of all communication within an organization. Communications shouldn't be done by managers as well. Communication is about 'contact' and has a boundary spanner position in the organization. The ideal position of the communication department is the *intermediate position* which facility interaction between the organization- and communication management. Other positions described by van Ruler are the 'operator position' and the 'seller position'. The operator position describes a communication department which is responsible for

passing the message of the management to the employees. The only role of the department is making (creative) tools. The communication department with a seller position has a high position in the organization. They have to reach the goals of the management team. Examples of goals are: to produce a positive image in the organization, to make a communication strategy and policy. The communication department communicates only the things that the management team requests. It is the preferred intermediate position that works for both the employees (and environment) and the management team.

This intermediate position does not limit the communication department to making products and tools that are only commissioned by the upper management. Van Ruler believes that internal communication is only effective when it has an intermediate position between the employees and the management.

3.3 INTEGRATED COMMUNICATIONS

We read also the literature of Vos & Schoemaker which focuses on the functions of internal communications. We want to understand what kind of functions the Communications & Branding Department has at the moment. The current function could be relevant for our research and advice. The book said; internal communications has three functions:

1. Supporting the primary process: giving information for running the job.

2. Promoting involvement: through sharing information and knowledge of the organization, employees are involved and become more motivated for the job they do.

3. Promoting change processes: Internal communication can make clear what kind of change it will be and what it requires of the employees.

The Communications & Branding Department wants to know how they achieve a higher involvement by employees, because 'promoting involvement' is the main function of the department.

Because DEP is a big organization, the department thinks interaction is needed in order to achieve more employee involvement. After researching the visions of several professionals on (internal) communications, we think interaction is needed in order to communicate effectively for the smart, critical and curious employees of today. Interaction is about creating a dialogue between the employees, and has several benefits for the organization. DEP operates in three regions and the employees of the three regions have to work with each other in a good way in order to do their job very well. Interaction is needed to increase the team work and dialogue in an organization like DEP.

Reijnders gave us more insight in the several positions of communication departments that help to create a dialogue in the organization. We prefer the interaction-vision of Reijnders because this vision fits the best in the organization. He describes very carefully the position of the communication department when interaction is needed. The Communications & Branding Department wants to create more interaction in the organization, so the involvement of the employees will increase. The vision of Reijnders could help us to complete relevant research where we ask questions about interaction. We want to know if employees will have (more) interaction and on which way.

4. INTERCULTURAL COMMUNICATIONS

'Culture is an evolving system of values, norms and precepts. In a group of people who feel themselves members of their group, culture will be passed on generation to generation and so internalized. For people in a group, their culture is often unconsciously guiding of their own behaviour and their view of the world[21].

To begin our research, we felt it most important to gather insides first by observing how the organization currently operates. DEP operates global so the organization has to deal with cultural aspects. DEP operates in three regions: Europe, Asia Pacific and America where employees work with different cultural backgrounds, norms and values. Because we want to give the Communications & Branding Department good advice, we have to know some things about the cultural background of the employees. The Communications & Branding Department will focus their communication strategy[22] on 'build bridges', which means that there have to be more interaction worldwide. To give good advice, we have to understand how effective communication can be used with respect to the cultural aspects. We want to understand the habits, norms and values of employees in order to make small adaptations to our style of communication.

4.1 CULTURAL ASPECTS OF EUROPE

Europeans place more importance on polish and style. There are some rules and standards of etiquette in Europe like the way they dress, for one.
In Europe, it's not standard practice to address all employees by their first names, because that's too familiar for business interactions. They use titles and last names. Europeans communicate in a more formal way than Americans[23] do. The way they trust the counterparty is based on personal contacts. Europeans are more loyal and not really focused on entrepreneurship. Work is not the most important thing in life. They pay more attention to their social life than Americans do.

Introductions are very important and occur before the meeting start. In a meeting, the Europeans are open towards people who given their opinion. They are more traditional than the Americans are. Managers have a big role in a meeting, they are active participants and they ask questions all the time. Also in Europe, people can give their own meaning but in different ways. In Europe, it's more effective to start with points you agree on and work towards differences. Meetings in

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[21] Pinto, D. (2007). *interculturele communicatie een stap verder.* Houten: Bohn Stafleu Van Loghum

[22] Appendice 2 DSM, Theunissen,C. (2010) *Internal communication plan 2011*

[23] Louter, H. In Feite (2008). *Cultuurverschillen: Amerikanen leven om te werken, Europeanen werken om te leven*

Europe are more relaxing than in the U.S. because introductions are never neglected and they start often with a joke. The participants are expected to be involved and will give their full attention to the meeting. They demonstrate interest in the person who's speaking and are not afraid to ask questions. Meetings are often scheduled between 10.00 a.m. and 3.00 p.m. account with social activities of the employees. Europeans share compliments rather than taking it for themselves. They will thank other people when they get a compliment. In Europe, it's ordinary to give compliments to others and it's an expected mode of interaction. Expressing sincere compliments is a typical European behaviour[24].

4.2 CULTURAL ASPECTS OF AMERICA

Americans have more time for talent and skills than for polish and style, like the Europeans[25] do. Interaction between Americans is informal, which is evident by their standard to refer to everyone within their companies by their first names. Everyone from the CEO to the janitor is addressed by first name only. Companies in the States have been tending away from hierarchical systems and are more 'flat' in style and structure. The way they trust the counterparty is based on contracts. Contracts serve as the basis of good relationships. Americans are punctual, very service oriented and real entrepreneurs. Americans are not afraid to take risks. Their work is very important for them; they will do a lot to have the job they want. They pay a lot more attention to work than Europeans do.

The management style in the U.S. calls for team members to take a more dominant role in discussions while managers facilitate. It's common practice to have spirited arguments. When people disagree with one another they may use strong language or even raise their voices. In teams that have worked for a long time together, a lot of opinions can be expressed but no one takes the disagreements personally. A meeting is the U.S. is brief and to the point. They only focus on the particular problem or item at hand. They address the issue at the start of the meeting and keep the meetings short. Americans will often multitask or do something else (like answering emails) during meetings. They think it's efficient to schedule meetings before 9.00 am and after 5.00 pm because it doesn't interrupt 'work time'. In America, compliments are seen as unnecessary and condescending. But when you get some compliments, they are kept to themselves, unlike the Europeans do.

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[24] Williams, P. Ravenwerks (2009) *The opportunity.*

[25] Louter, H. In Feite (2008). *Cultuurverschillen: Amerikanen leven om te werken, Europeanen werken om te leven.*

4.3 CULTURAL ASPECTS OF ASIA PACIFIC

People from Asia expect to be treated with honourable and respectful behaviour. That is because of the high power distance culture[26] where less powerful people are depending on high powerful people (like managers in an organization). Less powerful people speak only when they are invited to speak. They think they have no right to speak and they are afraid to say something wrong. Japan has a masculine culture where the culture is focused on results and status. The people are very ambitious and sturdy and they never search the fault by their own. People from East-Asia are very direct in nature and will often ask what consequences decisions and actions will have on the future. In other parts of Asia, the people are short-term focused. They will learn from situations from the past and are very controlled. Asian employees in general work very hard. Their jobs are very important to them[27]. Asians want to speak only with people to whom they have a connection. It's important to them to know someone's background before they start a conversation. Asians are not used to speaking openly in public or with people to whom they don't know. In their culture there are rules for communication, where standards and requirements for what should be said and how someone should behave are dictated. Additionally, avoiding problems is also part of Asian communication. There is also little or no distinction between business- and personal contact in Asia[28].

4.4 CULTURAL DIFFERENCES BETWEEN ASIA AND THE WEST

We decided to describe the cultural differences of Europe and America together because they have many agreements. We called it the West. We summarized the relevant cultural differences.

People from the West can be regarded as individuals, people are the same, no one is better than the other one. Deviation from the beaten path is possible and even appreciated. Time is divided and cases have to be handled simultaneously in contrast to the Asian culture. The struggle between people and time is quite normal in the West. In terms of communications in the West there are fewer rules than in Asia. In Asia, people need to allow to the level of the person they are talking to. In the West the communication is much more based on the content than the relationship. During the interviews we expect more open answers from American and European employees representing their own strong opinions. We expect that Asian employees will talk in general, but won't say what they really think. We expect Americans won't give their full attention to our questions, Europeans and Asians will do this however. Asians normally avoid problems while Europeans and Americans will share their problems.

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[26] Armstrong, M. Mountain Runners (2008). *Differences between Eastern and Western culture.*

[27] Hofstede, G.J., Pedersen, P. & Hofstede, G. (2004) *Werken met cultuurverschillen.* Amsterdam: Business Contact

[28] Agentschap NL (2009) *Azie: Stap 8: Praktijk van het zakendoen.*

5. RESEARCH DESIGN

The research phase played a major role in our thesis. In this Research Design we want to explain why we made certain decisions in our research phase. In our first exploration in the first weeks of our internship we found out we had to do a very complex case. It was constantly necessary to reflect on our process. What were the results and how are we going to proceed? In this chapter we describe these steps exactly.

As you may have read in chapter two till four, we have done research on the organization and communication profile, the visions on communication and intercultural communications to understand our command. This research includes desk research, literature research and exploratory conversations. We spoke with two HR Managers in the Sittard office and we went to the plant in Genk where we noticed the atmosphere and spoke to employees. We did these conversations to have a wider view on the organisation. The head of the Communication & Branding Department gave us the advice to talk to employees to understand the organisation better. We used the insights of this first research to formulate the central question and to choose the right research method. First we are going to describe how we came to the main topics in our research.

We wanted to take these first insights in our further research. We wanted to know what employees think about the current internal communications to make the internal communications more effective. Our first insights learned us that the communication climate in Sittard can be described as an open climate with space for informal communication. We would like to know how employees communicate in their own work environment. The fact that DEP is a matrix organisation where employees of different disciplines work together in project groups tells us interactions is needed. At this moment the Communications & Branding Department is responsible for the policy and motivational information and has less influence on the line communication they only can advise the line managers in their communication. The department functions from the action vision of Reijnders and produce mostly transmitter oriented tools. We like to know what employees need when it comes to policy, motivational and line communication. Because DEP operates in three regions we have to pay attention to the different cultural aspects of the regions where employees work.

This brings us to the major topics of our research: content of the information, tools, interaction and improvements.

Central question

We wanted to meet the employees worldwide to understand their general needs regarding the internal communications. The central question is based on our first insights in the organization and according to the command at the beginning of our internship.

The following central question has been formulated:

What are the needs of the employees of DEP worldwide regarding internal communications to increase interaction?

5.1 PRE-RESEARCH

The pre-research is based on the central question. The sub questions of the pre-research were:

1. Which tools do employees know and use?
2. Which information do employees miss?
3. Do employees want to share knowledge and experience with colleagues worldwide?
4. Which preconditions are the most important of the internal communication tools?
5. Are employees open to new internal communication tools, like social media (for internal communications)?
6. Is engagement a result of well-organized communication?

Research method

The research has to give answers to the central question. For having insights of the needs of the employees in the whole organisation, we decided to start with individual interviews[29]. The type of this research is a descriptive research, we call this our pre-research. In this pre-research we did a structured interview[30] with open and closed questions. We gave preference to the research method of individual interviews because of during the orientation conversation in our first research we found out this method worked best for DEP employees. They can speak in a free way and say what they really want. We did sixteen individual interviews, we interviewed seven employees in Asia Pacific, four employees in America and five employees in Europe from all hierarchic levels. The number of sixteen employees gave us information about the general view

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[29] Appendice 3 Questions pre-research

[30] Baarda, De Goede & Teunissen (2005) *Basisboek kwalitatief onderzoek*, p. 224 – 258

on the needs of employees worldwide. The number of employees we interviewed in each region, is based on ratio of DEP employees who work in every region.

We chose to interview employees of all levels to have an overall view of the needs of the employees in the organisation. We chose these employees by ourselves and selected them on region and function. The employees are selected on these criteria because we think region has an influence on the (cultural) behaviour and thoughts of the respondent. Function is important in case of receiving information. We achieved the employees by email and Communicator. We did face-to-face interviews and interviews by telephone or Communicator in offices and in plants. We spoke with plant employees, plant managers and office employees.

After pre-research we did find some general results about the needs of employees, like the influence of cultural differences in their communication and their needs of tools. After the pre-research portion, we found out that it would be wise to do another qualitative research to give us more insight into *why* employees have the stated needs. Because of the findings in the pre-research, we formulated additional sub questions to accompany the main research. Therefore, the sub questions of the pre-research and the main research are not exactly the same.

5.2 MAIN RESEARCH

The sub questions of the main research[31] are based on the central question and on the outcome of the pre-research. These are the sub questions of the main research:

1. Which internal communication tools do employees know (spontaneously)?
2. Is it important that there is attention for employees culture in the internal communication?
3. Do employees receive enough motivating information like information about On Board?
4. Do employees receive enough information about the organization like strategy and mission of DEP?
5. Do employees receive enough information from their line manager?
6. Do employees believe the content of the information has to be improved?
7. Do employees want to discus and have more conversations with colleagues worldwide?
8. What makes an internal communication tool effective?
9. What must be the tasks of the Communications & Branding Department of DEP?
10. Does internal communication increase employees involvement in the organization?

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[31] Appendice 4 Questions main research

Research method

We decided to do a qualitative main research, we gave preference to do individual interviews rather than group interviews or online surveys, because we think especially Asian employees are more candid in an individual conversation rather than in a group conversation. The disadvantage of quantitative research, like an online survey, is the limited response options. The quantitative research[32] would not have given us as much insight as interviews did. The extent didn't play a role in knowing the needs of the employees.

The qualitative main research differs from a few points from the pre-research. First of all, in our main research we did a half structured[33] interview with open answer possibilities. The topics and most important questions we ask are mandatory. Through the pre-research we got some knowledge so it was possible to respond on what the employees told us in the main research. This create more depth in our interviews; we focus on their own opinion and answers. We wanted to know the deeper needs and underlying thoughts. The background and motives are more important now than in the pre-research. In these interviews we identified feelings, experiences and perceptions about the needs employees have regarding the internal communication and how they perceive interaction. We did thirty depth interviews. We interviewed ten employees in every region. We also selected on region and function. Based on the results of pre-research we decided to make our target group more specific for the main research phase. In this research we only chose to interview employees who have access to a computer, these are office employees and plant managers. We let the plant employees aside because in our pre-research we concluded they don't see the need of sharing knowledge and experiences worldwide and they have limited access to a computer. And access to a computer is needed to share knowledge worldwide. The employees are also selected on region and function because we think region has an influence on the (cultural) behaviour and thoughts of the respondent. Function is important in case of receiving information. The HR manager of every region gave us names for the interviews and we searched for employees by ourselves to be sure to have enough respondents. All these interviews were done by Live Meeting, where we can see each other via a webcam, because we found out that there was a need to see each other.

After the qualitative pre- and main research has been conducted, we noticed it was very difficult for individual respondents to give new ideas and improvements for internal communication tools.

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[32] Baarda, De Goede & Teunissen, (2005) *Basisboek kwalitatief onderzoek.* (p. 88 – 96)

[33] Baarda, De Goede & Teunissen, (2005) *Basisboek kwalitatief onderzoek.* (p. 230 – 235)

We decided to do something that brings new ideas. We would have more input to write a more concrete advice in the end. We believed it was good to extend the answers that were gathered in the group interview. We chose for a group interview because there is a better chance to create new ideas for new tools, improvements and applications due to the fact that people respond to each other's answers. They were searching together for new ideas and they often developed great new useful tools. We did a group interview in the Sittard office with four Dutch office employees. We first received a list with names from the head of the Communications & Branding Department. Because the response was too low we decide to search by ourselves and we chose the employees randomly. We chose for Dutch employees because then the language would not be a hamper. We organised an interactive session wherein three topics took a central place. In the topic 'the content of the information' they had to discus by statements. The topic 'interaction' was being answered by an interactive case and in the topic 'improvements' they had to think about possibilities of (new) tools.

Expectations

In our first research, before we started with our pre- and main research we noticed there are difference in culture between the regions. Especially between the West (America and Europe) and Asia Pacific. We expect also that people of a masculine culture will criticize other people, so we can expect critical answers. In East-Asia there is a long-term focus culture[34]. Because people of a masculine country (for example Japan) believe work is important for the future, we expect that these employees will receive more information about the future plans of DEP. We expect that employees of the West will give their own meaning and less social desirable answers than employees of Asia Pacific. We also expect to reach employees of the West in an easier way than the other employees.

The results of the researches are given in the next chapter.

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[34] . Hofstede, G.J., Pedersen, P. & Hofstede, G. (2004) *Werken met cultuurverschillen.* Amsterdam: Business Contact.

6. RESULTS RESEARCH

In the results we describe the output of the interviews from the pre-research phase, the main research phase and from the group interview. In the pre-research phase we used open and closed questions while in the main research phase we only used open questions because we wanted to know *why* employees had certain needs. The group interview was an open interview with employees from the office in Sittard. It was an interactive meeting focused on the (new) ideas of the participants.

In the pre-research phase we interviewed sixteen employees of the three regions from all hierarchical levels. Some of these interviews[35] were conducted in a face-to-face manner and were held in the Sittard office or the plant in Genk. Other interviews were conducted by telephone or Office Communicator. We decide to put the results from Europe and America together, because in our first research we saw some relevant agreements between the employees in these two regions, like the way they work and how they tread colleagues.

6.1 RESULTS PRE-RESEARCH

The results of our pre-research are based on the following questions in which we hoped to uncover the needs of the employee:

1. Which tools do employees know and use?

2. Which information employees you miss?

3. Do employees want to share knowledge and experience with colleagues worldwide?

4. Which precondition are the most important of the internal communication tools?

5. Are employees open to new internal communication tools, like social media (for internal communications)?

6. Is engagement a result of well-organized communication?

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[35] Appendice 3 Questions pre-research

6.1.1 RESULTS INTERVIEWS EUROPE AND AMERICA

Tools

The respondents from the West use a lot of e-mail for global and for local information. Personal contact decreases as e-mail takes over. Respondents prefer e-mail as the number one tool to receive information, but also feel that it has to come also from the supervisor and from Global Sharing. Net Presenter, live meetings, the quarterly Conference Calls of Roelof and the New Year's speech of Roelof are well known to the respondents and they use them frequently. The On Board newsletter and Explore the outside world also are well known, but are not used often. Respondents said that they are more likely to use tools that are easy to use. Deterrents from tool use include a feeling that there are too many tools and employees have not been properly trained to use the tools. The employees don't know the differences between corporate DSM tools and DEP tools. Some users even indicated not having a computer to have access to such tools. Most of the respondents feel that there are adequate tools and do not miss a tool. Just over half of the respondents said that no tool is superfluous.

Information

Respondents decidedly receive sufficient information. In fact sometimes they receive too much. However, there are certain areas where respondents feel that they lack some information. These areas include information regarding jobs and tasks. Missing task information was cited mostly by people from the plant, but is not relevant in this research; so we put the task information aside. We found out office employees have a high need for local and global information. The need for global information is not that high for plant employees.

Sharing knowledge and experiences

Almost all respondents want to share knowledge and experiences with colleagues. However, in some cases, they only want to share with colleagues of their own country because the English language can be an obstacle for a lot of plant employees. Learning is an important factor in the success of sharing knowledge and experiences. Other reasons why people want to share are: 'interest in what people do, 'nice to know what DSM does around the globe' 'solve the same problems', 'learn from mistakes and apply new things at our own site.' Topics of sharing are: the daily work, innovations, warehouse techniques, product information and experiences, appointments about working time, safety, work process of other departments, new production methods and policy information of DEP. Reasons why respondents do not want to share: 'I haven't worked for DEP long enough to share my experiences and knowledge.' And 'In the factory there is not much need to share experiences worldwide a product manager has more

need for that.' 'I don't have a lot interesting news for outsiders.' Respondents want to share via e-mail, chat, talking and live meetings.

Conditions of the tools

Conditions for the internal communication tools are: The information has to be fast in time and short, clear and simple; the tools have to be easy to use, accessible, in the employees' own language, accurate and attractive to use visuals. Most of the respondents are open to new internal communication tools. The tools need to add value and should make it easy to share things with other employees. Their own ideas for new internal communication tools are: video conferences, motivation stickers, DEP TV, computer calls with webcam and an assessment website. It is also good that tools support each other.

6.1.2 RESULTS INTERVIEWS ASIA PACIFIC

Asian employees believe that the internal communication is well-organized. The internal communication has improved over the last several years. Most of the employees think engagement is a result of well-organized internal communication; it makes the gap smaller between Europe and Asia.

Tools

E-mail, Global Sharing and Net Presenter are well-known tools. The Asian respondents are informed by Global Sharing about developments and news. Global Sharing and live meetings are tools which Asian employees like to use. DEP Dialogue 2, Connect and Management Lunches are not well-known in Asia Pacific. Connect and Management lunches are corporate DSM tools. Asian employees like to be informed about global developments and in every business group, because they can learn things. There is a significant need for local and global information. In order to have a better view on the global changes. When more information is needed, a news letter could be a good tool for local news, the respondents think. The Asian respondents believe that there are too many internal communication tools. The tools have to be well introduced, so all employees will know how the tools work.

Information

Most of the respondents don't feel that any information is lacking. However, third of all respondents would like to see the implementation of the DEP policy in their own office/site. The respondents think that it is necessary for all employees to know what's going on globally and what it means to their own work. A respondent of India said that there is no realistic view on what's happening in Asia. They think that the European vision is that China is the biggest country for DEP, so DEP is too focused on China while India has higher production.

Sharing knowledge and experiences

All respondents want to share knowledge and experiences worldwide because they can share their job problems with and learn from each other. Most respondents want to share knowledge and experiences about policy information and specific job information. The consensus among the Asian employees is that they feel they are sufficiently engaged with the global organization of DEP.

Conditions of the tools

The most important condition of the internal communication tools is accessibility. Asian respondents don't want to search a lot to find the right information. Also fast and updated information is important for them. In Japan, the English language is a big problem for the employees. They can't read the information on Global Sharing. E-mail is the preferred method of receiving information in Asia Pacific, but it is also the tool that doesn't work for Asian employees because it is too often used. In China the best way to communicate with employees is via the manager. Time is a critical factor for the employees. A lot of Chinese employees think they don't have time to read all of their email and information on Global Sharing.

All respondents are open to new internal communication tools if the new tools are effective and well introduced. New tools must link employees with each other and that there should be a focus on Asia, not only on Europe. Recommended new tools are: chatting, motivation e-cards, DEP TV and Facebook.

6.2 RESULTS MAIN RESEARCH

From our pre-research we found out that some cultural expectations, which we described in the Research Design, are correct. In particular, employees from Asia prefer face-to-face contact where they can see the other person. Because of this fact, we decided to use Live Meeting for the interviews. We hoped to get more information about the needs with this tool. Our pre-research gave us also more insight in the cultural aspects of each region, which proved to be important for employees. One of the requests from the Communications & Branding Department was to research the needs of the employees regarding different kinds of information. The department would like to know which kind of information the employees need. Our pre-research showed us that employees couldn't see the different kinds of information by themselves. We concluded that we have to ask more specific questions about this topic. Another topic we add to our main research is to come to an understanding of what the function of the Communications & Branding Department must be. What are the expectations and wishes of the employees for the department to make the internal communication more effective.

The qualitative main research phase includes a few important, open ended questions[36]. Open-ended questions provide a more in-depth interview; focusing on the opinions and candid answers of the employees. We interviewed thirty employees from Asia Pacific, America and Europe; ten respondents in every region. We decided to do this interview with office employees and plant managers, not with plant employees because they don't have access to internet and they don't have the need to interact with colleagues worldwide. We decide to split up the results from Europe and America, instead of the results of the pre-research where they were put together. We did this because we can say specific things about every region.

Because we concluded that some topics play also a role in the internal communications, we decide to add a few questions to the interview in our main research. All questions are based on the central question. Below you see the sub questions of our main research:

1. Which internal communication tools do employees know (spontaneously)?

2. Is it important that there is attention for employees culture in the internal communication?

3. Do employees receive enough motivating information like information about On Board?

4. Do employees receive enough information about the organization like strategy and mission of DEP?

5. Do employees receive enough information from their line manager?

6. Do employees believe the content of the information has to be improved?

7. Do employees want to discus and have more conversations with colleagues worldwide?

8. What makes an internal communication tool effective?

9. What must be the tasks of the internal communication department of DEP?

10. Does internal communication increase employees involvement in the organization?

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[36] Appendice 4 Questions main research

6.2.1. RESULTS INTERVIEWS EUROPE

Tools

The tools that European employees use the most are: intranet, face to face conversations, Communicator, BU chat, e-mail, Live Meeting, telephone, live conferences and the quarterly Conference Calls of Roelof. (Not all tools are produced by DEP, but are corporate DSM tools) Of these, the major tools are e-mail and intranet. They prefer to meet someone and when that is not possible they prefer to see the person by photo or webcam because they feel that when there is a personal contact, they can understand each other better.

Cultural aspects

The attention for the cultural aspect is not that important in the content of information. Instead, they pay attention to things like: practical information about the cultures, what kind of style they use in e-mail and phone calls, time zone differences and cultural differences between the regions.

Motivational information

Employees receive enough information that motivates them to do their work. Topics that employees are interested in are: what employees are doing and what their drivers are, DSM in general, customer related issues, the World Food Program, sales volume, new products, pricing and improvements. It motivates people when a manager gives an explanation about how the company is doing like the speech from Roelof or Michael. Feelings about the On Board program are a little more divided. Some people say On Board is a good program but others feel pushed. These people need more space to implement On Board in their own way. Still others said the programs have to be more concrete by using targets in the departments of DEP. There are too many things to focus on.

Policy information

Employees don't receive enough policy information. Employees want to grow in the organization and want to know why choices are made. Most of the employees go to their bosses if they want more policy information. Tools to inform are: a meeting, Live Meeting, intranet, speeches and the Conference Call of Roelof. Preferred ideas are: to make complex information simple for all employees by using video and more continuity in the information supply, like a quarterly status update. The DEP organisation talks too much about 'changing' and 'outside-in' but that is not tangible.

Information from the manager

In Europe there is an Open Door Policy where employees can have a dialogue with their manager. Most of the employees are satisfied about the information they receive from him/her. Topics they talk about are; projects, the Management Team, general company information, strategy, new developments, production progress, new ideas, On Board, instruction of the internal communication tools, developments about purchase, work council, decision of certain products, coaching of employees, the department, technical things, projects and teamwork, materials and closings times of sites. The degree of formality varies very much; they receive the information via (lunch) meetings, personal conversations, working meetings or in the coffee corner.

Other information

Other information that employees feel is lacking include: personal development, career possibilities and the contribution of DSM in the process of the end product. People who receive too much information prefer a menu where they can choose their own subjects of information. The content of the information on Global Sharing is complete and the topics are ok. Some people watch it a few times a day while others don't because they don't have time.

Interactive ways

Employees like to interact with colleagues. Interaction must have a specific aim like sharing information or learning from and helping others to end up with better solutions and ideas. People prefer to have contact with colleagues from their own level, because then they know what they are talking about. They like to interact via Communicator, telephone, e-mail and they all prefer personal contact. When it's not possible a webcam could be a good solution to understand each other better.

Contribution to interactivity

The contribution to interactivity is very high. People take initiatives to go to managers or approach other employees.

Interaction means

Interaction helps in understanding and remembering things better. It helps with the interpretation of the message. It's very important that internal communication reaches people. Only when that happens, can you attain higher involvement.

Conditions of the tools

An effective communication tool is: efficient, friendly, open, interactive, has clear and simple content and has the possibility to receive feedback. It is important that everybody feel that they

can ask questions without being judged. Instruction to illustrate how to use the tools (in training or workshop) would also be great. Sometimes a reminder is needed about how to use the tool. Visuals can make the information more attractive. Employees are satisfied about the current tools. There are enough tools, no tools have to disappear and there is also no need for new tools.

New internal communication tools

Overall, the need for social media is not very high. Employees are not very enthusiastic and they say that they don't have any time for social media. Those that do have some interest did offer some suggestions like: DEP TV and organizing meetings with employees from different departments and different cultural backgrounds where people can take part in a discussions and get new solutions. Another idea is a workshop or training for better understanding of the cultural differences.

Improvements

Employees want to have as much information as possible when there are changes in the organization. Instruction to illustrate how to use the tools (in training or workshop) would also be helpful and it also allow employees to give feedback and to ask questions; a component that they feel is lacking to date.

Task of the Communications & Branding Department

Most employees do not know what the tasks of the Global Internal Communications & Branding Department are. Employees believe that the department should be responsible for the information on the intranet and offering support to employees in the area of their communication expertise. It is also felt that the department should give advice about (the existing of) internal communication tools and they should empower employees to use these tools. The way they communicate plays a major role in the culture of the organisation.

Increasing involvement

Employees need to feel that they have a connection with the company in order to feel motivated to get involved with the organization. This is where the Global Internal Communications & Branding Department could help to improve involvement. Internal communication increases their knowledge of what is going on in the organisation.

6.2.2. RESULTS INTERVIEWS AMERICA

Tools

The tools most American respondents are familiar with are: Intranet, email, Live Meeting, Office Communicator, Conference Calls of Roelof, smartphone and sometimes newsletters. A lot of American employees are travelling often and use their mobile phone (or smartphone) to complete their daily work. Email is the favourite tool for Americans because they can read and respond whenever they want.

Cultural aspects

Paying attention to cultural aspects is, for some Americans very important. Respecting the culture of others keeps the organization professional. All regions want to exchange news between one and another because they feel there is One DSM. Some people like to hear the successes of the other regions because that inspires them. It is also important to share product information and to communicate in a good way with other regions because each region shares the same customers. The consensus among the Americans is that they are unclear about the functions of colleagues in Europe and Asia Pacific. Providing this kind of information would be very helpful to them.

Motivational information

American employees get inspired by the Conference Call of Roelof because they get motivated by the information about how the business is doing now and in the future. They are less interested in receiving only results from the past. The sales meeting also inspires them because they can interact with each other. Some respondents become motivated by information like: new innovations, new market directions, accomplishments and from the successes of colleagues in other regions. They want to read about positive things. A lot of Americans are not familiar with On Board. When we explain the On Board program, Americans said it was not on the top of their priority list because they have no time to read that information.

Policy information

Most of the respondents receive information about the strategy of DEP from sales meetings and from the intranet. It's important to be familiar with the major topics (like innovations and sustainability) in order to understand the direction and actions of the company. They think face to face meetings are the best way to communicate with each other.

Some Americans feel that they do not receive as much information as their European counterparts. They would prefer to get more involved in an earlier stage of the planning rather than being informed of it after the fact. Open communication is very important for them. The information that the Americans would like to receive more of include that regarding mile stones

and capacity because they feel that this is the key information required for them to do their jobs. Some of the Americans want more news about the future. They want to get more information via email.

Information from the manager

The respondents feel that they can have discussions with their management. They have an open door policy. Some Americans believe there is a lack of support from Europe. Americans feel fine when managers have time to listen to their concerns. Most American respondents think they get enough information to do their jobs. Some respondents said that their managers don't pass along enough information, only when they ask there is a dialogue.

Other information

Employees don't want to search for information, but are happy to receive information when it's new. They don't want to search for information by themselves because they don't have any time to do that. Some respondents would like to have access to information regarding projects completed in the past. Also a respondent wants to know his influence on the organisation and how he can integrate globally when there is a common customer. They want more information about the DSM expectations, new acquisitions and benefits. The Americans want to understand why something is going to happen and what it means for them. A lot of respondents want more consistency in the communication, like a monthly email or Live Chat from Koen Devits (BU Director) about the status. The value of a chat is to hear someone's passion and concerns. The information on Global Sharing is clear and when they have questions they pick up the phone and call for more clarification. However, not all Americans use Global Sharing because they believe email is the best way to communicate.

Interactive ways

A lot of Americans want to interact also with people from other regions. The topics they would like to discuss include practical components of the job and how these things can be done better. They don't feel it necessary to discuss more about the general strategy. They also want to discuss with people they need for doing their job. Some respondents want to see a better interaction with their Asian counterparts to understand the way they work and to understand their successes. A lot of respondents believe there needs to be more face to face contact and more support from other regions. The Americans think they have pretty good communication with their colleagues in the US but that the communication with the other regions could be improved. Time zones however, pose a challenge when trying to communicate with the other regions. Americans are closer with the Europeans than with Asian colleagues. Americans communicate in a number of ways including through; face to face discussion, email, telephone and CRM.

Interaction means

Interaction means focus on the goals of work and contact others when they have questions. They believe that it's very difficult to start a discussion if you don't know somebody. The American respondents want more face to face contact with other regions to create new ideas and solutions.

Contribution to interactivity

Some Americans are members of Global Segment Teams and attend those meetings. At the moment, they send reports, email colleagues and have phone conversations with other regions about prices, product information and/or customers.

Conditions of the tools

The tool has to be: easy to access, fast, clear, to the point and concise. Most respondents like direct communication tools that help them to do their jobs, bring new opportunities or solutions, or inform them about the profitability of the organization. The technique has to be good and fast. The information has to be relevant for everyone like topics as pricing and products. An internal communication tool is effective for the respondents if they see the benefits of the tools. They are not familiar with all the current tools.

New internal communication tools

Social media is not a good tool for the older employees of North America. They don't see the benefits of it and it seems it's only about nonsense (like Yammer). Most respondents don't see the value in such a new tool. The employees who do want new tools believe that putting links, folders, locations and information on the intranet. Everybody in the three regions can pick up information that help them. They also would like to receive news via their smart phone's. An additional to the current tool is to get the news via email with a link to Global Sharing (where employees could read the rest of the news).

Improvements

They want to see more upgraded communication between the US and Europe. They want more sharing of information across the regions via the intranet. It was suggested to make the information and communication accessible even to employees who are not in the office. The Americans want to see more frequently updated information on Net Presenter and they want to involve upper management in the process of internal communications.

Tasks of the Communications & Branding Department

Most American respondents don't have any idea what the Communications & Branding Department is really doing. They think that the tasks of the Communications & Branding Department should be to make information reliable and clear. They should update important

events and ideas and make news available on the intranet and Net Presenter. The department has to be responsible for communicating benefits, policies and core principals as well as the results of profitable innovations. They should share information, knowledge, vision and strategy. Americans want more updated, new information.

Increasing involvement

Respondent said that internal communications would involve the Americans when it increased. Giving meaningful information about who is responsible for what is important to them. Some people don't get involved because they are too busy with their day-to-day work, that they don't have time for other things. Many respondents believe that the more information they receive, the more involved they get.

6.2.3. RESULTS INTERVIEWS ASIA PACIFIC

Tools

The Asians use intranet, email, Office Communicator and Live Meeting. They believe Outlook is a good tool to organise things. Communicator is ideal when you have short questions while Live Meeting is better for having discussions. The Conference Call of Roelof is clear for the respondents and it was acceptable to have two weeks of preparation time so everybody was available. They use the intranet and email for formal communication and phone and face to face meetings for the explanation of details. A lot of respondents use DSM TV as tool; it's a favourite among the Asians. The use of the intranet is varied among our Asian colleagues. In China, it's not a habit to use the intranet. They only use email. Other Asians just want less email. The Asian respondents believe face-to-face conversations are the best way to communicate with employees. Japan has a different organization and culture; more traditional than in the West. They would like to communicate with classical, simple forms like letters.

Cultural aspects

Some respondents said that they haven't paid attention to the cultural differences because they are all DSM employees with the same values and behaviours. Other Asians are saying that they want to adapt to the European culture if they knew what the Europeans were thinking and doing. Most respondents of Asia said they have to pay attention to the culture to understand each other in a better way. The Asians describe the European culture to include an open door policy. They believe that their European colleagues are given more time to speak in an informal way to colleagues and they have more discussions where they are able to express themselves. For example in India: the openness of people is different. Indian people don't criticize their bosses and they don't feel comfortable when they speak in public. The Japanese respondents said that the English language is a barrier. They don't read intranet and long English announcements

because it's too difficult for them to understand. Asians want to speak with each other in a face-to-face meeting because that is how they show respect to each other. Asians find that they can do more things in a faster way when they have personal contact with one another. They would find it useful when trying to schedule interaction with colleagues in other regions to have information about the national holidays of said regions.

Motivational information

The Asian employees were motivated by the Conference Call of Roelof. Topics that Asian respondents found motivating are: career prospects, job enrichment, the news and moves of DEP, the financial situation; how the business is doing globally and info regarding major organizational changes. They find it very important to hear what other regions are doing; sharing their stories and successes. The respondents who attended the Inspirational Leadership Meeting are very enthusiastic about how the meeting went because it inspired them to see themselves from another point of view. Some of the respondents are familiar with On Board, but only the concept, not in detail. They find the concrete implementation of On Board to be missing.

Policy information

The respondents who occupy a high position within the organization feel that they receive enough information about the strategy by not only Roelof, but also from business reports and BU heads. A few Asian respondents believe that the reasons for the strategy could be communicated much better. They want to see more about the future and more about the customers and pictures of the end products. A lot of Asian respondents receive the policy information from their managers through discussion of the information. Some respondents like to discuss things like strategy and future plans globally because they want to understand each other better. In India they are not happy with the general views about Asian Culture being so heavily focused on the Chinese culture.

Information from the manager

Most of the respondents get enough information from their manager by email and face to face contact. Topics they discuss are include; project organization, planning and job knowledge. In Japan, a dialogue is not open to all employees. On the other hand, in other countries of Asia Pacific the dialogue with the managers is relatively open. Some respondents want more information about the direction of the company. Some Asians think that the top management has to communicate more with employees.

Other information

The respondents want to receive more access to see results. Some respondents want more technical support for doing their job. They want also information about big events going on in other regions. The functions and tasks of employees are not always clear. Some Asians don't know who's responsible for what. They want to receive that kind of information. Some Asians say Global Sharing is not attractive The layout is not good and the content is not directly related to their business.

Interactive ways

Asian employees want to share technical information business processes and market segment information. They want to understand how regions communicate with global R&D. The Asians want only to talk about their job, not about personal thoughts. They want to share the best practice of work with others. Tools they use for interact are: Communicator and Live Meeting because than they can see the face of the person they are speaking with. This is very important to them because it gives them more information about the person to whom they are talking. Also phone calls and email are used to interact with colleagues from other regions. A lot of respondents want face-to-face cross regional meetings.

Interaction means

Interaction should include the ability for anyone to initiate a discussion. A respondent believes that also the employees on a low level have great ideas which have to be discussed. Another respondent believes that there has to be more value interaction with the right information and the right people. Interaction is necessary, but some Asian employees are afraid to say something wrong. They want only give a response to the people they know. It's very difficult for Asian people to speak in public, certainly when they don't know the other person. They are limited in speaking freely. Only management can speak out in meetings.

Contribution to interactivity

The respondents do the following things to interact with colleagues: organise internal meetings (like lunch meetings), start discussions via Live Meeting, make phone calls, react on emails and passing the information they get from their manager to the site employees. Site managers do this via meetings, like picnics and competitions.

Conditions of the tools

For making an internal communication tool more effective there has to be clear instruction for all employees on how and when to use the tools. In Japan the information should be translated into their own language. In general, the tool has to be fast and should be capable of receiving

feedback. The information on the intranet and from news letters must be very attractive and the tool has to be connected to all parts of the world. Some respondents believe they need more visuals, like videos and pictures in communications. The respondents want to receive related information, like information about their function. A lot of respondents believe the character of the employee whose communicating, decides if the communication is effective.

New internal communication tools

The respondents want to see updated information via email where they can click on a button to read more information about the subjects. They also want a more frequent update from the BU Director. A new idea for a tool is a link for questions on the intranet where Asian employees can talk individually to each other because Asians don't like to talk in public. Another idea is to implement a chat room where they can see pictures and share ideas together. Some people believe that the ways we communicate must be more creative. Blogging was given as an example of this. Using the smart phone and creating an online platform for young people where they can express themselves and share information about their careers and lives is also an idea.

Improvements

The understanding of the different cultures and backgrounds could be better. It's very important for the Asians to understand which tool they can use for what. They want a lot more instruction about how to use the tools by email. Asians want also to see more visuals. When they know what interaction can do for them, they will be more interactive, they said.

Tasks of the Communications & Branding Department

Most respondents didn't know what the tasks of the department are. The respondents with some ideas said; the tasks have to be: setting up and scrutinizing tools, educating people how to use these tools, showing the benefits of the new systems and developing different ways for internal communication. Other responsibilities of the department are to help new people understand the flow of information and to give them access to different tools. The department should also keep the information up to date and give information about what's going on in other parts of the world. Most of the respondents are comfortable with the way the internal communications is currently.

Increasing involvement

The respondents are involved through internal communication because the organization grows and they have the same customers in different regions, like Toyota. The Asians believe it's very important to understand a lot about what the regions are doing because than you can work together in an effective way on a common goal. The Japanese are more likely to interact when there is more understanding for their background and opinion.

After the interviews of the main research has been conducted, we noticed it was very difficult for individual respondents to give new ideas and improvements for the internal communication tools. We believed it was good to extend the answers that were gathered in the group interview.

6.2.4 RESULTS GROUP INTERVIEW

We did a group interview[37] to create (new) ideas and to discuss the effectiveness of internal communications. We decided to do a group interview because in a group, the participants could react on each other's ideas and new ideas could be born. We did this group interview with four Dutch employees of the Sittard office because the interaction will be optimal when everybody can speak in their native language. The group interview was based on three pillars: content of the information, interaction and improvements.

Tools
The BU Chat of the BU Director and the Conference Call of Roelof are the favourite tools among the group. The power of these tools lies in the possibility to react on the given information. Interaction is very important because employees can see each other. The conversation should be more valuable and personal when participants are able to see each other. Global Sharing is suitable to inform employees. There is no place for interaction. Social media is for many employees still unfamiliar. They think it is not suitable for this organization. Very few employees want to get a news letter via email because that's not attractive.

Tasks of the Communications & Branding Department
The tasks of the communication department are not very clear for the participants. Also the tools of the department are not well-known. The respondents are engaged with DSM but not specifically with DEP.

Content of the information
Global Sharing contains too much information because there are several structures like the European, the Asian and the American websites. The respondents of the group interview have no time to read all the articles. The participants think that they get enough policy information but they feel that they have no opportunity to provide feedback.

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[37] Appendice 5 Group interview internal communication

Interaction

We presented all respondents with a case about how the strategy of DEP could be implemented in the organization in an interactive way. Below you find the outcomes.

They would like to see the strategy communicated in an interactive way. This could be achieved through the use of touch screens or statements at the coffee corner, product presentations, more face-to-face meetings and Live Meeting. The Conference Calls have to be more attractive with visuals and video showing innovations and developments. To implement the strategy in an effective way, informal theme drinks would be a good idea, the participants said. Other ideas are: creating implementation plans for each department, Employee of the Month and more team building events.

They think it's important that employees brainstorm some implementation plans with their own team. It has to be a fixed point in the department meetings. There has to be a discussion about the strategy in all departments of DEP. The information about the strategy of DEP has to be understandable and simple. The information can be shared through sharing the best practice via meetings. One participant thinks that it will be management responsibility to implement the strategy in all departments and to control that with targets.

Improvements

➢ Printed magazine: Most participants would like to see a printed magazine like the old DSM News. The impact of a printed paper is much bigger than the impact of an online magazine. It inspires employees, the participants said! A good improvement is to have a printed magazine on a regular basis with facts about the employees in all the regions. The redaction of the magazines should be done by the employees from each region so the cultural differences will be clearer.

➢ Smartphone: they have the idea to have a DEP application for Global Sharing only for employees. The only obstacle is that not every employee has the same phone.

➢ TV Screens: the participants like DSM TV because you can watch at your own convenience. It is visual and valuable. They believe there should be a TV screen at every location and everyone should have access to watch movies on location. It will be good when the effectiveness of the TV screens are measured.

During the interviews…

We experienced the interviews of our pre-research and main research phases and we can conclude that the Asians are candid in an individual interview with a webcam. Remarkably, Europeans are the most difficult to reach for interviews and the group interview. We didn't expect that. It was very surprising for us that Asian employees have a lot of new ideas regarding the internal communication instead of what we expected before. In the chapter 'Intercultural communications' we described the degree of attention held in meetings. We experienced that Asians expected full attention from us in the interview but that Americans think that it's common to do more things during the interview. Americans have a very strong opinion and are very direct in their communication, instead of the Asians. We think employees from all regions gave us a lot of information, based on their own opinion.

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7. CONCLUSIONS

In the conclusion we take a look at the differences and similarities between the needs of the employees in the three regions. These conclusions are based on the (sub) questions of our pre- and main research phases and the topics of the group interview. The results are comprehensive and not all results are relevant for our conclusion and advice. In this chapter, we describe only the most relevant conclusions. We classify the conclusions of the main topics in our research; tools, interaction and department.

Tools

All employees need to know which tools are available and how they can use them. Now there are too many tools and there is no good instruction available. Employees don't know the difference in corporate DSM tools and DEP tools. Employees are not even aware of the existence of all the tools. They are especially not aware of the specific global DEP tools. The Conference Call from Roelof is appreciated, because it's clear and they know how to use the tool. In Europe, the BU Chat is also a good tool because it is personal and allows employees the possibility to react to the information given. A tool needs to be effective, relevant and efficient, open, interactive, fast and the employees need to know the benefits of the tools. Asians and Europeans found giving feedback important. Americans want technical well developed tools. The tools need to be attractive and more visuals would be appreciated. In the pre-research phase employees of all levels and regions recommend motivation e-cards and DEP TV as a new tool. In the main research phase and group interview, DEP TV was also recommended. Other ideas are: blogs, an online platform for young professionals and chat rooms. Most of the ideas came from Asian employees. Social media is not a favourite tool for internal communication. Employees prefer to use that for private purposes.

The Europeans don't think cultural aspects are particularly important. Only practical information is useful like national holidays. In America, cultural information is considered very important because the organization can operate even better when they know each other's culture and background. Asians want to learn from cultures and want to do more for others if they know someone. Asian employees have a high need for local and for global news. The Europeans' suggestions for a new tool include a workshop or training for better understanding of the cultural differences. This is a contradiction with the fact that cultural aspects were not indicated as that important.

Information

All employees are motivated through the strategy and future plans of DEP; a good tool is the Conference Call of Roelof. Employees want to understand the direction of DEP. They need more

policy information because they want to know why choices are made. Employees want to know more reasons because they want to develop themselves within the organization. Now, DEP talks too much in slogans and about abstract themes, the information should be tangible. Americans especially want to be involved from an earlier state of strategy formulation. They feel that they are the last to receive information. The information needs to come to American employees. They don't like to search for information by themselves.

The program for cultural change, On Board, has the aim to motivate employees worldwide, but isn't well-known by a lot of American respondents. Asians only know the concept but not in detail. Only the Europeans know the program and believe that it will be a good tool when it is better implemented into the organization. We concluded that employees are motivated by policy information. However, they need to receive future related policy information and want to know how to implement it. On the other hand, they like to share best practices and success stories with colleagues because this motivates them.

Interaction

We concluded interaction is important in order to collaborate and fit the three regions better to each other. Employees of all regions want to interact with each other to share information, best practices and to learn and help each other to get better solutions. Employees feel there is an informal way of communication. European employees communicate in an informal way in lunch meetings and conversations at the coffee corner. In Asia it is less informal than in Europe and America, but employees can ask their manager if they have questions. Only Japan is a stranger in our midst; there's no dialogue possible between employees and management. The interaction becomes more effective between Asian and American employees if more information is given about who is responsible for what. Now they don't know with whom to communicate in other regions. When they know each other in a better way employees can learn from colleagues in another part of the world. European employees prefer only to interact with employees of their own level. Americans do this with only colleagues they need for work and Asians want to interact with colleagues across the whole organization. Topics to discuss are about work or policy information and Americans want to know what is successful in other regions. Europeans and Asians organize meetings by themselves with colleagues from their region. Americans are less interactive, because Americans have less time for internal communication they think. Now they don't organize meetings on their own, unless it is advantageous. In all regions they want to interact in a more personal way like face-to-face contact, or see each other via webcam.

Communications & Branding Department

The functions of the Department Communications & Branding are not clear to employees. They only guess that the department take care of information and tools and update the news. We found it remarkable that employees see the Communications & Branding Department as a support department that gives advice to employees. All regions have their own opinion about the specific function. Europeans see the department as a source of knowledge which gives advice in the expertise of communications. Americans see the department as a creator of stories about the principals and core values of DEP while the Asians see them as an educating department. Related tasks to the department should be; showing the benefits of the tools, being responsible for the information flow and showing (new) employees how to communicate. The management has to be more involved in the internal communication in order to increase it. Asians and Europeans believe more knowledge and information can increase their involvement, but the Americans feel this to a lesser extent. These conclusions showed us the several needs of the employees in the three regions where DEP operates. In the following chapter we give advice to the Communications & Branding Department to improve the internal communication.

8. ADVICE

The following advice gives an answer to the central question:

What are the needs of the employees of DEP worldwide regarding internal communications to increase interaction?

In making these recommendations we looked at the results of our research, theory and the current internal communications strategy. The strategy of the Communications & Branding Department of DEP assumes that internal communication involves regular and effective two-way communication with all members of the organization. Two-way communication is seen as a critical success factor. The department wants to make employees aware of their individual contribution to the business strategy which leads to their engagement. Engagement has a knock-on effect on the performance of employees and the reputation of the organization. The internal communication strategy is based on three pillars: transparent information, build bridges and inspire people.

The opinion of the employees plays the most important role in our advice. The interviews of the main research had three topics[38]: content of the information, interaction and improvements. For a clear overview of our advice, we keep this format. Because we noticed that the position of the Communications & Branding Department is a precondition for making the internal communication more effective, we give also advice about that.

Content of the information
The employees in our research say they don't receive enough policy information. They want to know more about how the strategy is established. They don't want to receive information about the past, but about the current and the future.

Employees want to know more specific information about how the strategy is implement in the three regions. They want to know what the strategy means for them. They want concrete information; what's in it for me? We advise that the policy information should focus on the concrete results for employees. Giving more policy information contributes to a higher involvement.

Our advice is to focus on the Conference Call and BU Chat regarding how the business is doing now and in the future. This could also be done via sharing video and pictures into the BU Chat or

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[38] Appendice 4 Questions main research

Conference Call to make the tools more attractive. We recommend the Communications & Branding Department to continue these tools. Employees like these tools because the information of the managers is clear and interactive. Because all three regions want more policy information, the implementation of the BU Chat in America and Asia would be a great idea. At the moment, the BU Chat is only available in Europe for office employees. Another application for the BU Chat is to make employees aware of the themes of the BU Chat. Employees receive an invitation by email before the BU Chat starts. They can respond on the invitation and give suggestions, ideas or questions to the BU Director. The employees get more input in the BU Chat. There is a separate tool from R&D in Europe (the Coffee Hour R&D). We advise to make the information of the Coffee Hour part of the BU Chat, so more employees come to the BU Chat.

Another tool that gives also more information about the policy is DEP TV. DEP TV is an idea given by employees themselves because they love to watch DSM TV. DEP TV can be placed on Global Sharing. The prerequisite is that employees must receive an update in email when a new DEP movie is available on Global Sharing. Video is a good way to explain the policy of DEP. Employees, in all three regions, prefer video over text because it's easier to understand and they stated that they want more visuals in communication. Therefore, we recommend broadcasting DEP TV on TV Screens. Also other news like end products, (new) markets, innovations and trends can be watched on the TV Screens. The TV Screens should be placed in public areas in the offices worldwide. The information on the screens influences the dialogue between employees at public places.

Our advice is to introduce DEP TV into the organization via Global Sharing and TV Screens. The content of DEP TV varies. A condition of this tool is that DEP TV should be frequently renewed. When a new episode is available, employees receive an email with a link. Visuals and videos are also popular by plant employees, we concluded in the pre-research. We advise to implement the TV Screens (with DEP TV) also into the plants. Public places of plants are canteens and clothing rooms.

Also the motivational information could be improved, employees said. All regions were motivated by receiving more policy information. Most of the Americans and Asians get motivated by sharing successes and stories with other colleagues. They want to interact more with each other. We also asked about On Board, the Cultural Change Program that has to motivate employees. Most of the Americans don't know the program, Asians only know the concept, and Europeans said the information about On Board isn't concrete enough. They don't receive information about the end goals of On Board. Our advice is to give more concrete information about On Board, especially about how On Board could be implemented in all departments of DEP. Our advice is to give employees targets so they know what their end goals are. The Communications & Branding

Department could make employees ambassador of the On Board program. They become responsible for the implementation of On Board in their department.

Interaction

All the employees from the three regions want to interact with each other worldwide about their work. They prefer to interact with colleagues from their own discipline because they want to share their best practices with each other. Interaction is for most of the employees a two-way communication. Employees can also take initiatives, they said. We advise that DEP creates interactive tools or tools that lead to interaction and a dialogue.

A tool that increases the interaction between colleagues worldwide is the Team Site, classified according to disciplines. We advise to make the Team Site part of the intranet. Employees can click on the button 'Team Site' on the intranet page to go to their own discipline. Employees prefer to interact with colleagues of their own discipline across all levels worldwide. Through the interactive possibility on the intranet, employees become a kind of 'owner' of the intranet. The current intranet page must restructured to implement an interactive page. Later in this advice, we give more information about the restructuring of intranet.

On the Team Site, employees have the possibility to share their best practices and success stories, they have the possibility to react on each other. The responsibility of each 'team' is up to the employees themselves. They can learn from each other when they share things (like new ideas, best practices, information about projects or questions). It increases the dialogue between employees and the efficiency of work. Besides the information that can be placed on the Team Site, also projects can be shared via the Team Site so employees can read about each other's projects. The result of sharing projects via the Team Site is the decreasing of email use. Employees can decide by their selves if they want to receive 'alerts' via email when someone has posted something new in their team.

All the tools we advise, has the aim to increase the interaction between employees. That means the interaction between colleagues of the same office, region but also worldwide. The BU Chat, the Conference Call, DEP TV on TV Screens, the Team Site and the implementation of On Board into departments, contributes to a dialogue between employees of DEP. The Intranet can increase the interaction between the three regions. Because intranet has that functionality, we recommend intranet should be restructured to the needs the employees have. In the follow part of our advice, we explain the restructuring of intranet.

Improvements of internal Communications

One of the most needed improvements is to communicate more about the tools. What employees want to know are the benefits and the functionality of the tools. Our advice to the Communications & Branding Department is to give more information about the tools, the benefits

and the functionality. Because the intranet is an important tool for interaction worldwide, employees have to know how it works. So our advice is to organise interactive intranet workshops on location. In these workshops employees should be inspired to use the intranet often. Intranet has not only the function of a source of information but has also interactive possibilities like the Team Site. When the benefits and functionalities of the intranet are shown, we think employees want to use the intranet much more. In the global internal communications, the intranet is a main tool to interact with employees worldwide. We recommend workshops on locations. In these workshops employees can ask questions to experts. Experts are employees of DEP which are trained in using the intranet. They know everything about Global Sharing so they could help the employees of their own location. Every employee must receive an invitation for the intranet workshop. Some employees should be mandatory to visit the intranet workshop like secretaries and employees of HR and Communications. They have a boundary spanner position in the organization and they are heavy users of the intranet.

Except the intranet workshop, employees can also follow the instruction to use intranet by e-Learning. When the new intranet structure is launched, the employees of all regions receive a mail with a link to the instruction via e-Learning. The e-Learning of intranet will also be placed on Global Sharing, so employees are able to read the instructions again.

The group interview showed us that the intranet has to be restructured in content and lay-out. Every DEP employee, all around the world must have the same intranet homepage, the global homepage. The rest of the pages, like the European, the Asian, the American, the Emmen or the Genk page have to be replaced. Employees of all regions want to interact with each other and the best way to do that is on the same global homepage. Employees want to have an attractive Global Sharing environment with more pictures, videos and interactive possibilities. When the intranet is restructured, the intranet workshop (and e-learning) can stimulate the employees to use the intranet more often. When employees use the intranet more often, email use will reduced. It's very important that employees see the benefits of using (the new) intranet.

Another condition to improve the internal communications is a tool that inspires employees. Employees said they don't want to get only online tools. They prefer to have some inspiring printed tools as well. We recommend the Communications & Branding Department to make one printed tool, because employees need that kind of tool too. Because employees like to understand each other's culture, there should be a tool that gives information about the different cultural aspects of each region. Our advice is to introduce an intercultural printed magazine. The interviews showed us that employees are motivated when they read about success stories from other regions. An idea is to give the editor of the magazines to employees, every time with employees from another region. The editorial is every time a different group in one of the regions.

They are responsible for the content of the magazine with information about their region. In the end, there are three magazines a year, made by Americans, Asians and Europeans.

In general, tools employees prefer are fast, simple, clear, interactive and inspiring. They want to have the opportunity to share things with colleagues worldwide. The tools they prefer need to be attractive, with much visuals, pictures and videos, the tools need to be inspiring. The employees of all regions want to receive more information about the tools. A conclusion is that employees believe there are too many tools. That means the tools employees receive in total, like the internal communication tools of DSM and the tools of DEP too. Through the requirements of the employees we recommend to replace some tools like the On Board newsletter in a concrete implementation in the departments, InDepth will be replaced by the intercultural magazine and the Coffee Hour R&D should be a part of the BU Chat.

Communications & Branding Department
We start by discussing the view on internal communications. Our view on internal communications is based on the interaction-vision of Reijnders, he described that interaction makes the internal communication more effective. It's the counterpart of the action-vision which is unilaterally and transmitter oriented.

This advice is based on the needs of the employees, desk research and the interaction-vision of Reijnders. All kinds of research told us, interaction is needed. Therefore, the position of the department needs to be changed.

The phase wherein the Communication & Branding Department operates now can best be described as 'plans writers' (plannenschrijvers) and 'style guards' (stijlbewakers). That means the communications department produces tools and develops a communication strategy with an accompanying plan. The global internal communication manager is invited to think together with the Management Team about the role of internal communications within the organization. Sometimes, the department has to coach managers in helping them to communicate in a better way with employees. The tools, produced by the Communications & Branding Department are mostly transmitter oriented and have no space for interaction.

Our advice is to give the department a wider position with more opportunities. The accent has to be on employees and not on tools. The internal communications professional has to take the role of facilitator and coach. The facilitator role is focused on groups. It means that the Communications & Branding Department should facilitate tools so employees can interact, for example the Team Site, the intranet workshops, BU Chat or the TV Screens. The core task of the facilitator is to provide opportunities for employees to have a dialogue and work together. The facilitator allows employees to work on their 'ownership' of the subjects of the organization. The

core of the communication coach is supporting individuals in their way of communication. The communication coach can confront others with the effects on their communicative act, can make the internal communications of managers understandable and can come up with alternatives to communicate in a more effective way.

The task of the coach is to help managers with the way they communicate. For example the BU Director when he does a BU Chat. Another example of a task is to coach the DEP President in his communication when he does a Conference Call. The communication coach is responsible for coaching line managers in the way they communicate to the employees. It's very important that line managers are well instructed and support the message and their communicative presentation to the employees. The delivery of the information from line management can inspire employees to get involved in the organization.

The changing role of the Communications & Branding Department into the role of facilitator and coach brings the department to a position of 'enablers' (mogelijkheidmakers). 'Enablers' is a term Reijnders use in his book. 'Enablers' support other employees so they can communicate in a better way. The new position of the Communications & Branding Department needs the trust of the Management Team. The responsibility of the line managers for their own communication is a big change from the previous set-up. The line managers becomes responsible for work meetings, the content of the newsletters and other tools. The Communications & Branding Department help line managers to make their communication more effective through coaching and facilitating dialogue with groups of employees.

In order to increase the internal communications and to realize our advice, the position of the department needs to change. The organization has a high degree of ambition for internal communications. If the organization will increase interaction between employees, the department must grow in number of people. Another solution could be that the Corporate Communication Department helps the DEP Communications & Branding Department to facilitate, coach or organize the internal communications.

It is very difficult to coordinate the global internal communications from one place. The Communications & Branding Department has to communicate more with the communication managers of Asia Pacific and America to align their activities. It's very important to work much more together with other regions for creating support. Projects and internal activities could be realised when there is support from other regions.

Every year the Engagement Survey measures the satisfaction of DEP employees worldwide. When some internal communication questions should be added to the Engagement Survey. The Communications & Branding Department can check whether the internal communication becomes more effective.

It works in favour of the organization if employees can share knowledge and experiences with each other. They can learn from each other, sharing their best practices and working more efficiently together.

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10. APPENDICES

1. EMPLOYEE ENGAGEMENT SURVEY 2010

Dimension Summary

Legend: □ DSM Overall □ DSM Engineering Plastics - 49 ■ Most Engaged Units

Dimension	DSM Overall	DSM Engineering Plastics - 49	Most Engaged Units
Employee Engagement	71	80	86
Future/Vision	73	80	83
Inspirational Leadership	56	64	66
High Performance	62	70	70
Diversity	63	71	74

Dimension Summary

Legend: □ DSM Overall □ DSM Engineering Plastics - 49 ■ Most Engaged Units

Dimension	DSM Overall	DSM Engineering Plastics - 49	Most Engaged Units
Innovation	56	64	66
Sustainability	73	79	83
Career Development	64	69	71
Performance Management	63	68	70
My Manager	75	77	81

Dimension Summary

Unlimited. **DSM**

Chart — % Favorable by dimension:

- Open Communication: DSM Overall 63, DSM Engineering Plastics - 49: 69, Most Engaged Units 73
- Empowerment: DSM Overall 68, DSM Engineering Plastics - 49: 72, Most Engaged Units 77
- Customer and External Focus: DSM Overall 62, DSM Engineering Plastics - 49: 66, Most Engaged Units 70
- Job Itself: DSM Overall 74, DSM Engineering Plastics - 49: 77, Most Engaged Units 82
- Teamwork: DSM Overall 78, DSM Engineering Plastics - 49: 81, Most Engaged Units 82

Legend: ◻ DSM Overall ◻ DSM Engineering Plastics - 49 ◼ Most Engaged Units

Dimension Summary

Unlimited. **DSM**

Chart — % Favorable by dimension:

- Compensation: DSM Overall 56, DSM Engineering Plastics - 49: 66, Most Engaged Units 70
- Working Conditions/Safety: DSM Overall 82, DSM Engineering Plastics - 49: 84, Most Engaged Units 89
- DSM Culture Change Agenda: DSM Overall 49, DSM Engineering Plastics - 49: 58, Most Engaged Units 60

Legend: ◻ DSM Overall ◻ DSM Engineering Plastics - 49 ◼ Most Engaged Units

2. INTERNAL COMMUNICATION PLAN 2011

Internal Communication...

- Involves regular and effective two-way communication with all members of staff at all levels and is a critical success factor;

- Makes employees aware of their individual contribution to the Corporate and Business strategy;

- Leads to increased morale and staff engagement;

- Has a knock-on effect on the performance of employees and...

- on the reputation of the organization.

Internal Communication Plan 2011 — Page 2

DSM Engineering Plastics

Unlimited. **DSM**

Internal Communication Strategy

Our DEP Internal Communication Strategy is based on three pillars

- **Transparent Information** - Share the news: where are we now and where are we going to?

- **Build bridges -** between DSM-DEP, between management-employees, between DEPEU-DEPAP-DEPAM and between departments.

- **Inspire people**: build and strengthen awareness, understanding and emotional connection for employees towards DEP, On Board, one DSM, and to create understanding and support for the new brand identity.

Internal Communication Plan 2011

DSM Engineering Plastics

Unlimited. **DSM**

3. QUESTIONS PRE-RESEARCH

Introduction

We are two interns of the department Communications & Branding and work at the office in Sittard, The Netherlands.

We are researching the needs of the employees of DEP worldwide regarding the internal communication. We would like to hear from you what you think what the needs are of employees in Asia.

Background information respondent

Name:

Sex:

Continent:

Department:

Function:

Duration:

Engagement: Permanently of temporarily

How involved are employees to which organization? DSM general, DEP or their own site/plant?
Who are you working for? (DSM? DEPAM/DEPAP/DEPEU? Site)

Current internal communication tools

What kind of internal communication tools of DEP do you know? (spontaneously)

Could you name the four primary internal communication tools which you use? (Why are these tools important for you?)

How would you be informed about developments and more?

Which current internal communication tools do you use? (use list with tools)

Which tools do you know and use:

Tools	know	use
Homepage (Global Sharing)		
Netpresenter		

Quarterly conference calls Roelof		
BU chats in every region		
On Board newsletter		
KPI dashboard (new)		
Live meetings		
Management lunches		
Newsletter to every regions		
InDEPth		
Coffee hour R&D		
Cascade TMC		
Video messages on tv screen		
Motivation e-cards		
New Year speech Roelof		
Explore the Outside world		
DEP Leadership meeting		
DEP dialogue 2		
Connect		

Why are these current internal communication tools used / not used by you?

Which internal communication tool do you miss?

Which internal communication tool is superfluous?

Information

Which information do you miss?

Is the information enough?

Needs of information in own site/office = high/low

Needs of information globally = high/low

Sharing

Do you want to share knowledge and experience with colleagues worldwide?

On which way of how would you like to share knowledge and experiences? (be interactive)

Why are you (not) interested in what colleagues worldwide doing?

Preconditions

Which precondition are the most important of the internal communication tools? The tool:

will be translate in the language of the country

it will be fast

friendly

accessibility

own answer

Which communication tool does work perfect in your continent? And why?

Which communication tool does not work in your own continent? And why?

New internal communication tools

Are you open to new internal communication tools, like social media? (for internal communication)

Do you have own ideas for a new internal communication tool?

Do you like new internal communication tools?

Do you think the internal communication is well-organized?

Is engagement a result of well-organized communication

4. QUESTIONS MAIN RESEARCH

Name:

Function:

General

We would like to know which information you like to receive via which tool. When you get new insights and answers during the rest of the interview, you can always give us your answer.

1. Which internal communication tools do you know (spontaneously)?
 - ➤ What is the most important internal communication tool for you?
 - ➤ Ask about global level, like newsletters with global news, what kind of information via email etc.?
 - ➤ Only ask for tools of DEP (global)
 - ➤ Why?

In our pre-research we found out that there are quite a few cultural differences emerged. We would like to know how you think about cultural aspects and cultural gaps.

2. Is it important that there is attention for your culture in the internal communication?
 - ➤ Why?
 - ➤ Via which tool?

Content

The content of the communication is one of the most important items in our research. We would like to know which information you like to receive and need. We like to learn more about your needs about the content of the information.

3. Do you receive enough motivating information like information about On Board?
 - ➤ Why (not)?

4. Do you receive enough information about the organization like strategy and mission of DEP?
 - ➤ Why (not)?

5. Do you receive enough information from your line manager?
 - ➤ Which kind of information? (topics)
 - ➤ Why? (not)

> ➤ Could you have a dialogue with your manager about the information you get from him/her?

6. Which information do you want to receive more often?
> ➤ Why?
> ➤ Via which tool?
> ➤ Do you receive too much?
> ➤ About which topic(s) do you want to receive more information?
> ➤ Why don't you use some tools?

7. Do you believe the content of the information has to be improved?
> ➤ Why? (not)
> ➤ Which information/subject?
> ➤ How? (tool)

8. What do you think about the content of the information on Global Sharing?
> ➤ Which topics do interest you?
> ➤ Why?

Interaction

Interaction takes place on many fronts. Interaction could be important to achieve a higher involvement of the employees. We want to know from you what you think about interaction and how it will be implemented in the internal communications.

9. Do you want to discus and have more conversations with colleagues worldwide?
> ➤ How do you want to communicate?
> ➤ About which topics?
> ➤ Is interaction between colleagues of DEP important for you?
> ➤ Why (not)?
> ➤ Is interaction for you only react on others or start a discussion by your own?
> ➤ Why?
> ➤ Would you like to interact with colleagues worldwide?
> ➤ Why (not)?

10. What is your own contribution to interactivity?
> ➤ About which subject do you want to interact with colleagues?
> ➤ Via which tool or how would you interact?
> ➤ Would social media be a good tool to interact with colleagues?

11. Can you increase your own involvement through interaction?
   - Why (not)?
   - How

Improvements

We want to know how we can improve the internal communication. What do you miss and what could be done better?

12. What makes an internal communication tool effective?
   - Why do you think these requirements are needed for effective internal communications?
   - How can the tools be used more effectively?

Could you give us an example of an effective new internal communication tool or application of a current tool?
   - Why that tool/application?
   - What's the aim of that new tool? (do you get more information/are you more involved?)

Rounding off

Through this research we want to know the needs of DEP employees, in the end we want to give a good advice to increase the involvement of the employees of DEP.

13. What must be the tasks of the internal communication department of DEP, do you think?
   - Ask to task of the department
   - Why these tasks?
   - What's the added value of the internal communication department?

14. Does internal communication increase your involvement in the organization?
   - Why/ why not?
   - How?

Do you have some tips for us to make the internal communication more effective? Do you want to say anything else about the internal communications?
   - Why?

Thank you for your participation, the results of the research are published in June.

5. GROUP INTERVIEW INTERNAL COMMUNICATION

Datum: vrijdag 29 april 10.00 – 12.00 uur kantoor: COKA 0D19 Sittard
Deelnemers: Bart Thurlings, Jos Arets, Karen Scholz, Jan-Pedro Vis, Ariela Verboord, Monique van Os, Natasja Burhenne (ovb) en Paul Willemsen (ovb).
Doel groepsinterview: Samen met je collega's tot inzicht komen wat interne communicatie voor jou is, wanneer deze effectief is, welke informatie relevant is om te weten en te verspreiden, hoe interactie in de organisatie (bij de medewerkers) kan worden bewerkstelligd en het eventueel genereren van nieuwe interne communicatiemiddelen of -toepassingen.

Vorm groepsinterview
Het groepsinterview is gebaseerd op 3 thema's:
content: "de informatieinhoud"
interactie: "Hoe kan men binnen DEP interactief communiceren met elkaar?"
verbeteringen: "Wat zijn de wensen van de medewerkers op het gebied van intern communiceren, de voorwaarden en welke (nieuwe) middelen zouden goed werken binnen DEP?"
Het is een interactieve bijeenkomst waarin de deelnemers hun eigen mening/standpunt/visie ten gehore brengen door antwoorden te geven op onze vragen, te beargumenteren waarom men het wel of niet ergens mee eens is en door samen vraagstukken op te lossen en eigen (nieuwe) ideeën aan te dragen.

Verwachtingen
Wij verwachten dat de medewerkers open en eerlijke antwoorden geven. Ook hopen we dat zij enthousiast zijn en een proactieve houding hebben, maar nog meer dat ze reageren op elkaars reacties dat zal leiden tot nieuwe inzichten. We verwachten dat we meer inzicht krijgen in wat de medewerkers vinden van de inhoud van de informatie zoals die nu is en wat er eventueel verbeterd kan worden. De verwachtingen zijn het hoogst bij de case die ons uiteindelijk meer inzicht moet geven over hoe de medewerkers het liefst interactief willen zijn of niet. Door hen voorbeelden te geven van en het toetsen van (nieuwe) communicatiemiddelen hopen we dat medewerkers komen met nieuwe ideeën, oplossingen en verbeterpunten voor de interne communicatie en tools die ingezet worden voor DEP.

Praktische invulling
Introductie ±10 minuten Lonneke
We presenteren onszelf via het programma Prezi waarmee presentaties kunnen worden gemaakt. We zeggen wie we zijn, welke opleiding, de opdracht en het doel. We vertellen onze

visie op interne communicatie en de bedoeling van de bijeenkomst. Wat verwachten we van de bijeenkomst? Wanneer is er pauze? Wat mag er wel/niet verteld worden en eventuele regels. Via Prezi worden 'interne communicatie facts' benoemd. Bijvoorbeeld 'DSM staat voor...', 'Jaarlijks gebruiken er zoveel mensen in Europa Facebook, in Amerika en Azie zoveel'.

"Hopelijk hebben jullie nu een beetje een beeld wat interne communicatie is. Graag willen we jullie eigen visie hierop graag weten. Dit doen we aan de hand van 3 thema's: content, interactie en verbeteringen. Eerst stellen we algemene vragen aan jullie. Julllie mogen op de vragen antwoorden geven, geef gewoon maar een gil. Wij schrijven de antwoorden op een flapover op zodat jullie ze altijd nog terug kunnen lezen".

Vraag 1: Wat zijn de werkzaamheden van de interne communicatieafdeling van DEP volgens jou?

Vraag 2: Hoe communiceer je zelf met je collega's? Wereldwijd, eigen afdeling?

2. content ±15 minuten Rosian
Door middel van stellingen willen we erachter komen wat medewerkers van de content vinden. Alle deelnemers krijgen een groen en rood vel papier waarmee ze kunnen aangeven of ze het ergens wel of niet mee eens zijn. Wij vragen vervolgens waarom ze het er wel of niet mee eens zijn, de medewerkers kunnen op elkaars antwoorden reageren.

Statements:
"Ik krijg genoeg informatie om gemotiveerd mijn werk te doen".
"Ik ontvang veel informatie over het beleid van DEP maar weet niet goed wat ik hiermee moet doen".
"Ik vind dat we overspoeld worden door informatie die we krijgen over DEP".
"De informatie op GS vind ik interessant en duidelijk".

3. interactie ± 30 minuten Lonneke
Bij de interactie willen we van de deelnemers weten; Hoe ze interactief willen zijn binnen DEP en Hoe we (als communicatieafdeling) dat het beste kunnen implementeren.

Vorm: casus
De hele groep krijgt een casus uitgelegd met een situatie en probleemstelling.
Vorig jaar is de nieuwe strategie geïntroduceerd; Focus Green Plus. De richting die DEP op wil de komende jaren is gecommuniceerd naar alle medewerkers. Het GMT wil dat de medewerkers van DEP wereldwijd weten wat die nieuwe strategie is, wat die inhoudt en hoe mensen daar

tegenaan kijken. De strategie en de visie op de toekomst moet door de medewerkers zelf
gedragen worden, zodat zij er daadwerkelijk ook iets mee doen in hun werk.
Roelof heeft aan de interne communicatieafdeling van DEP gevraagd een manier te bedenken
hoe de afdeling ervoor kan zorgen dat de nieuwe strategie en visie van DEP door de
medewerkers gedragen gaat worden. De communicatieafdeling is van mening dat dit het beste
kan door middel van interactie. Interactie is onder andere het delen van kennis en ervaringen en
vindt plaats tussen collega's uit Azië, Amerika en Europa. De interne communicatieafdeling moet
ervoor zorgen dat ze de medewerkers bereiken en op de hoogte houden over de strategie en
ontwikkelingen daarin. Voor hun ligt de uitdaging om mensen betrokken te houden bij de nieuwe
strategie op een interactieve manier. De grote vraag is; Op welke manier?

Omdat jullie zelf de medewerkers zijn weten jullie ook het beste hoe jullie goed bereikt kunnen
worden. Jullie kennen de strategie en weten vaak meer wat er speelt in een organisatie en op
jouw afdeling dan het management. Daarom aan jullie de vragen:

1)Welke informatie wil je hebben? Welke informatie moet er wel of niet gegeven worden en in
welke vorm zodat je zelf als medewerkers getriggerd wordt.

2)Bedenk een interactief communicatiemiddel waarmee de interne communicatieafdeling de
medewerkers van DEP wereldwijd kan bereiken om zo de medewerkers aan de nieuwe strategie
te binden.

Jullie hebben hiervoor 2 x 10 minuten de tijd om met je groep na te denken over de informatie en
het middel. De deelnemers worden verdeeld in 2 groepen. Beide groepen krijgen papier, pen en
stiften aangereikt om hun ideeen op te schrijven of te illustreren. Na het kwartier mag iedere
groep zijn idee presenteren aan de andere groep. De groepen kunnen reageren op elkaar en
elkaar vragen stellen als er onduidelijkheden zijn in de toelichting. Er zijn uiteindelijk 2 andere
ideeën gegenereerd die bijdragen aan de oplossing voor het probleem.

4.Verbeteringen t.a.v. de interne communicatie 20 minuten Rosian
We willen graag weten wat er verbeterd kan worden aan de interne communicatie(middelen). Het
is belangrijk om te weten wat de voorwaarden zijn van een middel en de wensen van de
medewerker. We zullen daarom eerst een open vraag stellen om het onderwerp in te luiden. De
antwoorden worden opgeschreven op een flapover het is de bedoeling dat de medewerkers op
elkaars antwoorden reageren en in discussie gaan over waarom men iets vindt.

Vraag 1: Wat zijn de voorwaarden voor een effectief intern communicatiemiddel? Waaraan moet een intern communicatiemiddel voldoen?

Daarna worden er 3 foto's van communicatiemiddelen uitgedeeld, bijvoorbeeld een telefoon, een TV en een Print medium (bijvoorbeeld een magazine). We willen dat de deelnemers gaan nadenken over de mogelijkheden van het medium. Daarom de vraag:

Vraag 2: Wat kun je met de communicatiekanalen die op de foto's zijn afgebeeld in de interne communicatie? Wat zijn de mogelijkheden van dat kanaal binnen DEP? Aan welk kanaal geef jij de voorkeur en waarom?

Vraag 3: Heb je zelf ideeën voor een nieuw communicatiemiddel of toepassing?

Vraag 4: Enkele voorbeelden geven van nieuwe middelen. Hiermee kunnen we toetsen wat zij hiervan vinden. Zoals de motivation cards, narrowcasting etc.

Afsluiting: de gouden tip en evaluatie 5 minuten Lonneke
Als laatste vragen we de medewerkers om een gouden tip. Iedere medewerker krijgt een gouden blad waarop hij/zij een tip kan meegeven aan de communicatieafdeling. Deze tip kan erg breed zijn; een algemene tip, wat de medewerker vindt dat er beter kan, een tip voor de effectiviteit van een bepaald middel. Iedereen interpreteert deze vraag op een andere manier waardoor we verrassende antwoorden verwachten. Op de achterkant van het blad schrijven de deelnemers in één of twee regels wat zij van de ochtend vonden. Dit is voor ons bewijslast voor het organiseren van het groepsinterview.

Afsluiting groepsinterview 5 minuten Lonneke
Bedanken voor het groepsinterview. Er wordt een samenvattend verhaal gemaakt van het groepsinterview dat naar alle deelnemers gemaild wordt. Hierop kunnen zij eventueel nog reageren op de ochtend of opmerkingen en tips geven om de interne communicatie te verbeteren binnen DEP.

Benodigdheden
Flapover
Scherm
Beamer
Tafels
Stoelen

Laptop (internet)

Koffie/thee

Stiften, pennen, potloden

Papier

Case uitprinten

Groen en rood papier

Foto's communicatiemediumtypes

Gouden papier met evaluatieformulier

Presentatiekaartjes

Prezipresentatie

Vaas

Voice recorder

Camera

Video camera

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