








**1. Do you know your organisation’s corporate vision?**

		Response Percent	Response Count
Yes		88.1%	155
No		11.9%	21
answered question			176
skipped question			0



**2. Does your organisation have corporate values?**

		Response Percent	Response Count
Yes		91.5%	161
No		4.5%	8
Don't Know		4.0%	7
answered question			176
skipped question			0




**3. Do you know what the corporate values are?**

		Response Percent	Response Count
Yes		86.9%	153
No		13.1%	23
answered question			176
skipped question			0




**4. If you answered yes to above question, is your individual performance measured in accordance with those corporate values?**

		Response Percent	Response Count
Yes		63.4%	102
No		36.6%	59
answered question			161
skipped question			15




**5. Within your organisation, were a diverse group of employees involved in developing the current corporate values?**

		Response Percent	Response Count
Yes		34.1%	60
No		19.3%	34
Don't Know		46.6%	82
answered question			176
skipped question			0




**6. Have the values been embedded and adopted across all areas of your business?**

		Response Percent	Response Count
Yes		58.0%	102
No		22.7%	40
Don't Know		19.3%	34
answered question			176
skipped question			0





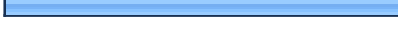

### 7. Do your personal values align with the organisation's values?

		Response Percent	Response Count
Yes		81.3%	130
No		8.1%	13
Don't Know		10.6%	17
answered question			160
skipped question			16



### 8. Do you have a clear understanding of how you fit in and where you can contribute to your organisation's success?

		Response Percent	Response Count
Yes		84.4%	135
No		11.3%	18
Don't Know		4.4%	7
answered question			160
skipped question			16



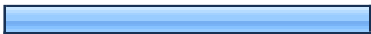
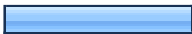


**9. Do individuals within the organisation's management communicate with you regularly about issues that affect you? (Please choose yes or no for each category)**

		Response Percent	Response Count
Direct Manager - Yes		85.0%	136
Direct Manager - No		11.9%	19
Divisional / Unit Manager - Yes		65.6%	105
Divisional / Unit Manager - No		25.6%	41
CEO / MD - Yes		63.8%	102
CEO / MD - No		33.8%	54
<b>answered question</b>			<b>160</b>
<b>skipped question</b>			<b>16</b>





**10. Generally, are you able to understand how the issues communicated are going to affect you?**

		Response Percent	Response Count
Yes		85.6%	137
No		14.4%	23
<b>answered question</b>			<b>160</b>
<b>skipped question</b>			<b>16</b>



**11. Do individuals within the organisation's management communicate more often or less often during uncertain times or times of significant change? (Please choose one for each category)**

		Response Percent	Response Count
Direct Manager - More often		74.4%	119
Direct Manager - Less often		22.5%	36
Divisional / Unit Manager - More often		58.8%	94
Divisional / unit Manager - Less often		30.0%	48
CEO / MD - More often		65.0%	104
CEO / MD - Less often		28.8%	46
		<b>answered question</b>	<b>160</b>
		<b>skipped question</b>	<b>16</b>




**12. How many layers of management does any communication have to penetrate?**

		Response Percent	Response Count
1-3		56.9%	91
4-7		38.1%	61
8-10		1.9%	3
10+		3.1%	5
		<b>answered question</b>	<b>160</b>
		<b>skipped question</b>	<b>16</b>

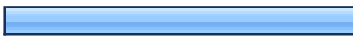

**13. Generally, do the various divisions/ departments in your organisation share information freely and effectively with one another?**

		Response Percent	Response Count
Yes		52.6%	82
No		47.4%	74
	Comment		48
answered question			156
skipped question			20



**14. Do you think there is a silo mentality in your organisation?**

		Response Percent	Response Count
Yes		55.8%	87
No		30.1%	47
Don't Know		14.1%	22
answered question			156
skipped question			20

**15. Do you think that there is patch protection and empire building going on in your organisation?**

		Response Percent	Response Count
Yes		56.4%	88
No		43.6%	68
	Comment		33
answered question			156
skipped question			20



16. If you answered yes to the above question – do you think that they impact on the effectiveness of the organisation’s communications? If you’d like to comment, explain how.

		Response Percent	Response Count
Yes		75.2%	76
No		24.8%	25
	Comment		27
	answered question		101
	skipped question		75



17. Management are in touch with what’s happening at the frontline of the business.

	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree	Rating Average	Response Count
	5.8% (9)	19.9% (31)	10.9% (17)	<b>50.6% (79)</b>	12.8% (20)	3.45	156
							answered question
							156
							skipped question
							20

18. Do you think your management show real commitment to communicating with the wider organisation?

		Response Percent	Response Count
Yes		68.6%	107
No		31.4%	49
	answered question		156
	skipped question		20

## 19. Do you think your organisation takes internal communication seriously?

		Response Percent	Response Count
Yes		78.9%	120
No		21.1%	32
Comment			32
answered question			152
skipped question			24

## 20. How do those around you in your organisation communicate?



	Poor	Acceptable	Good	Very Good	Excellent	Rating Average	Response Count
The Board	29.8% (45)	<b>33.1% (50)</b>	16.6% (25)	14.6% (22)	6.0% (9)	2.34	151
Managers	11.9% (18)	<b>28.5% (43)</b>	22.5% (34)	<b>28.5% (43)</b>	8.6% (13)	2.93	151
Peers	4.7% (7)	18.8% (28)	31.5% (47)	<b>34.2% (51)</b>	10.7% (16)	3.28	149
Subordinates	6.1% (9)	24.5% (36)	29.3% (43)	<b>32.7% (48)</b>	7.5% (11)	3.11	147
answered question							152
skipped question							24

## 21. How effective are your 'All of Staff meetings/ CEO & MD presentations' at engaging you in the information conveyed?

	Poor	Acceptable	Good	Very Good	Excellent	Rating Average	Response Count
	15.8% (24)	22.4% (34)	<b>32.2% (49)</b>	25.0% (38)	4.6% (7)	2.80	152
answered question							152
skipped question							24



**22. In your opinion, does your organisation benefit from visible and inspiring leadership, either teams or individuals?**

		Response Percent	Response Count
Yes, we have a visible and inspiring leader / leadership team who communicate clearly and regularly on important issues.		70.4%	107
No, there is no visibility of our most senior leaders and we receive little or poor communications from them.		29.6%	45
	Other (please specify)		28
answered question			152
skipped question			24

**23. Do you have trust in your leader or leadership team?**

	Never	Sometimes	Don't Know	Mostly	Always	Rating Average	Response Count
	2.6% (4)	23.0% (35)	3.3% (5)	53.3% (81)	17.8% (27)	3.61	152
	Comment						17
answered question							152
skipped question							24




**24. On a scale of poor to excellent, how would you rate the overall quality of communication in your business / organisation?**

	Poor	Acceptable	Good	Very Good	Excellent	Rating Average	Response Count
Quality	12.7% (19)	27.3% (41)	<b>32.0% (48)</b>	24.7% (37)	3.3% (5)	2.79	150
answered question							150
skipped question							26

**25. On a scale of poor to excellent, how would you rate the overall effectiveness of the communication in your business / organisation?**

	Poor	Acceptable	Good	Very Good	Excellent	Rating Average	Response Count
Effectiveness	18.7% (28)	28.7% (43)	<b>30.7% (46)</b>	20.0% (30)	2.0% (3)	2.58	150
answered question							150
skipped question							26

**26. Do you have communication champions in your organisation?**

		Response Percent	Response Count
Yes		42.7%	64
No		37.3%	56
Don't Know		20.0%	30
answered question			150
skipped question			26

**27. How are most changes and general information communicated in your organisation, using what tools / channels / methods?**

	v	Response Count
Email	100.0% (144)	144
Text	100.0% (12)	12
In person (team only)	100.0% (99)	99
Video	100.0% (33)	33
Face to face forums (wider group/division)	100.0% (81)	81
One to one	100.0% (52)	52
Intranet	100.0% (73)	73
Memo	100.0% (11)	11
Newsletter	100.0% (57)	57
Combination	100.0% (30)	30
Online employee forums	100.0% (16)	16
	<b>answered question</b>	<b>150</b>
	<b>skipped question</b>	<b>26</b>

**28. What do you think is the most effective form of communication within your organisation? (Choose or provide another)**

	v	Response Count
Email	100.0% (65)	65
Text	100.0% (6)	6
In person (team only)	100.0% (78)	78
Video	100.0% (14)	14
Face to face forums (wider group/division)	100.0% (83)	83
Intranet	100.0% (18)	18
Memo	100.0% (2)	2
Newsletter	100.0% (7)	7
Combination	100.0% (24)	24
Online employee forums	100.0% (9)	9

Other (please specify) 7

**answered question 150**

**skipped question 26**

**29. Generally, how would you rate the clarity of messages within day-to-day email internal communications in your organisation?**

	Poor	Acceptable	Good	Very Good	Excellent	Rating Average	Response Count
	8.7% (13)	29.3% (44)	35.3% (53)	24.7% (37)	2.0% (3)	2.82	150




**answered question 150**

**skipped question 26**


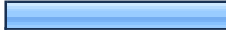
**30. The use of 'impersonal' email as a channel for internal communication has the potential to impact on productivity and staff engagement.**

	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree	Rating Average	Response Count
	2.1% (3)	15.8% (23)	15.8% (23)	<b>51.4% (75)</b>	15.1% (22)	3.62	146
	answered question						146
	skipped question						30


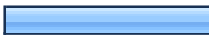
**31. When communicating with a small group, do you favour using the telephone, email or face-to-face discussion?**

		Response Percent	Response Count
Telephone		1.4%	2
Email		15.1%	22
Face-to-face		<b>83.6%</b>	<b>122</b>
	Comment		26
	answered question		146
	skipped question		30







**32. Does your organisation have guidelines or principles for email etiquette and expected email behaviours?**

		Response Percent	Response Count
Yes		<b>64.4%</b>	<b>94</b>
No		35.6%	52
	Comment		14
	answered question		146
	skipped question		30

**33. If you said No - do you think guidelines or principles for email etiquette and expected email behaviours would be useful and aid the communication process within your organisation?**

		Response Percent	Response Count
Yes		67.2%	45
No		32.8%	22
	Comment		11
answered question			67
skipped question			109


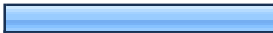
**34. What % of the internal communications you receive are SMART (specific, measurable, agreed, realistic, time bound)?**

		Response Percent	Response Count
0-15%		19.2%	28
16-25%		22.6%	33
26-50%		19.9%	29
51-75%		26.7%	39
76-90%		11.0%	16
90-100%		4.1%	6
answered question			146
skipped question			30

**35. If you were required to create and send a specific internal communication around your organisation, where would you find the process which you are expected to follow?**

	Response Count
	119
answered question	119
skipped question	57

**36. In your opinion, is the communication process that is in place effective?**

		Response Percent	Response Count
Yes		56.5%	78
No		43.5%	60
	answered question		138
	skipped question		38

**37. If no, what are the obstacles?**

	Response Count
	56
answered question	56
skipped question	120

**38. Are the internal communications in your organisation aligned to the external messages that are delivered to your clients/customers?**

		Response Percent	Response Count
Yes, mostly		80.1%	117
No, rarely		19.9%	29
answered question			146
skipped question			30

**39. Following on from the previous question, if you have noticed differences, please share one or two with us.**



	Response Count
	23
answered question	23
skipped question	153

**40. In your opinion, what effect do these differences have on staff within your organisation?**



	Response Count
	24
answered question	24
skipped question	152



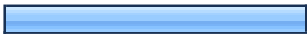

**41. When you receive communications about changes in the organisation, do you think it is important to be told what is NOT changing?**

		Response Percent	Response Count
Yes		83.1%	113
No		16.9%	23
	Comment		25
	answered question		136
	skipped question		40



**42. Does the management team of your organisation clearly communicate throughout all stages of any change management process?**

		Response Percent	Response Count
Yes		50.7%	69
No		49.3%	67
	Comment		25
	answered question		136
	skipped question		40


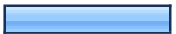









**43. Different people react differently to change, in your opinion, does your management take this into consideration when communicating about change?**

		Response Percent	Response Count
Yes		48.5%	66
No		51.5%	70
	answered question		136
	skipped question		40

**44. When change takes place in your organisation, is the change communicated in an open and transparent way?**

		Response Percent	Response Count
Yes		63.2%	86
No		36.8%	50
		Comment	27
		<b>answered question</b>	<b>136</b>
		<b>skipped question</b>	<b>40</b>

**45. What are the biggest challenges that your organisation faces when it comes to internal communication? (please pick 3 or write your own)**

		Response Percent	Response Count
Struggling to use effective tools other than email to get messages around the business		39.7%	54
Management team don't seem to realise the importance of an engaged workforce		26.5%	36
Inadequate or no budget / resources for internal communications		14.7%	20
HR are managing internal communications		5.1%	7
Competitive Divisional heads are creating conflict among teams		16.2%	22
<b>Overload of internal communications is diluting importance of some key messages and creating 'comms fatigue' within staff</b>		<b>55.9%</b>	<b>76</b>
Cultural differences create conflict among some teams		13.2%	18
Nobody trusts the communications in our organisation; they are platitudes / propaganda which no-one believes		11.0%	15
Lack of contact around the organisation from the leadership team		24.3%	33
No clear processes are communicated which leads to chaotic and sporadic messages		17.6%	24
Other (please specify)		24.3%	33
<b>answered question</b>			<b>136</b>
<b>skipped question</b>			<b>40</b>

**46. What ONE change would you make to the way information is communicated to you in your business/ organisation?**

	Response Count
	136
answered question	136
skipped question	40

**47. The internal communications delivered by your organisation are timely and inform you of what you need to know, when you need to know it.**

	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree	Rating Average	Response Count
	3.7% (5)	22.8% (31)	16.9% (23)	<b>51.5% (70)</b>	5.1% (7)	3.32	136
answered question							136
skipped question							40



**48. The internal communications are delivered in an engaging and stimulating way.**

	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree	Rating Average	Response Count
	2.3% (3)	37.1% (49)	9.8% (13)	<b>49.2% (65)</b>	1.5% (2)	3.11	132
answered question							132
skipped question							44




#### 49. How would you rate the systems and processes that support you in your role?

	Poor	Acceptable	Good	Very Good	Excellent	Rating Average	Response Count
	18.9% (25)	26.5% (35)	36.4% (48)	17.4% (23)	0.8% (1)	2.55	132
answered question							132
skipped question							44




#### 50. Do you think the systems and processes help or hinder effective internal communications?

		Response Percent	Response Count
Help		63.6%	84
Hinder		36.4%	48
Comment			24
answered question			132
skipped question			44


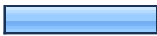
#### 51. Are you a member of / a contributor to an internal online employee community at your place of work?

		Response Percent	Response Count
Yes		29.5%	39
No		37.1%	49
We don't have one		33.3%	44
answered question			132
skipped question			44



**52. If no, would you see yourself contributing to an online community or forum for employees if your organisation provided it for you?**

		Response Percent	Response Count
Yes		40.9%	36
No		40.9%	36
Don't Know		18.2%	16
Comment			8
answered question			88
skipped question			88



**53. Do you feel listened to at work?**

		Response Percent	Response Count
Yes		75.6%	99
No		24.4%	32
answered question			131
skipped question			45

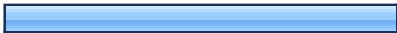

**54. Do you feel connected with the organisation and your peers within your organisation?**

		Response Percent	Response Count
Yes		79.4%	104
No		20.6%	27
answered question			131
skipped question			45


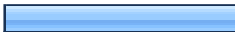
**55. Do you think that there is a correlation between positive communications, more engaged workforce and better productivity?**

		Response Percent	Response Count
Yes		99.2%	130
No		0.8%	1
	Comment		12
answered question			131
skipped question			45

**56. Do you have an effective induction process within your organisation?**

		Response Percent	Response Count
Yes		63.4%	83
No		36.6%	48
answered question			131
skipped question			45

**57. Is it common in your organisation that meetings are usually effective and productive?**

		Response Percent	Response Count
Yes		62.6%	82
No		37.4%	49
	Comment		23
answered question			131
skipped question			45

### 58. Do your meetings start and end on time?

	No	Rarely	Sometimes	Mostly	Always	Rating Average	Response Count
	3.8% (5)	19.2% (25)	25.4% (33)	<b>47.7% (62)</b>	3.8% (5)	3.28	130
	answered question						130
	skipped question						46

### 59. Do your meetings have an agenda?



	No	Rarely	Sometimes	Mostly	Always	Rating Average	Response Count
	0.8% (1)	13.1% (17)	20.8% (27)	<b>45.4% (59)</b>	20.0% (26)	3.71	130
	answered question						130
	skipped question						46

### 60. Do your meetings start with an icebreaker?

	No	Rarely	Sometimes	Mostly	Always	Rating Average	Response Count
	<b>34.6% (45)</b>	31.5% (41)	24.6% (32)	8.5% (11)	0.8% (1)	2.09	130
	answered question						130
	skipped question						46



### 61. Do those who attend your meetings practice active listening?

		Response Percent	Response Count
Yes		62.3%	81
No		37.7%	49
Comment			27
answered question			130
skipped question			46


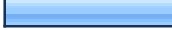



### 62. You walk out of your meetings with a clear understanding of what the meeting was about, what needs to be actioned and by whom.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Rating Average	Response Count
	2.3% (3)	16.2% (21)	<b>70.8% (92)</b>	10.8% (14)	2.90	130
Comment						15
answered question						130
skipped question						46



### 63. You walk out of your meetings thinking "that was time well spent".

	Strongly Disagree	Disagree	Agree	Strongly Agree	Rating Average	Response Count
	3.1% (4)	35.4% (46)	<b>59.2% (77)</b>	2.3% (3)	2.61	130
Comment						21
answered question						130
skipped question						46

## 64. How important is communication to you in what you do day to day?

		Response Percent	Response Count
Not so important, I tend to work alone		4.6%	6
Quite important, I need the help of a small number of others to successfully meet my objectives		26.9%	35
<b>Imperative. I would not be efficient or effective without communicating with at least 10 people every day</b>		<b>35.4%</b>	<b>46</b>
Relevant. My role is an internal communications focused role.		9.2%	12
Strategically important. I am a senior manager and must communicate effectively in every element of my role.		23.8%	31
	Other (please specify)		2
		<b>answered question</b>	<b>130</b>
		<b>skipped question</b>	<b>46</b>

## 65. Do you know what benefits are available to you as a staff member of your organisation?

		Response Percent	Response Count
Yes		83.8%	109
No		16.2%	21
		<b>answered question</b>	<b>130</b>
		<b>skipped question</b>	<b>46</b>

**66. Do you know how well your organisation is doing financially ?**

		Response Percent	Response Count
Yes		75.4%	98
No		17.7%	23
Don't Know		6.9%	9
answered question			130
skipped question			46

**67. Do you know how well your organisation is rated by customers?**

		Response Percent	Response Count
Yes		64.6%	84
No		23.8%	31
Don't Know		11.5%	15
answered question			130
skipped question			46





**68. Do you know what other divisions in your organisation do and how you all fit together? (i.e., is there a feeling of “connectedness” about how your company approaches its everyday business?)**

		Response Percent	Response Count
Yes		62.5%	80
No		37.5%	48
answered question			128
skipped question			48


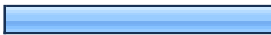


### 69. If yes, how does your company connect understanding between divisions?

	Response Count
	65
answered question	65
skipped question	111

### 70. When are your KPI's (Key Performance Indicators) / KRA's (Key Result Areas) communicated to you?

		Response Percent	Response Count
During a meeting with my manager to discuss my individual performance		40.6%	52
Before the start of the new year		18.8%	24
Between 1-3 months into the new year		19.5%	25
We do not have KPI's or KRA's		21.1%	27
	answered question		128
	skipped question		48

### 71. How well do your close colleagues/fellow team members communicate with others?

		Response Percent	Response Count
Extremely well		15.6%	20
Very well		43.8%	56
Moderately well		37.5%	48
Not at all well		3.1%	4
	answered question		128
	skipped question		48

**72. You are satisfied with how you communicate and your communication skills.**

	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree	Rating Average	Response Count
	0.0% (0)	10.9% (14)	7.8% (10)	<b>70.3% (90)</b>	10.9% (14)	3.81	128
	answered question						128
	skipped question						48



**73. What do you think about the statement “It is not what you say but how you say it”.**

	Disagree	Somewhat agree	Agree	Strongly agree	Rating Average	Response Count	
	3.9% (5)	14.1% (18)	<b>43.0% (55)</b>	39.1% (50)	3.17	128	
	answered question						128
	skipped question						48



**74. What do you think about the statement “You need to take 100% responsibility for all communication in which you are involved”.**

	Disagree	Somewhat agree	Agree	Strongly agree	Rating Average	Response Count	
	0.8% (1)	7.8% (10)	<b>53.9% (69)</b>	37.5% (48)	3.28	128	
	answered question						128
	skipped question						48

**75. Do you feel that there is too much communication in your organisation to a point of 'overload' of messages? I.e. communication fatigue**

		Response Percent	Response Count
Yes		50.0%	62
No		50.0%	62
		Comment	26
		answered question	124
		skipped question	52




**76. If you are a leader within your organisation are you expected to communicate on key issues without knowing the full details?**

		Response Percent	Response Count
Yes		33.9%	42
No		66.1%	82
		Comment	18
		answered question	124
		skipped question	52



**77. If you answered yes to the above question what is the impact on your team / the business?**

		Response Count
		31
		answered question
		31
		skipped question
		145



## 78. How do you like to receive information?

		Response Percent	Response Count
Bite-sized chunks, i.e. "little and often"		22.6%	28
Long messages with lots of detail but less frequently		6.5%	8
<b>A combination of the two</b>		<b>71.0%</b>	<b>88</b>
	Other (please specify)		7
		<b>answered question</b>	<b>124</b>
		<b>skipped question</b>	<b>52</b>



## 79. Do you feel that there is a focus on two-way communication in your organisation?

		Response Percent	Response Count
Yes		54.0%	67
No		46.0%	57
	Comment		21
		<b>answered question</b>	<b>124</b>
		<b>skipped question</b>	<b>52</b>


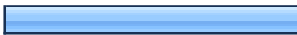
**80. Do you think there is a sense of ownership, responsibility and accountability with regards to effective communication in your organisation?**

		Response Percent	Response Count
Yes		62.9%	78
No		37.1%	46
	Comment		14
answered question			124
skipped question			52

**81. Does your organisation offer staff opportunities to ask unsolicited questions or use blogs and staff forums to discuss issues?**

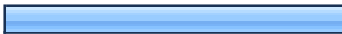

		Response Percent	Response Count
Yes		66.9%	83
No		33.1%	41
	Comment		20
answered question			124
skipped question			52

**82. Do you feel that communication within your organisation is all 'top down'?**

		Response Percent	Response Count
Yes		52.8%	65
No		47.2%	58
	Comment		13
answered question			123
skipped question			53



**83. Does culture difference play a part in the effectiveness of communication in your company?**



		Response Percent	Response Count
Yes		54.5%	67
No		45.5%	56

Give an example if you can: 15

answered question 123

skipped question 53

**84. Do you think cultural differences have an impact on communication in general?**

		Response Percent	Response Count
Yes		81.3%	100
No		18.7%	23

Give an example if you can: 17

answered question 123

skipped question 53

**85. Men and women communicate differently. This has an impact on the efficiency and effectiveness of internal communication in my workplace.**

	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree	Rating Average	Response Count
	0.8% (1)	30.9% (38)	22.8% (28)	37.4% (46)	8.1% (10)	3.21	123

Comment 14




answered question 123

skipped question 53



**86. People from different generations communicate in different ways. This has an impact on the efficiency and effectiveness of internal communication in my workplace.**

	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree	Rating Average	Response Count
	0.8% (1)	19.5% (24)	18.7% (23)	<b>51.2% (63)</b>	9.8% (12)	3.50	123
	Comment						14
<b>answered question</b>							<b>123</b>
<b>skipped question</b>							<b>53</b>



**87. Does your organisation provide best practice business communication training?**

		Response Percent	Response Count
Yes		29.3%	36
<b>No</b>		<b>47.2%</b>	<b>58</b>
Don't Know		23.6%	29
	Other (please specify)		9
<b>answered question</b>			<b>123</b>
<b>skipped question</b>			<b>53</b>






**88. Have you ever attended any training on best practice business communication in such topics as telephone usage, the rules of email, managing meetings? (this EXCLUDES presentation skills training).**

		Response Percent	Response Count
Yes		35.8%	44
No		64.2%	79
	Comment		9
<b>answered question</b>			<b>123</b>
<b>skipped question</b>			<b>53</b>



**89. Do you think your organisation should provide you with communication training i.e. face-to-face; email; telephone; meetings?**

		Response Percent	Response Count
Yes		73.2%	90
No		26.8%	33
<b>answered question</b>			<b>123</b>
<b>skipped question</b>			<b>53</b>



**90. If you answered yes to the above mentioned question, which of the following communication training do you think your organisation needs the most?**

		Response Percent	Response Count
Face-to-face		13.3%	12
Email		7.8%	7
Telephone		2.2%	2
Meeting		20.0%	18
All of the above		56.7%	51
Other (please specify)			7
<b>answered question</b>			<b>90</b>
<b>skipped question</b>			<b>86</b>

**91. Do you have personal development discussions? If yes how often do you have them?**

		Response Percent	Response Count
Yes		87.0%	107
No		13.0%	16
How often?			98
<b>answered question</b>			<b>123</b>
<b>skipped question</b>			<b>53</b>





**92. Have you ever been surprised in one of your personal development discussions? I.e. had no idea that you were not tracking as you thought until the discussion.**

		Response Percent	Response Count
Yes		21.8%	26
No		78.2%	93
answered question			119
skipped question			57

**93. How effective is the communication between you and your manager during these performance discussions?**

	Very Poor	Poor	Average	Effective	Very Effective	Rating Average	Response Count
	0.8% (1)	5.1% (6)	29.7% (35)	<b>50.8% (60)</b>	13.6% (16)	3.71	118
answered question							118
skipped question							58



**94. How does your company conduct measurement of your opinions?**

		Response Percent	Response Count
Employee engagement / satisfaction survey		67.5%	83
Forums		22.8%	28
Exit polls		34.1%	42
Other (please specify)		22.8%	28
answered question			123
skipped question			53



**95. I am totally frank and honest when completing these employee surveys.**

	Strongly Disagree	Disagree	Agree	Strongly Agree	Rating Average	Response Count
	1.7% (2)	6.1% (7)	<b>53.9% (62)</b>	38.3% (44)	3.29	115
					Comment	11
					answered question	115
					skipped question	61



**96. What stops you from being completely honest when completing these employee surveys?**

		Response Percent	Response Count
Fear of reprisals		25.6%	11
Belief that nothing will change anyway		74.4%	32
	Other (please specify)		14
		answered question	43
		skipped question	133

**97. Do you think the informal (Grapevine) communication is in sync with the formal communication?**

		Response Percent	Response Count
Yes		29.3%	36
No		70.7%	87
		answered question	123
		skipped question	53

**98. Do you hear more about what's going on in your organisation from the formal channels or via informal communication channels?**

		Response Percent	Response Count
Formal		49.6%	61
Informal		50.4%	62
answered question			123
skipped question			53







**99. If you could make one change to your organisational internal communication process what would it be?**

	Response Count
	123
answered question	123
skipped question	53

**100. Share with us one key tip or tool that you have seen, used or heard (in relation to internal communication) that you think was effective.**

	Response Count
	123
answered question	123
skipped question	53

### 101. How many people are in internal communication roles in your organisation?



		Response Percent	Response Count
1		10.7%	13
2		4.1%	5
3		5.8%	7
4		5.0%	6
5+		24.8%	30
<b>Don't Know</b>		<b>49.6%</b>	<b>60</b>

Comment 17

answered question 121

skipped question 55

### 102. Do you think money plays a role in effective communication, i.e., the more money spent the better the communication?

		Response Percent	Response Count
Yes		33.1%	40
<b>No</b>		<b>66.9%</b>	<b>81</b>




Comment 25

answered question 121








skipped question 55



**103. Does your company have a specific budget for internal communications to pay for internal events / campaigns to communicate effectively?**

		Response Percent	Response Count
Yes		29.8%	36
No		24.8%	30
<b>Don't Know</b>		<b>45.5%</b>	<b>55</b>
	Comment		4
	answered question		121
	skipped question		55

**104. What do you think is the right amount for an internal communications annual budget?**

		Response Percent	Response Count
\$25k pa		4.1%	5
\$50k pa		4.1%	5
\$100k pa		4.1%	5
\$150k pa		2.5%	3
\$250k pa		1.7%	2
+\$500k pa		5.0%	6
<b>Don't Know</b>		<b>78.5%</b>	<b>95</b>
	answered question		121
	skipped question		55

**105. What do you think is the most cost effective form of communication within your business?**

	Response Count
	121
answered question	121
skipped question	55
















**106. What is the cost to your organisation of NOT communicating effectively?**

	Response Count
	121
answered question	121
skipped question	55







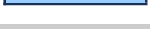


**107. Which category below includes your age?**

		Response Percent	Response Count
17 or younger		0.8%	1
18-20		0.8%	1
21-29		9.1%	11
30-39		26.4%	32
<b>40-49</b>		<b>39.7%</b>	<b>48</b>
50-59		19.8%	24
60 or older		3.3%	4
	answered question		121
	skipped question		55


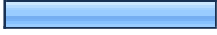
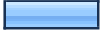




## 108. The industry within which you work.

		Response Percent	Response Count
Accounting		10.7%	13
Advertising Arts & Media		2.5%	3
<b>Banking &amp; Financial Services</b>		<b>25.6%</b>	<b>31</b>
Charity, NFP or Community Services		3.3%	4
Construction		2.5%	3
Consulting & Strategy		5.8%	7
Engineering		1.7%	2
Government & Defence		5.0%	6
Education & Training		10.7%	13
Healthcare & Medical		0.0%	0
Insurance & Superannuation		0.8%	1
Legal		8.3%	10
Mining Resource & Energy		8.3%	10
Real Estate & Property		0.8%	1
Recruitment & HR Services		3.3%	4
Retail		0.0%	0
Sales		0.0%	0
Science & Technology		0.0%	0
Other (please specify)		10.7%	13
<b>answered question</b>			<b>121</b>
<b>skipped question</b>			<b>55</b>



## 109. Your position in the organisation.

		Response Percent	Response Count
Board Member		0.8%	1
CEO/MD		6.6%	8
Senior Management		24.8%	30
<b>Middle Management</b>		<b>25.6%</b>	<b>31</b>
Frontline Management		5.0%	6
Supervisor		6.6%	8
Team Member		22.3%	27
Business Owner		3.3%	4
Volunteer		0.0%	0
Other (please specify)		5.0%	6
<b>answered question</b>			<b>121</b>
<b>skipped question</b>			<b>55</b>

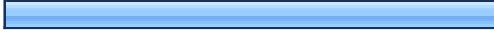








### 110. The length of time you have worked for your current organisation.

		Response Percent	Response Count
> 1 year		14.0%	17
<b>1-3 years</b>		<b>33.9%</b>	<b>41</b>
3-5 years		14.9%	18
5-10 years		19.8%	24
10-15 years		7.4%	9
15-20 years		2.5%	3
< 20 years		7.4%	9
<b>answered question</b>			<b>121</b>
<b>skipped question</b>			<b>55</b>









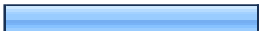

### 111. Are you Male or Female?

		Response Percent	Response Count
M		34.7%	42
<b>F</b>		<b>65.3%</b>	<b>79</b>
<b>answered question</b>			<b>121</b>
<b>skipped question</b>			<b>55</b>

## 112. In which region of the world are you located?

		Response Percent	Response Count
Australasia		79.3%	96
USA/Canada		0.8%	1
UK		8.3%	10
Europe		3.3%	4
South Africa		3.3%	4
Middle East/Nth Africa		2.5%	3
China/Hong Kong		0.8%	1
Singapore		0.8%	1
Japan		0.0%	0
Other Asia Pac		0.0%	0
Other (please specify)		0.8%	1
		<b>answered question</b>	<b>121</b>
		<b>skipped question</b>	<b>55</b>

### 113. How many employees work in your organisation?

		Response Percent	Response Count
1-10		5.8%	7
10-25		3.3%	4
25-50		5.0%	6
50-100		7.4%	9
100-200		5.8%	7
200-500		14.0%	17
500-1000		7.4%	9
1000-2000		5.8%	7
<b>Over 2000</b>		<b>40.5%</b>	<b>49</b>
Don't Know		5.0%	6
<b>answered question</b>			<b>121</b>
<b>skipped question</b>			<b>55</b>





**Page 4, Q13. Generally, do the various divisions/ departments in your organisation share information freely and effectively with one another?**

1	Subject to the usual organisational issues	Jul 4, 2012 7:50 AM
2	There is no structure to share information easily and as a result it does not happen.	Jul 3, 2012 7:37 PM
3	Difficult as big organisation and areas not relevant to others	Jul 3, 2012 12:34 PM
4	To a degree. It is evolving within the organisation. Largely siloed between service lines and offices/business units but there are distinct steps being taken to improve this. There have been issues with integration as much of the growth has been inorganic and integration plans in my view have not been strong.	Jun 30, 2012 4:57 PM
5	Sometimes, but usually only on approval of managers. Often there is competition within the organisation for management positions therefore not a lot of sharing happens.	Jun 25, 2012 5:46 PM
6	No - not always which can be frustrating	Jun 25, 2012 3:57 PM
7	The organisation is set up as a network of international offices. Within offices there are teams responsible for various client accounts, these teams too often operate as silos, not enough information is shared between teams / offices.	Jun 21, 2012 9:52 PM
8	There are, however, some notable blockages to information sharing/collaborating.	Jun 21, 2012 3:36 PM
9	When appropriate/required	Jun 20, 2012 3:40 PM
10	Sometimes, but not all the time	Jun 20, 2012 3:28 PM
11	Relatively flat management structure which allows for more open communication.	Jun 20, 2012 1:07 PM
12	While there is a principal of sharing information this is not always done in the most effective way. In fact the organisation has so much information available on the intranet site that it is overkill. Also there is a constant bombardment of email reminders/notices from various groups (none of which seem to coordinate with one another) that people tune them out so not effective at all.	Jun 19, 2012 9:26 PM
13	each department holds their information (e.g. information is power)	Jun 19, 2012 10:27 AM
14	There is an element of 'commercial sensitivity' to protect, i.e. company planned growth areas.	Jun 15, 2012 12:58 PM
15	Would be unusual for any large organisation to answer yes	Jun 13, 2012 5:48 PM
16	It is almost all top down, with cross sectional communication discouraged unless a member of the top layer is present	Jun 12, 2012 10:21 PM
17	Some do and some don't. There are definite divisions between the different trading arms.	Jun 12, 2012 11:05 AM
18	We don't tend to find things out until they happen.	Jun 12, 2012 7:23 AM
19	Business areas own their own communication agendas relating to their	Jun 11, 2012 11:20 PM

**Page 4, Q13. Generally, do the various divisions/ departments in your organisation share information freely and effectively with one another?**

	business area. They incorporate central messages pushed out from corporate.	
20	currently a lot of information is shared only within teams and divisions and not across them.	Jun 11, 2012 9:13 PM
21	Has improved over time	Jun 11, 2012 7:59 PM
22	Some do this better than others. Some individuals are very protective of clients, and relationships and are not as good at sharing. In the role I'm in, you can need to be link between groups as you often see where they are working on a similar project but not working together	Jun 11, 2012 10:42 AM
23	We do not host cross functional teams that sit together to work on a major project, instead we all remain in our own respective areas. Which I believe does not achieve the best outcome for the project as the project team are not working as one.	Jun 8, 2012 2:49 PM
24	Generally information about divisions is communicated well from the national heads - changes, appointments, successes. Division to division communication is not so good across the country, but relatively good in each national office. So overall not too bad, but could be better.	Jun 8, 2012 8:42 AM
25	We have fortnightly team meeting with whole firm ( 20 staff) including staff from two separate business units.	Jun 8, 2012 1:19 AM
26	When not too busy, they share, but you have to look for it.	Jun 7, 2012 6:34 PM
27	There is a lack of communication between areas of the business that need to work together more closely - IT, Finance and Business Development.	Jun 7, 2012 3:29 PM
28	Yes, within various departments/divisions, but sharing of information on an enterprise (whole of organisation) level is not as effective	Jun 7, 2012 9:24 AM
29	It's more of an opt-in than a widespread culture of sharing.	Jun 7, 2012 9:09 AM
30	The intention is there, but it does not always happen	Jun 7, 2012 8:56 AM
31	most faculties, schools and centres are focussed on their own objectives.	Jun 7, 2012 8:55 AM
32	We are very stovepiped, mainly due to limited time and resources. We have the ability to "pull" communications from other areas, and some individuals do try to share information proactively, but this is the exception rather than the rule.	Jun 7, 2012 7:46 AM
33	In many ways we do, but I think this is often based on personal relationships (people taking the time to get to know other people, be curious about and interested in what they do, and then leverage those relationships) rather than any top down initiatives - that said, the 'Vision and Values' training we had was an opportunity for to meet new people, but I don't believe it was a specific aim of the session.	Jun 6, 2012 10:44 PM
34	Weekly and monthly meetings held	Jun 6, 2012 9:25 PM
35	Very easy as we are quite small	Jun 6, 2012 6:42 PM
36	The information which is required to do my role is obtained from other staff,	Jun 6, 2012 5:04 PM

**Page 4, Q13. Generally, do the various divisions/ departments in your organisation share information freely and effectively with one another?**

	however I always need to ask for it. There is no clear process that they need to follow to know that certain areas may need the information.	
37	at specific and regular meetings, yes, but not otherwise - everyone is so busy that information needs to be sought rather than freely offered.	Jun 6, 2012 3:48 PM
38	We work in silos	Jun 6, 2012 3:30 PM
39	Yes but not as well as we would like	Jun 6, 2012 2:36 PM
40	some divisions and departmentst do, others do not	Jun 6, 2012 1:52 PM
41	Very easy as we are a small business	Jun 6, 2012 1:50 PM
42	We are a small business so this happens quite easily	Jun 6, 2012 1:45 PM
43	within faculty yes, but not sure about faculty to faculty	Jun 6, 2012 11:44 AM
44	Silo effect in place	Jun 6, 2012 10:29 AM
45	We have offices in Australia, UK and USA that share information.	Jun 5, 2012 10:36 PM
46	but could do a lot better	Jun 5, 2012 6:42 PM
47	It really depends on the relationship with this these people within the organisation. So sometimes yes	Jun 5, 2012 5:20 PM
48	we are a small firm so the departments interact daily	Jun 5, 2012 2:26 PM



**Page 4, Q15. Do you think that there is patch protection and empire building going on in your organisation?**

1	Not the intent but does occur - again, the business in attempting to improve this. Has been very poor since I joined the organisation (but improving).	Jun 30, 2012 4:57 PM
2	unsure of meaning	Jun 26, 2012 3:41 PM
3	In certain areas it seems quite obviously so.	Jun 25, 2012 3:57 PM
4	More of a protection mode for survival but not empire building	Jun 19, 2012 10:27 AM
5	Middle management appear to surround themselves with people in agreement with them and dominate management meetings	Jun 16, 2012 12:20 AM
6	When resources are scarce as they currently are, then other divisions tend to be competitors, rather than partners	Jun 12, 2012 10:21 PM
7	In some areas, and with some individuals	Jun 12, 2012 11:05 AM
8	There tends to be over-staffing, so there is definitely rampant patch protection.	Jun 12, 2012 7:23 AM
9	don't know	Jun 12, 2012 7:18 AM
10	But only for some people who don't understand that others are there to help them, not sabbotage them.	Jun 12, 2012 7:12 AM
11	yes to a certain extent - as our firm is a partnership - and partners and measured on the amount of revenue they bring in - this does not encourage partners to share clients with other partners and cross-sell.	Jun 11, 2012 9:13 PM
12	There are always individuals in teams	Jun 11, 2012 7:59 PM
13	Until the reward and recognition framework is changed, this mentality will not. Silos are in place as individuals need to build revenue for their cost centre. Some are very protective, while others in the firm work collaboratively. A real mix.	Jun 11, 2012 10:42 AM
14	As one would expect - its part of competign for scarece resources. It does not need to be disruptive	Jun 10, 2012 8:13 AM
15	As above comment for question 13, managers are reluctant to allow team members to join a project team, as I suspect they believe they will loose some control over their staff.	Jun 8, 2012 2:49 PM
16	Not blantant	Jun 8, 2012 11:06 AM
17	To some degree there is with some individuals, but on the whole, much less than I have experiences working in any other firm.	Jun 8, 2012 8:42 AM
18	It is actively identified and eradicated	Jun 8, 2012 5:39 AM
19	Only somewhat. This culture is often fostered in a professional services firm where the owners of the business are rewarded based on their individual profitability.	Jun 7, 2012 3:29 PM
20	Between various business units, where the delineation between those units is unclear on a particular matter	Jun 7, 2012 9:24 AM
21	It is not as bad as it has been, but it does still happen.	Jun 7, 2012 8:56 AM

**Page 4, Q15. Do you think that there is patch protection and empire building going on in your organisation?**

22	Each area acts like its own little business	Jun 7, 2012 8:55 AM
23	Not overtly present but implicit in some areas	Jun 7, 2012 7:16 AM
24	Yes, because there are a lot of sub-businesses that share territory - and some people are less willing than others to share! I do believe it's changed a LOT over the last couple of years, but some have been more open to change than others. I think my area of the company appreciates sharing knowledge as a way to get more done with less, while others see it as a way they might lose power.	Jun 6, 2012 10:44 PM
25	N/A - too small	Jun 6, 2012 6:42 PM
26	I'm not sure what patch protection is - if it's about departments trying to protect themselves from higher management decisions/changes, then yes, that does happen. Empire building - not sure what this is.	Jun 6, 2012 3:48 PM
27	Do not know what is patch protection/empire building	Jun 6, 2012 3:30 PM
28	Not anymore - we have worked to break this down.	Jun 6, 2012 2:36 PM
29	N/A - too small	Jun 6, 2012 1:50 PM
30	Not applicable - too small for this to occur	Jun 6, 2012 1:45 PM
31	People only do not communicate due to being busy.	Jun 5, 2012 10:36 PM
32	Definately barriers need to be broken down.	Jun 5, 2012 7:49 PM
33	I say no as I feel it would be less than 5%	Jun 5, 2012 5:20 PM



**Page 4, Q16. If you answered yes to the above question – do you think that they impact on the effectiveness of the organisation's communications?**

**If you'd like to comment, explain how.**

1	Some divisions may be better equipped to carry out certain work than others.	Jul 6, 2012 5:41 PM
2	Some communications are only made to certain levels of management yet they are communications relevant to all employees	Jul 3, 2012 2:18 PM
3	It can sometimes come across as " need to know basis and you don't need to know" which can be frustrating. So many more people could be empowered to do their jobs better, be more productive, help their clients more and enjoy thier roles more.	Jun 25, 2012 3:57 PM
4	Not all required information flows laterally, leaving some in the dark and at risk of making false choices/decisions.	Jun 21, 2012 3:36 PM
5	Can hinder open conversation and lead to disfunction	Jun 21, 2012 10:23 AM
6	Because of the vested interests of some groups there is a lack of coordination of communications across the organisation which reduces the effectiveness of the message of the communications.	Jun 19, 2012 9:26 PM
7	Definitely affects communication lines	Jun 19, 2012 10:27 AM
8	Self interest is the principal human trait. It is to be expected that that will carry over into the workplace. Communication strategies need to take that into account, and so do the practitioners.	Jun 13, 2012 5:48 PM
9	No, because the CEO communicates what he sees as fit and does not care too much about what anybody else may think. Yes, because he will be told what divisional heads will want him to know and he will take on board the messages from those areas that he is currently particularly happy with.	Jun 12, 2012 10:21 PM
10	If we didn't work in a Silo mentality, better trained and "all rounded" employees would be the result.	Jun 12, 2012 11:05 AM
11	If other people don't know much about your job or projects, they are unable to share them.	Jun 12, 2012 7:23 AM
12	Less likely to collaborate and share ideas. Sense that top performers are prized over and above others because of their contribution to the bottom line.	Jun 11, 2012 11:20 PM
13	it does not ecourage cross selling within the organisation and this in turn does not encourage information sharing. We also don't have any formal structures that encourage sharing either - so this in turn often leads to duplication of effort.	Jun 11, 2012 9:13 PM
14	At certain levels, patch protection and empire building slows both communication and workflow down considerably.	Jun 11, 2012 8:36 PM
15	They can but not enough of them to do so	Jun 11, 2012 7:59 PM
16	competitiveness for funding means people/departments purposefully withhold information and decrease communication	Jun 11, 2012 4:28 PM
17	Knowledge is power and generally silos worry about sharing information and giving up a competetive edge	Jun 11, 2012 12:39 PM



**Page 4, Q16. If you answered yes to the above question – do you think that they impact on the effectiveness of the organisation’s communications?**

**If you’d like to comment, explain how.**

18	Lack of cross divisional growth occurs	Jun 11, 2012 12:25 PM
19	Generally they do not communicate what they are working on, it is through our opportunity management system that you can gain visibility.	Jun 11, 2012 10:42 AM
20	See above	Jun 10, 2012 8:13 AM
21	People are reluctant to speak up as they are worried the patch protecting managers will shoot them down.	Jun 8, 2012 2:49 PM
22	Not necessarily the best outcome for the end customer, and communication to that customer. Also may hinder free flowing communication between those silos	Jun 7, 2012 9:24 AM
23	Not necessarily top down but across. Best practice not shared, corporate knowledge not shared.	Jun 7, 2012 8:55 AM
24	Having individual KPIs and state targets creates this behaviour naturally. It is not therefore on people's priority to communicate outside their immediate circle unless they clearly see benefit for themselves in helping the broader team or they understand that success is driven by a whole of firm/division approach	Jun 7, 2012 7:16 AM
25	I think it has hampered the organisation in the past but I think there is a clear push from above to stamp it out - and it really is as forceful as stamping in some cases!	Jun 6, 2012 10:44 PM
26	People who begin defending their patch/department naturally become guarded with opinions and communications.	Jun 6, 2012 3:48 PM
27	Different messages are sent or there is a lack of communication from some areas	Jun 6, 2012 9:53 AM



**Page 5, Q19. Do you think your organisation takes internal communication seriously?**

1	We receive regular communication from both the executive and local management.	Jul 6, 2012 5:43 PM
2	Yes but it has been poor in my view. However I know they understand it has been an issue and steps have been taken to try to improve. Difficulties I see as when there are numerous layers of management it also comes down to whether all managers are effective in their communication even if they were all given the same information.	Jun 30, 2012 5:01 PM
3	In some ways, yes but in significant issues not necessarily or well enough.	Jun 28, 2012 3:54 PM
4	Yes, but only formally when messages have been approved. Two-way open communication is talked about but generally not practiced.	Jun 25, 2012 5:50 PM
5	Not as seriously as they should. They talk the talk but don't always walk the walk.	Jun 25, 2012 4:02 PM
6	However, this is not true of all, with the CEO most likely to be tokenistic in his communication efforts.	Jun 21, 2012 3:40 PM
7	Yes but almost to the point of overkill. There needs to be a better centralised system so as to maximise the effect of each communication.	Jun 19, 2012 9:27 PM
8	Management provides an external visual impression only but does not attempt to provide good communication.	Jun 19, 2012 10:31 AM
9	We have just had a survey.	Jun 15, 2012 1:01 PM
10	I think it is taken seriously. But typically from point of view of it being one-way, top down, And selective. The nature of mass communication precludes serious treatment of elephants in the corner, and so much of what is produced for mass consumption is bland, sometimes verging on infantile.	Jun 13, 2012 5:55 PM
11	But only in so far as it is top down and in writing weekly updates. Personal communication and public speaking in front of all staff either happens very rarely or where the monthly all staff meetings happen, they are very awkward and boring	Jun 12, 2012 10:26 PM
12	We are starting to change the way we do things. Engaging people rather than 'telling' people	Jun 12, 2012 8:35 AM
13	There is an official internal communication program about broad issues which is good, but essential daily communication about what is happening and how it affects individuals is neglected.	Jun 12, 2012 7:25 AM
14	We are going through a major change period and there has been no resource committed to handling internal communications.	Jun 11, 2012 9:17 PM
15	They try but may not be the most adept at it. They tend to over-congratulate themselves and believe their own press.	Jun 11, 2012 8:39 PM
16	Always looking to improve	Jun 11, 2012 8:00 PM
17	There has been an effort to look at the internal communications that are used. Recently an on-line firm social media was launched, sort of mix of twitter and facebook, to get people sharing and collaborating, and as another communication tool.	Jun 11, 2012 10:45 AM

**Page 5, Q19. Do you think your organisation takes internal communication seriously?**

18	with some reservations	Jun 8, 2012 1:43 PM
19	They take it seriously but dont understand what resources are required	Jun 8, 2012 12:58 PM
20	Communication internally is a priority coming directly from business founder/ MD - lots of internal meetings and email comms to whole of staff	Jun 8, 2012 1:22 AM
21	Don't do reverse performance reviews. No opportunity to rate your managers.	Jun 7, 2012 6:36 PM
22	We have a structured approach to internal communications, including a quarterly update from the managing partner and a fortnightly staff newsletter. However this communication is often not transperant when it comes to the nuts and bolts of business performance.	Jun 7, 2012 3:32 PM
23	Not sure	Jun 7, 2012 9:35 AM
24	Yes, in that there is consistent and regular communication, however it is often distributed via a "self-service" model (via the intranet)	Jun 7, 2012 9:26 AM
25	There's been a real shift in the last 3 years to more open communications	Jun 7, 2012 9:11 AM
26	Depends at which level. Management does, but not really at mid and lower levels	Jun 7, 2012 8:56 AM
27	It tries hard to! There are plenty of tools available to facilitate it, but I think it's the more gentle handling of e.g. unsettling rumours that go around the office that they (management) are not so great at. As a mid level manager I do sometimes find myself stuck in the middle, seeing a problem emerging but not getting any answers from above about how to handle it.	Jun 6, 2012 10:48 PM
28	They have a very strong interest in all internal communication and how it may affect the running of the office	Jun 6, 2012 9:27 PM
29	We used to have regular weekly news meetings where various departments were able to discuss current industry landscapes and trends etc, but when people get busy, these sometimes slip and it does affect the flow of internal communication. There is less awareness of departmental objectives/workload/issues and a lack of synergy in the organisation.	Jun 6, 2012 3:51 PM
30	Regular meetings to communicate upwards & downwards	Jun 6, 2012 1:51 PM
31	Say it once, say it twice, say it 3 times in 3 different ways	Jun 5, 2012 6:37 PM
32	we are all in it together so we must talk about all issues, big or small	Jun 5, 2012 2:29 PM



**Page 5, Q22. In your opinion, does your organisation benefit from visible and inspiring leadership, either teams or individuals?**

1	Inspiration and communication in pockets - more on the no than yes side but not all doom and gloom. Efforts are being taken to improve though it is very slow.	Jun 30, 2012 5:01 PM
2	I ticked no as the answer is definately not yes. However their is visibility but the communication is poor or sometimes it comes across as textbook because they have to and their is no real feeling behind it.	Jun 25, 2012 4:02 PM
3	A mixed report card. the CEO fails to inspire or appear credible, whereas 'divisional' leaders are both more visible and more effective.	Jun 21, 2012 3:40 PM
4	I think this question is entirely unclear. A person can be visible but not inspiring. I have answered yes but it is a guarded yes.	Jun 20, 2012 1:07 PM
5	individual team managers who are visible on a day to day basis are brilliant, what goes on above them is often not effectively relayed back to the managers/ other staff.	Jun 20, 2012 2:30 AM
6	Our leadership is very visible however is also very much the opposite of inspiring. Our leader works on the divide and conquer method beleiving she can beat anyone into submission or they leave.	Jun 19, 2012 10:31 AM
7	our senior managers are visible and inspire confidence, unfortunately some of the middle management such as team managers are poor communicators and do not share information appropriately	Jun 16, 2012 12:23 AM
8	they communicate well, but you won't see them!	Jun 15, 2012 1:01 PM
9	High visibility is ambivalent attribute. When the visibility is self-centred and celebrity seeking, it negates many of the other, potentially more intrinsically valuable attributes.	Jun 13, 2012 5:55 PM
10	It is really only a yes for the written communication and the clear sense of direction that comes across with that. It is very much a No in terms of inspiration and verbal communication to groups of employees	Jun 12, 2012 10:26 PM
11	Visible but not inspiring.	Jun 12, 2012 9:34 AM
12	Poor leadership. No true leadership from the top.	Jun 12, 2012 8:35 AM
13	Leadership team communicate but not necessarily inspiring	Jun 12, 2012 7:41 AM
14	Our leadership is quite good at communicating broader issues. It's the next layer down who don't communicate on daily issues as much as they should.	Jun 12, 2012 7:25 AM
15	We currently lack an inspiring leader who instills passion and ambition in the leadership team. This then leaks down to the rest of the firm - meaning there is a definite feeling of complacency around the firm.	Jun 11, 2012 9:17 PM
16	There are a few quite articulate and visible individuals but not many and they are not sufficiently empowered.	Jun 11, 2012 8:39 PM
17	We have recently had change in corporate leadership and the communication approach is improving. It is a French company so emphasis is on top down communication.	Jun 10, 2012 5:22 PM
18	(Tried to select other)Yes the leadership is visible, no they are not inspiring,	Jun 10, 2012 3:38 PM

**Page 5, Q22. In your opinion, does your organisation benefit from visible and inspiring leadership, either teams or individuals?**

	yes they communicate by telling us things, no they don't listen to what we have to say	
19	The CEO is great at communicating what is happening for the company as a whole - however, some directors/managers are less inspiring/prepared to communicate with their teams (i.e. individuals let the company down - it's not an overall company wide shortfall)	Jun 8, 2012 6:10 PM
20	Visible, engaged and willing to communicate? Yes. Inspiring - such a difficult word. I'd have to say no.	Jun 8, 2012 2:03 PM
21	I hhave indicated yes, but we are somewhere inbetween and improving	Jun 8, 2012 1:43 PM
22	New CEO doing a better job.	Jun 8, 2012 11:08 AM
23	However, this inspiring leader could present to staff more often.	Jun 7, 2012 3:32 PM
24	The communciation is there, but not sure that everyone actually reads/watches the various channels.	Jun 7, 2012 9:11 AM
25	We have visibility of our leadership, but apart from a small number, they are not that inspring - they tend to manage rather than lead.	Jun 7, 2012 7:49 AM
26	Varies a bit based on personalities, but I think we do have a very visible and down to earth leadership team who will make time to chat, not just communicate only about business issues.	Jun 6, 2012 10:48 PM
27	Monthly meetings are held for operational type items, however the CEO always starts talking about the minor details of the business rather than focusing on a bigger business plan that needs more attention.	Jun 6, 2012 5:07 PM
28	whether the communication is correct or not there is communication. maybe less micro managment and leave it with the responsible person	Jun 5, 2012 2:29 PM





**Page 5, Q23. Do you have trust in your leader or leadership team?**

1	Often hidden agendas - not a lot of trust.	Jun 25, 2012 5:50 PM
2	First line leader - yes, CEO - no, as he gives the appearance of tokenistic consultation and pursues an agenda often at odds with the core purpose of the organisation.	Jun 21, 2012 3:40 PM
3	senior management yes, middle management no	Jun 16, 2012 12:23 AM
4	In immediate supervisor	Jun 13, 2012 5:55 PM
5	I did, until I was badly betrayed by the founders of the business	Jun 12, 2012 10:26 PM
6	I think the leadership team have a good grasp on the market and a good, broad plan for the firm.	Jun 12, 2012 7:25 AM
7	I trust that our Managing Partner does a good job of steering the ship. He lacks the ability to inspire and encourage the rest of us to work towards an ambitious goal.	Jun 11, 2012 9:17 PM
8	You ar enever 100% safe / sure	Jun 11, 2012 8:00 PM
9	Certain parts of the leadership team are strong and inspire you, there are a few within that team that have you asking, what the?	Jun 11, 2012 10:45 AM
10	They do what they can, but when it is crunch time thay look after themselves and the shareholders before worrying about the rest of the employees.	Jun 10, 2012 3:38 PM
11	The business is seen to be keen on personal development plans, however in most cases, the bring in short term contractors mentality seem to overrule.	Jun 8, 2012 2:51 PM
12	Not assertive enough with higher management	Jun 7, 2012 6:36 PM
13	Focus in answering this question is on direct leader	Jun 7, 2012 9:26 AM
14	We have a multiplicity of leaders - divisional/regional/global.	Jun 7, 2012 9:11 AM
15	I trust my Leadr completely, and I also trust some members of my leadership, but not all - I do not trust approx 30% of them, either because I don;'t have enough exposure or i have experienced where they have shown behaviours which have led me to mistrust them.	Jun 7, 2012 7:49 AM
16	There have been some management decisions recently which I have not supported, but what I have witnessed is that objections, if phrased carefully and backed up with experience (especially falls in productivity and revenue!), are listened to and strategy has been changed as a result. It was painful in the meantime but... good that everyone learned from it!	Jun 6, 2012 10:48 PM
17	it is difficult if the manager is not on the front line and makes calls from the back.. and then the blame goes to the manager if the deal fails	Jun 5, 2012 2:29 PM

**Page 6, Q28. What do you think is the most effective form of communication within your organisation?  
(Choose or provide another)**

1	followed up by email	Jun 27, 2012 12:05 PM
2	one to one - allows opportunity to clarify concerns/queries. More personalised as well.	Jun 20, 2012 1:11 PM
3	All staff or all division meetings with an inspiring superior as the presenter	Jun 12, 2012 10:28 PM
4	This is an oral culture that tends not to read (or retain) a lot. So all communications require repeated oral and face to face involvement	Jun 11, 2012 8:42 PM
5	A variety of methods are used from email, to voice mail, newsletters, on-line, face to face.	Jun 11, 2012 10:47 AM
6	Due to organisation size and large geographical scope large change is usually communicated through web based live meetings.	Jun 10, 2012 5:25 PM
7	It all depends on the type of message being communicated - email / newsletter is fine for some things but totally inappropriate for others	Jun 7, 2012 10:06 PM



**Page 7, Q31. When communicating with a small group, do you favour using the telephone, email or face-to-face discussion?**

1	Needs to short and sharp though. Standing up meetings usually help.	Jul 3, 2012 7:40 PM
2	Face to face first, then telephone then email.	Jun 25, 2012 4:35 PM
3	Email overload can lead to emails being ignored	Jun 21, 2012 10:29 AM
4	More efficient.	Jun 20, 2012 1:13 PM
5	depends on the circumstances, distances quite often mean telephone conferences or email are required	Jun 19, 2012 10:38 AM
6	telephone would be my second choice. email is my last as I find they can be impersonal and the tone can often be misunderstood	Jun 16, 2012 12:28 AM
7	Face to face, telephone, email is my sequence of preference	Jun 12, 2012 10:34 PM
8	Email takes too long and telephone is awkward for groups.	Jun 12, 2012 7:31 AM
9	It's easier to ask questions.	Jun 12, 2012 7:15 AM
10	Face to face is always preferable if possible - it allows you to pick up on visual clues and tone of voice that can be missed in emails. It also often provides immediate feedback to a change or idea, where as email feedback is often delayed.	Jun 11, 2012 9:25 PM
11	Actually both face to face and email as a follow-up	Jun 11, 2012 8:59 PM
12	Did use emails however realised not the best tool	Jun 11, 2012 8:03 PM
13	If it is a small group and they are in the same office, then face to face is always the best option as you can see the reaction of those you are speaking with.	Jun 11, 2012 10:50 AM
14	Face to face can include telepresence meetings. A mix of approaches is necessary in a global organisation.	Jun 10, 2012 5:30 PM
15	When some are interstate I would phone first and then email	Jun 10, 2012 3:44 PM
16	Face to face - but email where record of communication is required	Jun 8, 2012 6:14 PM
17	Generally fact to face, but because it can be difficult to get a time when everyone is available, need to use email also.	Jun 8, 2012 8:50 AM
18	You know everyone is listening	Jun 7, 2012 6:39 PM
19	difficult with several locations to have regular face to face	Jun 7, 2012 4:23 PM
20	Provides opportunity for instant feedback and discussion.	Jun 7, 2012 3:39 PM
21	Involve me and I understand ...Face to face can be challenging however if you are bringing together people in different locatins. Video conference is still no substitute for sitting together in a room	Jun 7, 2012 9:15 AM
22	Always face to face, so you can glean reactions and see if there might be concerns, even if people won't voice them.	Jun 6, 2012 10:53 PM
23	Face-to-face communication leaves little room for 'context' to be left out of	Jun 6, 2012 3:58 PM

**Page 7, Q31. When communicating with a small group, do you favour using the telephone, email or face-to-face discussion?**

the conversation. Each person can speak, hear, reflect, query anything that's not clear and gauge reactions with more clarity than email or phone.

24	because there is a paper trail and its written, face to face people revert on their promises and you can't hold them to it, although this form of communication would be preferetial	Jun 6, 2012 1:55 PM
25	Face-to-face communication is always the best if possible	Jun 6, 2012 1:55 PM
26	notes must be taken and then shared via a follow up email	Jun 5, 2012 2:33 PM

**Page 7, Q32. Does your organisation have guidelines or principles for email etiquette and expected email behaviours?**

1	But I am not sure if anyone knows them.	Jun 25, 2012 4:35 PM
2	There are formal guidelines but these are not adhered to on a day to day basis	Jun 21, 2012 10:01 PM
3	In the process of putting them together	Jun 20, 2012 5:40 PM
4	Not sure, Im not in a position where I generate many emails.	Jun 15, 2012 1:06 PM
5	No spelling or grammatical errors or the CEO goes mad	Jun 12, 2012 10:34 PM
6	however, these are now widely read or known to most people.. It is included in the email and online policy which is provided when people join the firm.	Jun 11, 2012 9:25 PM
7	we have a guide for all communications	Jun 11, 2012 10:50 AM
8	Not sure if formalized ?	Jun 8, 2012 1:26 AM
9	Detailed email policy	Jun 7, 2012 9:30 AM
10	Except that internal communication should be by phone or face to face where possible.	Jun 6, 2012 10:53 PM
11	But they are widely ignored and insufficient to ensure email discipline - we are swamped under a mountain of emails.	Jun 6, 2012 9:37 PM
12	There is a general rule of thumb to communicate via email with common sense, sensitivity and a professional - yet personal - style.	Jun 6, 2012 3:58 PM
13	Informal through training - no formal policy.	Jun 5, 2012 10:42 PM
14	big area to cover as some think they write with etiquette and others dont feel the same way!	Jun 5, 2012 2:33 PM

**Page 7, Q33. If you said No - do you think guidelines or principles for email etiquette and expected email behaviours would be useful and aid the communication process within your organisation?**

1	Precription is rarely effective for this.	Jun 21, 2012 3:44 PM
2	It's being set up currently.	Jun 12, 2012 2:09 PM
3	At present, it works quite well. For official emails, there is a template which is clear and attractive.	Jun 12, 2012 7:31 AM
4	so long as they are in a format that is readily available and they are referred to frequently. People also need to be reprimanded if they break etiquette.	Jun 11, 2012 9:25 PM
5	I actually I do not see this as a major problem. Most 'breaches' etiquette are simply informationless/trivial but essentially harmless emails	Jun 11, 2012 8:59 PM
6	Could help to reduce the length of emails.	Jun 7, 2012 9:15 AM
7	Some divisions don't even use email signatures, which drives me crazy! In a big organisation where I get emails from people I don't know, I want to know who they are without having to look them up on the intranet.	Jun 6, 2012 10:53 PM
8	Not required at this stage	Jun 6, 2012 6:44 PM
9	Possibly	Jun 6, 2012 1:55 PM
10	Probably not required, intra-office email seems appropriate.	Jun 6, 2012 9:12 AM
11	as above.. big area to cover as what is etiquette for some is differeent for others	Jun 5, 2012 2:33 PM





**Page 7, Q35. If you were required to create and send a specific internal communication around your organisation, where would you find the process which you are expected to follow?**

1	Intranet	Jul 6, 2012 5:46 PM
2	somewhere on the intranet	Jul 5, 2012 12:53 PM
3	Somewhere on the intranet - not sure where.	Jul 4, 2012 1:34 PM
4	intranet	Jul 4, 2012 9:56 AM
5	Generally people just write free-form.	Jul 3, 2012 7:40 PM
6	Intranet	Jul 3, 2012 5:20 PM
7	on the intranet	Jul 3, 2012 2:22 PM
8	Don't know	Jul 3, 2012 12:38 PM
9	don't know	Jul 3, 2012 11:10 AM
10	No where	Jun 30, 2012 5:09 PM
11	Don't know	Jun 28, 2012 3:57 PM
12	not sure	Jun 27, 2012 12:07 PM
13	quidelines manual	Jun 25, 2012 5:54 PM
14	No idea.	Jun 25, 2012 4:35 PM
15	Ask someone, possibly the admin team.	Jun 22, 2012 1:21 PM
16	company intranet	Jun 21, 2012 10:01 PM
17	I don't believe one exists.	Jun 21, 2012 3:44 PM
18	-	Jun 21, 2012 10:36 AM
19	Community Relations Dept	Jun 21, 2012 10:29 AM
20	none in place	Jun 21, 2012 9:37 AM
21	National Comms intranet site - or speak to someone in the team	Jun 20, 2012 5:40 PM
22	No process - just an unwritten understanding of corporate language etc	Jun 20, 2012 3:43 PM
23	N/a	Jun 20, 2012 2:12 PM
24	Through direct line manager	Jun 20, 2012 1:13 PM
25	Not applicable	Jun 20, 2012 1:11 PM
26	Don't know	Jun 20, 2012 3:13 AM
27	Dont Know	Jun 20, 2012 2:34 AM
28	In my head!	Jun 19, 2012 11:30 PM
29	By talking to someone in the department who is responsible for knowledge management.	Jun 19, 2012 9:31 PM

**Page 7, Q35. If you were required to create and send a specific internal communication around your organisation, where would you find the process which you are expected to follow?**

30	Intranet	Jun 19, 2012 5:57 PM
31	Marketing	Jun 19, 2012 3:17 PM
32	Marketing department or internal "intranet"	Jun 19, 2012 10:38 AM
33	intranet	Jun 18, 2012 10:44 PM
34	There is none	Jun 17, 2012 5:31 PM
35	na	Jun 16, 2012 4:57 PM
36	don't know	Jun 16, 2012 12:28 AM
37	Ask someone	Jun 15, 2012 4:25 PM
38	I dont know.	Jun 15, 2012 1:06 PM
39	Intraweb	Jun 14, 2012 12:21 PM
40	In a policy documenet on the intranet	Jun 14, 2012 9:27 AM
41	Experience	Jun 13, 2012 6:04 PM
42	on the intranet	Jun 13, 2012 10:05 AM
43	There is no expected process, only various forms of communication that may be used.	Jun 12, 2012 10:34 PM
44	In guidelines on the internal management system library	Jun 12, 2012 8:13 PM
45	There isn't a written outline.	Jun 12, 2012 2:09 PM
46	i would use prevouse communication as a guide	Jun 12, 2012 2:08 PM
47	Intranet - Policy and Procedures Hub	Jun 12, 2012 11:08 AM
48	Depends on the process. e.g. Board and Exec communications have a clear process but anything unusual (e.g. policy development) hasnothing formal.	Jun 12, 2012 9:37 AM
49	There isn't one yet!	Jun 12, 2012 8:48 AM
50	There is no process	Jun 12, 2012 8:23 AM
51	I would ask our desktop publisher to format the template for me.	Jun 12, 2012 7:31 AM
52	no idea	Jun 12, 2012 7:21 AM
53	Intranet or induction material	Jun 12, 2012 7:15 AM
54	intranet	Jun 12, 2012 6:55 AM
55	On the intranet/with IC business partners	Jun 11, 2012 11:23 PM
56	I have no idea - I don't think a process exists.	Jun 11, 2012 9:25 PM
57	I would follow my own protocols and instincts.	Jun 11, 2012 8:59 PM

**Page 7, Q35. If you were required to create and send a specific internal communication around your organisation, where would you find the process which you are expected to follow?**

58	Peers / mentors / leaders	Jun 11, 2012 8:03 PM
59	No templates, just create own content in a professional manner	Jun 11, 2012 8:02 PM
60	we have a specific email format to use for all internal email that goes to the entire organisation	Jun 11, 2012 4:32 PM
61	intranet	Jun 11, 2012 2:42 PM
62	Human Resources	Jun 11, 2012 12:42 PM
63	Intranet	Jun 11, 2012 12:28 PM
64	Practice and Procedures Library on Sharepoint	Jun 11, 2012 11:12 AM
65	on the intranet	Jun 11, 2012 10:50 AM
66	On the intranet or by calling our team assistant	Jun 11, 2012 10:23 AM
67	Comms Team	Jun 11, 2012 8:35 AM
68	Organizational directives.	Jun 10, 2012 5:30 PM
69	Gutfeel	Jun 10, 2012 3:44 PM
70	Corporate comms team	Jun 8, 2012 6:14 PM
71	do not know	Jun 8, 2012 4:25 PM
72	Corporate Communications Branch	Jun 8, 2012 2:54 PM
73	Go to the Internal Comms team for advice and support.	Jun 8, 2012 2:06 PM
74	internal memo template	Jun 8, 2012 1:51 PM
75	intra net ,policies and procedures	Jun 8, 2012 1:01 PM
76	There is none	Jun 8, 2012 11:15 AM
77	intranet policies and procedures	Jun 8, 2012 8:50 AM
78	Intranet	Jun 8, 2012 5:43 AM
79	Not sure	Jun 8, 2012 1:26 AM
80	Staff portal	Jun 7, 2012 6:39 PM
81	Doc management system	Jun 7, 2012 6:22 PM
82	None exists	Jun 7, 2012 5:59 PM
83	Investor Relations Manager	Jun 7, 2012 4:23 PM
84	Policies and procedures manual.	Jun 7, 2012 3:39 PM
85	on our marketing guidelines	Jun 7, 2012 3:14 PM
86	Shared drive	Jun 7, 2012 11:53 AM

**Page 7, Q35. If you were required to create and send a specific internal communication around your organisation, where would you find the process which you are expected to follow?**

87	Speak with admin assistant	Jun 7, 2012 9:38 AM
88	Intranet	Jun 7, 2012 9:30 AM
89	Guidelines are on the intranet	Jun 7, 2012 9:15 AM
90	Not sure	Jun 7, 2012 9:01 AM
91	unsure - would ask	Jun 7, 2012 9:00 AM
92	Our Corporate Comms policy documentation on-line - easily accessible.	Jun 7, 2012 7:52 AM
93	Our marketing/media support	Jun 7, 2012 7:18 AM
94	Gosh, who knows! I'd probably end up asking HR.	Jun 6, 2012 10:53 PM
95	Intranet	Jun 6, 2012 9:53 PM
96	There is departmental guidance available (and ignored) online.	Jun 6, 2012 9:37 PM
97	Would not find a process stored anywhere, just the use of common sense	Jun 6, 2012 9:31 PM
98	Intranet	Jun 6, 2012 9:05 PM
99	None	Jun 6, 2012 7:38 PM
100	N/A does not exist	Jun 6, 2012 6:44 PM
101	No processes are in place at this stage. Each person plays a specific role in the company and they are meant to know their role and how to communicate around the organisation.	Jun 6, 2012 5:11 PM
102	Good question! Company handbook maybe? Or, my line manager!	Jun 6, 2012 3:58 PM
103	Isn't one.	Jun 6, 2012 2:40 PM
104	N/A does not exist	Jun 6, 2012 1:55 PM
105	Not one created at the moment.	Jun 6, 2012 1:16 PM
106	don't know	Jun 6, 2012 11:59 AM
107	No direction policy?	Jun 6, 2012 10:34 AM
108	Don't know	Jun 6, 2012 10:07 AM
109	There isn't one	Jun 6, 2012 9:12 AM
110	On the intranet	Jun 6, 2012 8:12 AM
111	templates	Jun 6, 2012 7:32 AM
112	Send message to CEO - centralised solution.	Jun 5, 2012 10:42 PM
113	Style guide	Jun 5, 2012 10:23 PM
114	Intranet or Comms Dept	Jun 5, 2012 7:55 PM

**Page 7, Q35. If you were required to create and send a specific internal communication around your organisation, where would you find the process which you are expected to follow?**

115	intranet	Jun 5, 2012 6:45 PM
116	from supervisor or intranet	Jun 5, 2012 6:39 PM
117	Communication Procedure Induction Manual: > Internal communication >> Email guidelines	Jun 5, 2012 5:05 PM
118	database	Jun 5, 2012 4:58 PM
119	email	Jun 5, 2012 2:33 PM



**Page 7, Q37. If no, what are the obstacles?**

1	too much communication via internet. 98% irrelevant.	Jul 5, 2012 12:53 PM
2	Too many that aren't relevant.	Jul 4, 2012 4:37 PM
3	Not sure where it is	Jul 4, 2012 1:34 PM
4	Very one-sided. Even when we have meetings, it is usually for the delivery of a message that the speaker has little idea about other than the brief.	Jul 3, 2012 7:40 PM
5	Methods of communication are not consistent	Jul 3, 2012 2:22 PM
6	Consistency and frequency of message Quality of delivery Lack of communication From whom ie email newsletter update but never any group presentations (though that is potentially difficult due to number of locations)	Jun 30, 2012 5:09 PM
7	Actually communicating really important changes and likely changes to happen. We seem to know after the event.	Jun 28, 2012 3:57 PM
8	not enough face to face too much emails which genarely get pused aside however havign forums face to face is more of a discipline and effective	Jun 27, 2012 12:07 PM
9	Time and intent.	Jun 25, 2012 5:54 PM
10	People	Jun 25, 2012 4:35 PM
11	too many emails distributed to too many people	Jun 24, 2012 6:18 PM
12	Too many emails that are negative	Jun 22, 2012 1:21 PM
13	personality	Jun 22, 2012 6:34 AM
14	Relying on people reading company wide emails or logging onto intranet.	Jun 21, 2012 10:01 PM
15	Too much one-way, unilateral traffic.	Jun 21, 2012 3:44 PM
16	Overuse of email, information overload	Jun 21, 2012 10:29 AM
17	too many emails are marked 'urgent'	Jun 21, 2012 9:37 AM
18	Needs to be more clearly defined and integrated throughout whole organisation	Jun 20, 2012 3:43 PM
19	Not defined	Jun 20, 2012 2:12 PM
20	Emails are difficult to challenge or question, discussions with team managers get passed on to senior management but outcomes are never/rarely fed back without persistent enquiry.	Jun 20, 2012 2:34 AM
21	Too much information which are are not targetted.	Jun 19, 2012 9:31 PM
22	most issues are found out through staff gossip, management keep staff on a need-to-know basis	Jun 19, 2012 10:38 AM
23	No clear process and little respect between levels	Jun 17, 2012 5:31 PM
24	no process	Jun 16, 2012 4:57 PM
25	The aforementioned silos	Jun 13, 2012 6:04 PM

**Page 7, Q37. If no, what are the obstacles?**

26	At 200 staff we can still afford the luxury of everybody being able to send an all staff email	Jun 12, 2012 10:34 PM
27	Busy people, unclear channels, lack of established and accepted process.	Jun 12, 2012 9:37 AM
28	Lack of consistency, silo mentality between and within sites, entrenched old culture, lack of leadership, poor/inconsistent quality of the communicators	Jun 12, 2012 8:48 AM
29	There is little communication because there is little certainty and things are too process driven.	Jun 12, 2012 8:23 AM
30	For some things, yes. For others, no.	Jun 12, 2012 7:31 AM
31	people don't read the emails & not everyone seems to get them	Jun 12, 2012 7:21 AM
32	I don't think we have one!	Jun 11, 2012 9:25 PM
33	As above, communications tend to be superficial and self congratulatory, etc.	Jun 11, 2012 8:59 PM
34	Large organization	Jun 11, 2012 8:03 PM
35	No email guidelines	Jun 11, 2012 8:02 PM
36	Ineffective for managing complex change	Jun 11, 2012 12:42 PM
37	communication timing, the informal communication network is the main way information is shared.	Jun 10, 2012 5:30 PM
38	Top down autocratic emails get people's backs up	Jun 10, 2012 3:44 PM
39	lack of resources , silo mentality therefore process is ignored	Jun 8, 2012 1:01 PM
40	There is no process	Jun 8, 2012 11:15 AM
41	Not enough awareness of the process and importance of it.	Jun 7, 2012 3:39 PM
42	The process assumes one size fits all	Jun 7, 2012 9:38 AM
43	Labour intensive, cumbersome process	Jun 7, 2012 9:30 AM
44	It doesn't take into account that each group company has its own identity.	Jun 6, 2012 10:53 PM
45	Red tape and laziness	Jun 6, 2012 9:53 PM
46	Email snowstorm.	Jun 6, 2012 9:37 PM
47	No guidance, expectations, etc	Jun 6, 2012 7:38 PM
48	No procedures to follow. More importantly there is never any feedback, or timelines given - so deadlines are constantly missed.	Jun 6, 2012 5:47 PM
49	No policies or procedures developed for it.	Jun 6, 2012 2:40 PM
50	Time, money and effort!	Jun 6, 2012 10:34 AM
51	political	Jun 6, 2012 10:07 AM
52	explanation of reason/background for communication.	Jun 6, 2012 7:32 AM



**Page 7, Q37. If no, what are the obstacles?**

53	Forums are not used well. No sharing of email calenders.	Jun 5, 2012 10:42 PM
54	People like to have the chance to speak to the boss themsrives.	Jun 5, 2012 7:55 PM
55	too difficult to locate	Jun 5, 2012 5:23 PM
56	mgt lack of timing	Jun 5, 2012 4:58 PM



**Page 7, Q39. Following on from the previous question, if you have noticed differences, please share one or two with us.**

1	not relevant for clients.	Jul 5, 2012 12:53 PM
2	There isn't really any communication with clients/customers in a formal way. That largely happens through individuals so the consistency of message has huge potential for variation in my opinion or lack of communication.	Jun 30, 2012 5:09 PM
3	Internal emails are always about bins, washing dishes, cars and parking, always negative and headmistress sounding. External emails are more client focussed.	Jun 22, 2012 1:21 PM
4	say we are global but only able to act local Greater claims across the organisation that are realised on actual projects	Jun 22, 2012 6:34 AM
5	The same message is communicated externally and internally however because the internal communications are so poor there is a feeling that we don't practise what we preach.	Jun 21, 2012 10:01 PM
6	N/A	Jun 20, 2012 1:11 PM
7	Oferring clients a particular service that the staff have not been trained to provide or provided with the information to provide the service effeciently	Jun 19, 2012 10:38 AM
8	we don't send emails to clients and to the ones sent to outside agencies have limited data due to insecure lines and data protection	Jun 16, 2012 12:28 AM
9	Promotion of values and claims of being customer-oriented; failure to deliver goods and services on time; refusal to acknowledge that lead time is dictated by the customer, not the supplier. Promotion of values and requirement for supervisor to build trust amongs reports; requirement for same supervisors to restrain from their reports information regarding forthcoming layoffs	Jun 13, 2012 6:04 PM
10	We greatly care for our customers, but let's not tell them how much margin they are actually making us in certain products, simply because they are opaque in their charging and we can get away with it	Jun 12, 2012 10:34 PM
11	New vision and values from the USA are more relevant to the finished products side of our business rather than the mining/manufacturing businesses we operate in Australia. So, often what employees experience internally is not aligned with what external stakeholders may see/perceive.	Jun 12, 2012 8:48 AM
12	We are 'straight talking' but it isn't always easy to get a straight answer on internal questions.	Jun 12, 2012 7:31 AM
13	don't know	Jun 12, 2012 7:21 AM
14	they are mostly aligned but often don't go fa enough to make people understand how they can participate or what the effect is on them.	Jun 11, 2012 9:25 PM
15	Our overall Mission Statement is directed to clients, but internal messages are often superfficial and without great value or insight.	Jun 11, 2012 8:59 PM
16	The theory/messages sometimes get lost in action	Jun 11, 2012 10:23 AM
17	Internal comms focus more on behaviours. external comms have an impact on our share price so the message or emphasis can differ.	Jun 10, 2012 5:30 PM
18	Messages are weak	Jun 8, 2012 11:15 AM

**Page 7, Q39. Following on from the previous question, if you have noticed differences, please share one or two with us.**

19	We put more effort into external communications and there is more QA around those.	Jun 8, 2012 8:50 AM
20	Less process complexity continues to be a focus, however reality doesn't always align with the message	Jun 7, 2012 9:30 AM
21	It's somewhere in between - for example, we pitch ourselves as innovative, etc. but as an overall organisation I don't think we really are.	Jun 6, 2012 10:53 PM
22	N/A	Jun 6, 2012 2:40 PM
23	External follows more of a process, internal are short and sharp.	Jun 5, 2012 10:42 PM



**Page 7, Q40. In your opinion, what effect do these differences have on staff within your organisation?**

1	think a lot of people dont read them...	Jul 5, 2012 12:53 PM
2	Staff are professional in communicating with clients. Internal emails are just bossy and critical - delete buttons are hit without reading.	Jun 22, 2012 1:21 PM
3	creates a false sense of ability and experience for new members of the team	Jun 22, 2012 6:34 AM
4	low morale, uncertainty about the future, concern about redundancy	Jun 21, 2012 10:01 PM
5	N/A	Jun 20, 2012 1:11 PM
6	Staff have pride in their work and this puts them in a position of embarrassment and demoralises them	Jun 19, 2012 10:38 AM
7	none	Jun 16, 2012 12:28 AM
8	The communication - overly rosy, only promoting values and successes - is a big part of the issue. Bragging sets elevated expectations, which most reasonable people don't routinely demand. But when what's bragged about, isn't delivered, the sense of disappointment in the organization increases.	Jun 13, 2012 6:04 PM
9	Cynicism	Jun 12, 2012 10:34 PM
10	Negates the brand proposition. Diminishes value of employer brand. Employees disillusioned and feel that leadership does not understand what's really happening. Disengagement.	Jun 12, 2012 8:48 AM
11	Projects can get stalled and staff get frustrated.	Jun 12, 2012 7:31 AM
12	If people don't know why they need to participate or what the benefits are they won't take action.	Jun 11, 2012 9:25 PM
13	Bemusement	Jun 11, 2012 8:59 PM
14	We need to be informed to allow us to deal with clients effectively	Jun 11, 2012 8:03 PM
15	Mixed messages	Jun 11, 2012 8:02 PM
16	Cynicism	Jun 11, 2012 10:23 AM
17	This is a normal difference. No major affect except in europe when large restructuring, communication must happen with European Works Forum first before we can communicate with our own employees - this is dysfunctional	Jun 10, 2012 5:30 PM
18	Generally not a lot where emails are respectful in both cases. In rare instances we don't treat internal recipients with the same respect as we do external recipients and in that case there can be a negative outcome.	Jun 8, 2012 8:50 AM
19	Creates frustration and dissatisfaction	Jun 7, 2012 9:30 AM
20	People feel annoyed that it's inconsistent - that we don't learn from everything we know.	Jun 6, 2012 10:53 PM
21	Feel left out	Jun 6, 2012 10:34 AM
22	Disengagement	Jun 6, 2012 10:07 AM
23	if not delivered effectively then creates confusion and lowers morale.	Jun 6, 2012 7:32 AM

**Page 7, Q40. In your opinion, what effect do these differences have on staff within your organisation?**

24	Staff are trained in behaviours, so they take no offence on short and direct correspondence.	Jun 5, 2012 10:42 PM
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**Page 8, Q41. When you receive communications about changes in the organisation, do you think it is important to be told what is NOT changing?**

1	For clarity and to avoid confusion.	Jul 3, 2012 7:43 PM
2	To a dregree but it depends on what the change is.	Jun 30, 2012 5:15 PM
3	To an extent that good for clarity.	Jun 25, 2012 4:41 PM
4	sometimes	Jun 20, 2012 2:14 PM
5	Provides for a level of continuity.	Jun 20, 2012 1:16 PM
6	This clarifies the "edges"	Jun 19, 2012 10:43 AM
7	If the communication received is clear and concise.	Jun 12, 2012 8:17 PM
8	Only if there could be confusion as to the actual changes.	Jun 12, 2012 9:39 AM
9	Only if it is not clear.	Jun 12, 2012 7:34 AM
10	Otherwise we're left to make our own assumptions.	Jun 12, 2012 7:17 AM
11	We most often focus on what is changing which makes it seem that everything beforehand wasn't useful or of value.	Jun 11, 2012 9:31 PM
12	a good summary of the situation, here are the key things that will change but xyz will remain the same. It avoids the need to search for more information on the details or to go back with questions.	Jun 11, 2012 10:54 AM
13	unless it is only a small change	Jun 10, 2012 3:48 PM
14	Often people can start to make assumptions if what is NOT changing is not included.	Jun 7, 2012 3:43 PM
15	Provides reassurance to staff and greater clarity	Jun 7, 2012 9:33 AM
16	With so many changes in organisations these days, it is important not to overlook the good things that will continue and emphasise the status quo.	Jun 7, 2012 9:20 AM
17	Avoids trying to fill the information vacuum with incorrect info.	Jun 7, 2012 7:55 AM
18	Very much so. Change often feels huge at first when it's not necessarily.	Jun 6, 2012 10:56 PM
19	It's always good to know that what's working is being kept in its place	Jun 6, 2012 9:35 PM
20	But only if relevant	Jun 6, 2012 6:47 PM
21	Very important! All changes must be communicated to ensure staff are comfortable and aware of the situation and how their job may or may not be affected.	Jun 6, 2012 4:17 PM
22	sometimes	Jun 6, 2012 10:36 AM
23	We teach that exceptions shoud be noted.	Jun 5, 2012 10:45 PM
24	Transparent and clear.	Jun 5, 2012 8:00 PM
25	clear and precise communication is important at whatever level	Jun 5, 2012 2:36 PM



**Page 8, Q42. Does the management team of your organisation clearly communicate throughout all stages of any change management process?**

1	Sometimes management (partners) operates at too high a level even to be aware of the change management process/activities that are underway.	Jul 3, 2012 7:43 PM
2	They will shortly beracues of a new Director	Jun 22, 2012 1:23 PM
3	Decisions which affect people are taken without consultation or engagement, and then mentioned (almost in passing) as a 'fait accomplit'	Jun 21, 2012 3:47 PM
4	Information about changes rarely follows chain of command and is more through informal networks	Jun 21, 2012 10:33 AM
5	Not until everything is set in stone	Jun 20, 2012 3:33 PM
6	staff are not involved in the change management process leading up to the change implementation and therefore many issues arise that maangement were not aware of as they don't actually perform the tasks at hand	Jun 19, 2012 10:43 AM
7	we rarely get informed before the event, and when changes are made they are usually made quickly which some individuals find difficult.	Jun 16, 2012 12:32 AM
8	Some do	Jun 13, 2012 6:12 PM
9	It's always a fait a complit, without any consultation even of divisional leaders - ever	Jun 12, 2012 10:42 PM
10	Could be better. Vast improvement over previous years, but still on a journey. Silo's comming into play	Jun 12, 2012 11:11 AM
11	Mostly, on larger, significant issues	Jun 12, 2012 8:59 AM
12	You're assuming that the change is 'managed'.	Jun 12, 2012 7:34 AM
13	They often communication at the begining of the change - but rarely then report back on how we are progressing against it.	Jun 11, 2012 9:31 PM
14	We used to have a "change calendar" that would ensure messages reached the sales staff were scheduled in and sales staff weren't burdened with too many messages at once, this seems to have been dropped and it is now communication overload so many messages get lost in ones in-box	Jun 11, 2012 10:25 AM
15	At senior management level yes, below not enough	Jun 10, 2012 5:35 PM
16	not always	Jun 8, 2012 2:04 PM
17	Depends on managers style of communciation	Jun 7, 2012 6:41 PM
18	Mostly	Jun 7, 2012 6:24 PM
19	There is a culture at the highest management level of not sharing information however my direct manager shares everything so communication is a little inconsistent.	Jun 7, 2012 3:43 PM
20	At differing levels - the management team of our division communicates clearly	Jun 7, 2012 9:33 AM
21	I have observed that there is a tendency to keep change information as tightly as possible until the launch date (but this can be driven by	Jun 7, 2012 9:20 AM

**Page 8, Q42. Does the management team of your organisation clearly communicate throughout all stages of any change management process?**

	employment/trade union laws/negotitation)	
22	Under our previous CEO we were kept in the dark. Under our new CEO we are told as much information as is possible (knowing that some things are still confidential)	Jun 7, 2012 9:08 AM
23	They try to.	Jun 6, 2012 10:56 PM
24	Sometimes, but usually only big changes are communicated i.e. a final outcome has occurred (a new MD has been employed)	Jun 6, 2012 4:17 PM
25	small business so this must happen	Jun 5, 2012 2:36 PM



**Page 8, Q44. When change takes place in your organisation, is the change communicated in an open and transparent way?**

1	Mostly.	Jul 3, 2012 7:43 PM
2	Difficult one to answer. I think largely they try to but it doesn't always appear that way.	Jun 30, 2012 5:15 PM
3	Not always - again the need to know basis and no one needs to know.	Jun 25, 2012 4:41 PM
4	The motive for change and end goal is not communicated well - creating an atmosphere of resistance and fear.	Jun 24, 2012 6:36 PM
5	It will be	Jun 22, 2012 1:23 PM
6	Highly dependent on nature of the change.	Jun 20, 2012 1:16 PM
7	This causes a huge amount of grief and uncertainty especially for staff who are unsure if they are to become redundant or moved to another department	Jun 19, 2012 10:43 AM
8	currently aware that senior management are proposing major changes to team structures but workers have not been given any indication that this may be a possibility.	Jun 16, 2012 12:32 AM
9	Sometimes yes	Jun 13, 2012 6:12 PM
10	When the founders are nervous about it themselves, they just send emails	Jun 12, 2012 10:42 PM
11	The changes are communicated but the reasons are often opaque. Sometimes this is understandable though and it wouldn't be appropriate to tell everyone the details.	Jun 12, 2012 9:39 AM
12	Yes and no.....massive differences on many of these answers between the different sites across Australia. Some do it well, others do it appallingly.	Jun 12, 2012 8:59 AM
13	They tell us things when they are forced to (this is often because of outside influences such as press/social media getting hold of a story).	Jun 12, 2012 8:25 AM
14	Sometimes yes and sometimes no. It depends on what the change is.	Jun 12, 2012 7:34 AM
15	It is - I just don't know how effective it is.	Jun 11, 2012 9:31 PM
16	Hard to say. In some instances yes, in certain instances no. It depends upon the management level of the change.	Jun 11, 2012 9:05 PM
17	This has improved but we still have managers that do not communicate the details of the various changes.	Jun 11, 2012 8:10 PM
18	Not always	Jun 10, 2012 5:35 PM
19	It depends on the sensitivity of the change	Jun 10, 2012 3:48 PM
20	not always	Jun 8, 2012 2:04 PM
21	How would we know?	Jun 7, 2012 6:41 PM
22	Mostly	Jun 7, 2012 6:24 PM
23	Sometimes information is kept confidential for purposes which would often not be considered in other organisations.	Jun 7, 2012 3:43 PM

**Page 8, Q44. When change takes place in your organisation, is the change communicated in an open and transparent way?**

24	See comments in #42. Once it is decided to go live the communication is good.	Jun 7, 2012 9:20 AM
25	For the most part, but sometimes I think 'bad' news is presented so well that people don't actually see the reality of it.	Jun 6, 2012 10:56 PM
26	Via e-mail & face-to-face meetings (group or one-on-one)	Jun 6, 2012 6:47 PM
27	not always	Jun 6, 2012 1:56 PM





**Page 8, Q45. What are the biggest challenges that your organisation faces when it comes to internal communication? (please pick 3 or write your own)**

1	Communications are not timely.	Jul 5, 2012 12:57 PM
2	I cannot think of any others at this time	Jul 5, 2012 8:34 AM
3	Communications are often haphazard followed by a very long FAQ that is hastily prepared. A good example is the moving of the review period from June to October, which was poorly communicated and then followed up with a mashed together FAQ.	Jul 3, 2012 7:43 PM
4	I suspect there is no real communications plan though again I know that work is being done on improving this. Our organisation is relatively large. I think the intent is there but the process and delivery is not there.	Jun 30, 2012 5:15 PM
5	Some mangement team have been in place too long and are not motivated and therefore do not motivate or communicate.	Jun 25, 2012 4:41 PM
6	This is only relevant to the section I work in, I have no concept of other divisions/departments.	Jun 24, 2012 6:36 PM
7	A detached CEO who neither understands our core business adequately and - at the same time - has a self-serving agenda which runs parallel to our business.	Jun 21, 2012 3:47 PM
8	No challenged to report.	Jun 20, 2012 1:16 PM
9	We have 42,000 employees, hundreds of nationalities spread around the globe.	Jun 15, 2012 1:09 PM
10	Communication is everything we do, not just the simple act of hitting "send" on a "key message" Most communications groups are devoted almost entirely to hitting send, rather than being skilled and deployed to coach the organization at large in managing the combine effects of organizational and individual behavior.	Jun 13, 2012 6:12 PM
11	There is a big discrepancy between the talk (well, writing in emails) and the actual actions by the leadership team. Communication, although regular, thorough and specific are no longer taken very serious. The lack of ability by the CEO to effectively address groups of more than 2, is a big let-down for the communications overall	Jun 12, 2012 10:42 PM
12	we are still small and dont have communciation challanges	Jun 12, 2012 2:13 PM
13	Divisions and offices aren't communicating with each other about things that are happening, so people don't know what is coming up or when things will be done.	Jun 12, 2012 7:34 AM
14	Most probably a question of culture. The management team attempts to incorporate best Western practices but is culturally not equipped to do so nor are they very good (or inspiring) communicators	Jun 11, 2012 9:05 PM
15	Managers are required to cascade information but they are not always trained in communication with employees to understand imprortance or key messages or impact.	Jun 10, 2012 5:35 PM
16	None of the above apply	Jun 8, 2012 6:16 PM
17	no comment	Jun 8, 2012 4:30 PM

**Page 8, Q45. What are the biggest challenges that your organisation faces when it comes to internal communication? (please pick 3 or write your own)**

18	Trust in senior management Volatile operational environment	Jun 8, 2012 2:11 PM
19	We have a lot to do and get a bit too much comms	Jun 8, 2012 5:45 AM
20	None of these apply	Jun 8, 2012 1:30 AM
21	Not letting rumour and innuendo take over before an announcement	Jun 7, 2012 10:09 PM
22	Staff not in office for long periods, especially trainers and coaches	Jun 7, 2012 11:56 AM
23	Almost too much desire to communicate - overload of team/local/regional/global leadership communications can lead to clutter and lack of clarity in messaging	Jun 7, 2012 9:20 AM
24	Our internal comms seem to be working quite well at the moment	Jun 7, 2012 9:08 AM
25	Email blizzard!	Jun 6, 2012 9:43 PM
26	Volume of information Resources for communication	Jun 6, 2012 6:47 PM
27	Lack of response from some employees to material issued - NOT READ	Jun 6, 2012 1:18 PM
28	In many professional service firms, younger staff feel that they need to be engaged to be productive. In many cases, their KPIs around utilisation are clear, but they are searching for higher signifance than getting the job done and making a profit. Why is that? Should the workplace offer meaningful significant personal development, or should you go to Church or engage in some other form of spiritual development if that is what you're looking for.	Jun 6, 2012 9:18 AM
29	Everyone is very busy in their own role.	Jun 5, 2012 10:45 PM
30	Large number of staff in org work flexible hours or casual so difficult to engage face to face with executive	Jun 5, 2012 10:26 PM
31	Staff are very busy and don't always keep up with changes and commnications	Jun 5, 2012 7:45 PM
32	The biggest challenge facing every business today is change & to communicate change. We did extensive training with all the Managers so they understand the emotional "pain points" associated with change. For every change, the managers have to communicate how the benefits of the change outweigh the pain. (We found that the perceived benefits based on management's communication to their staff wasn't sufficient and that the staff only commit to the change when they believe that the benefits outweigh the pain.)	Jun 5, 2012 5:19 PM
33	the direction of the business is not clear so the communication is therefore not clear	Jun 5, 2012 2:36 PM



**Page 8, Q46. What ONE change would you make to the way information is communicated to you in your business/ organisation?**

1	Provide an option to opt out of certain communications	Jul 6, 2012 5:48 PM
2	Rules around how much is sent via email.	Jul 5, 2012 12:57 PM
3	Have a specific communication page on the intranet	Jul 5, 2012 8:34 AM
4	Decisions that directly affect teams should be communicated promptly and not withheld or withheld until the changes have already taken place.	Jul 4, 2012 4:41 PM
5	More face time	Jul 4, 2012 1:35 PM
6	More concise and plainer language	Jul 4, 2012 9:57 AM
7	More transparent	Jul 4, 2012 9:15 AM
8	More personal interaction	Jul 4, 2012 7:52 AM
9	More organised and thought through. More detailed, so that it doesn't leave you with more questions.	Jul 3, 2012 7:43 PM
10	More frequent and regular	Jul 3, 2012 5:21 PM
11	Prioritise communications so they are made expeditiously before rumours abound.	Jul 3, 2012 2:26 PM
12	All the effects of the changes should have been discussed and decided so when it is communicated to staff, all questions can be answered easily and clearly.	Jul 3, 2012 1:29 PM
13	Less national emails	Jul 3, 2012 12:40 PM
14	nil	Jul 3, 2012 11:16 AM
15	happy with communication	Jul 3, 2012 11:12 AM
16	Timeliness, consistency and frequency. At the basic level it seems ad hoc (I'm speaking here on information at the coalface about the business as a whole, its direction etc.) and making it relevant to the people.	Jun 30, 2012 5:15 PM
17	Communicating things that really matter	Jun 28, 2012 3:59 PM
18	have a longer lead time to embed a change and give management the chance to digest and embrace the change /communication rather than say here it is and it's changing yesterday.	Jun 27, 2012 12:10 PM
19	none	Jun 26, 2012 3:52 PM
20	open and two way	Jun 25, 2012 5:55 PM
21	Needs to be more communication - that is SMART	Jun 25, 2012 4:41 PM
22	Don't know	Jun 24, 2012 6:36 PM
23	Write up some protocols	Jun 22, 2012 1:23 PM
24	Be honest early	Jun 22, 2012 6:36 AM

**Page 8, Q46. What ONE change would you make to the way information is communicated to you in your business/ organisation?**

25	Regular (every 3 months) company wide face to face meetings relating to the success / challenges the business faces	Jun 21, 2012 10:04 PM
26	More honesty.	Jun 21, 2012 3:47 PM
27	-	Jun 21, 2012 10:38 AM
28	Less reliance on email communication	Jun 21, 2012 10:33 AM
29	more personal	Jun 21, 2012 9:38 AM
30	No clear processes are communicated which leads to chaotic and sporadic messages	Jun 20, 2012 3:44 PM
31	Sending emails on emails about when something has been done, when everyone does not need to know about it	Jun 20, 2012 3:33 PM
32	Put context around it and be more clear and transparent	Jun 20, 2012 2:14 PM
33	nil	Jun 20, 2012 1:16 PM
34	Use face to face as much as possible	Jun 20, 2012 1:14 PM
35	More tailored communication to smaller teams/groups in order to communicate any changes specific to that team/group.	Jun 20, 2012 3:18 AM
36	I would prefer senior management to communicate serious changes to the teams directly, rather than through other lower levels of management as they often cannot sufficiently answer the questions regarding these changes. this then results in questions going back to senior management whilst staff wait in uncertainty for answers.	Jun 20, 2012 2:40 AM
37	More consistent volume	Jun 19, 2012 11:31 PM
38	More direct face to face communication.	Jun 19, 2012 9:32 PM
39	More consistent	Jun 19, 2012 5:59 PM
40	A more personal approach	Jun 19, 2012 3:19 PM
41	Provide the same information to all staff at the same time	Jun 19, 2012 10:43 AM
42	More effective as you are always bombarded with allot of information from different sources so you just delete as it creates a SPAM feeling	Jun 18, 2012 10:46 PM
43	Important communications, specific to my area should be delivered face-to-face or require acknowledgement of communication	Jun 17, 2012 5:37 PM
44	More structured	Jun 16, 2012 4:59 PM
45	we have fortnightly team meetings - which has poor attendance due to staff finding them dull and unproductive	Jun 16, 2012 12:32 AM
46	x	Jun 15, 2012 4:26 PM
47	Greater use of graphics.	Jun 15, 2012 1:09 PM

**Page 8, Q46. What ONE change would you make to the way information is communicated to you in your business/ organisation?**

48	Less	Jun 14, 2012 12:23 PM
49	Hold management meetings in open forum so that interested employees can sit and listen to the quality of debate and decision making, and offer input as opportunities arise.	Jun 13, 2012 6:12 PM
50	More face to face meetings	Jun 13, 2012 4:18 PM
51	More face to face communication	Jun 13, 2012 11:53 AM
52	More face to face and intimate	Jun 13, 2012 10:06 AM
53	Send the CEO on a presentation course and the whole leadership team on their first leadership training course (ever)	Jun 12, 2012 10:42 PM
54	None	Jun 12, 2012 8:17 PM
55	keep meeting concise	Jun 12, 2012 2:13 PM
56	Maybe a run through of business emailing once it's set up	Jun 12, 2012 2:12 PM
57	Changes to Businesses within our company communicating to all other businesses, so everyone knows what is going on, even if it doesn't relate to you directly. Shared Best Practices and Changes so others don't have to keep "reinventing the wheel"	Jun 12, 2012 11:11 AM
58	Standardised flow through of information from Board/ CEO rather than relying on mid management interpretation.	Jun 12, 2012 9:39 AM
59	Leadership alignment (from the very top, will make a significant impact on engagement levels if the leadership style is cascaded down through the organisation and priority is placed on quality communications).	Jun 12, 2012 8:59 AM
60	Direct down to the Managers or direct line of employee, so there is someone who you can actually communicate with you.	Jun 12, 2012 8:48 AM
61	Transparency	Jun 12, 2012 8:25 AM
62	Having a timetable communicated about when things are going to happen or be rolled out well ahead of time.	Jun 12, 2012 7:34 AM
63	don't know	Jun 12, 2012 7:22 AM
64	To utilise methods other than email	Jun 12, 2012 7:17 AM
65	Try and find a different way to communicate other than email, but that's a hard task when you're communicating to 1300 people in multiple locations.	Jun 12, 2012 6:57 AM
66	More visibility of leaders - structure is too hierarchical	Jun 11, 2012 11:24 PM
67	Establish an internal communication strategy and then implement a plan to manage the changes the firm is going through at the moment (rapid growth, mergers etc).	Jun 11, 2012 9:31 PM
68	Hire one very good communications organisation or Head of Internal Communications	Jun 11, 2012 9:05 PM

**Page 8, Q46. What ONE change would you make to the way information is communicated to you in your business/ organisation?**

69	Create several key people to disseminate messages in the organisation via email etc instead of only the Managing Partner.	Jun 11, 2012 8:38 PM
70	Have an intranet for all business news that relates to staff	Jun 11, 2012 8:10 PM
71	If by email be more measurable in what we want change to achieve rather than the why bit	Jun 11, 2012 8:05 PM
72	I would like to hear more from my Director and Pro-Vice Chancellor through a Blog. The Vice Chancellor already has a blog.	Jun 11, 2012 4:34 PM
73	More Video	Jun 11, 2012 2:43 PM
74	more face to face	Jun 11, 2012 12:44 PM
75	Have diarised whole firm communication events	Jun 11, 2012 12:29 PM
76	Communications need to focus on the message rather than going over "old ground".	Jun 11, 2012 11:15 AM
77	Short, sharp, to the point. Long emails get lost, you decide to come back to them later but don't. You need to be able to get the main points of the email in the first para.	Jun 11, 2012 10:54 AM
78	less, more targeted communication	Jun 11, 2012 10:25 AM
79	mn	Jun 11, 2012 8:39 AM
80	Training managers on communication	Jun 10, 2012 5:35 PM
81	Have managers walk round and talk to people instead of sitting in their offices and only talking to each other	Jun 10, 2012 3:48 PM
82	Line director to be more approachable/open with communication	Jun 8, 2012 6:16 PM
83	no comment	Jun 8, 2012 4:30 PM
84	More one to one or group presentations where the communicators actively engage with staff, rather than a faceless email or intranet update.	Jun 8, 2012 2:56 PM
85	Share more information via the Intranet.	Jun 8, 2012 2:11 PM
86	timing of communication	Jun 8, 2012 2:04 PM
87	Employee dedicated internal communications team,	Jun 8, 2012 1:02 PM
88	Consistency	Jun 8, 2012 11:17 AM
89	less repetition around communications - I usually hear the same communication 3 or 4 times in different meetings and forums	Jun 8, 2012 8:52 AM
90	Use webinars more frequently	Jun 8, 2012 5:45 AM
91	Create formal rules/ expectations around what is appropriate way for individuals to email whole of team	Jun 8, 2012 1:30 AM
92	Hold direct managers more accountable	Jun 7, 2012 10:09 PM

**Page 8, Q46. What ONE change would you make to the way information is communicated to you in your business/ organisation?**

93	Once a week update from management that you have to sign you have read and answer a few questions about.	Jun 7, 2012 6:41 PM
94	More concise and targeted	Jun 7, 2012 6:24 PM
95	Communication procedure to prevent cc and bcc emails sent to employees.	Jun 7, 2012 6:01 PM
96	phone instead of email	Jun 7, 2012 4:25 PM
97	Increased face to face communication from leadership about the business and how it is performing.	Jun 7, 2012 3:43 PM
98	Make the full process more "personal"	Jun 7, 2012 3:16 PM
99	more frequent meetings face to face	Jun 7, 2012 2:13 PM
100	Always look to keep messages succinct	Jun 7, 2012 11:56 AM
101	First time needs to be spent to identify what the problems are. Then realistic and effective measures should be employed to address each issue. ie, consultative process rather than a directive process.	Jun 7, 2012 9:41 AM
102	Be more discerning as to what method of communication is used, and in which circumstances	Jun 7, 2012 9:33 AM
103	Nothing	Jun 7, 2012 9:25 AM
104	Provide headsets at each desktop and use short video clips to get messages across	Jun 7, 2012 9:20 AM
105	Not sure	Jun 7, 2012 9:08 AM
106	unsure	Jun 7, 2012 9:02 AM
107	Spreading the communication levels to below CEO	Jun 7, 2012 8:15 AM
108	We rely too much on a few individuals - And although they are very effective, this is only because they make such an effort. all our leadership should take a more pro-active role.	Jun 7, 2012 7:55 AM
109	More clarity and transparency.	Jun 6, 2012 10:56 PM
110	Increased face to face.	Jun 6, 2012 9:55 PM
111	To reduce the number of emails I receive, especially time-expired administration which stops me doing my job.	Jun 6, 2012 9:43 PM
112	More openness at regular meetings	Jun 6, 2012 9:35 PM
113	More face to face	Jun 6, 2012 7:56 PM
114	Sole sourced	Jun 6, 2012 7:40 PM
115	None	Jun 6, 2012 6:47 PM
116	Engage with staff BEFORE procedures are implemented. Also includes ALL	Jun 6, 2012 5:49 PM



**Page 8, Q46. What ONE change would you make to the way information is communicated to you in your business/ organisation?**

	departments, so all can provide their input.	
117	The processes of each division would be documented so that any new staff member can have something to refer to which is a guideline and sets out rules / regulations of how something is completed.	Jun 6, 2012 5:14 PM
118	I would ask for more one-to-one communication with not only line manager but senior managers	Jun 6, 2012 4:17 PM
119	Planned and considered.	Jun 6, 2012 2:42 PM
120	unsure	Jun 6, 2012 1:56 PM
121	Try to engage all staff with content issued.	Jun 6, 2012 1:18 PM
122	So far I feel that the important message has been communicated effectively but the follow-up is not quick enough.	Jun 6, 2012 12:01 PM
123	Engage the Staff everytime	Jun 6, 2012 10:36 AM
124	Executive	Jun 6, 2012 10:11 AM
125	Keep it simple.	Jun 6, 2012 9:18 AM
126	greater feedback about what they are doing.	Jun 6, 2012 7:33 AM
127	Shared calender tool to see other's schedules.	Jun 5, 2012 10:45 PM
128	CEO/ Executive monthly Q and A	Jun 5, 2012 10:26 PM
129	Getting lower management not to change the level of the information to suit themselves.	Jun 5, 2012 8:00 PM
130	More whole of staff meetings to discuss issues and change.	Jun 5, 2012 7:45 PM
131	more two way	Jun 5, 2012 6:47 PM
132	have more time to walk the floor and communicate one on one	Jun 5, 2012 6:41 PM
133	Always face to Face	Jun 5, 2012 5:25 PM
134	Ask the employee's how they want to receive communication. This will keep changing too!	Jun 5, 2012 5:19 PM
135	on time	Jun 5, 2012 4:59 PM
136	celebration on completion of the change.. big or small but a completion is reached	Jun 5, 2012 2:36 PM



**Page 9, Q50. Do you think the systems and processes help or hinder effective internal communications?**

1	Neither - they are what they are and we deal with it	Jul 5, 2012 8:35 AM
2	No effective systems or processes currently exist. Too many variations or interpretations of processes and systems = chaos and confusion.	Jul 4, 2012 4:42 PM
3	Unsure which systems are being referred to in this question?	Jul 3, 2012 1:31 PM
4	Help but they could be much better and more sophisticated for a business of it size.	Jun 30, 2012 5:17 PM
5	Development on IT systems for communication within our section to improve communication is ongoing, but currently running two systems of communication which can be confusing and increases time spent on processes.	Jun 24, 2012 6:39 PM
6	Recent new systems, for example, relaunched intranet with easier access to assets are helping internal comms	Jun 21, 2012 10:06 PM
7	Processes can be time very consuming leaving little time for effective communication	Jun 20, 2012 2:43 AM
8	The systems and processes seem to be irrelevant as office politics overrides everything	Jun 19, 2012 10:45 AM
9	some information recorded on our system is not available to all staff, and some processes just mean a repetition of work	Jun 16, 2012 12:34 AM
10	Inflexible automation of basic admin tasks can be an issue with no other channel of comm .i.e. you are caught in the system. Staff ticketing.	Jun 15, 2012 1:11 PM
11	One size fits all, such as is imposed by extraordinarily burdensome business platforms such as Oracle, might serve the majority, but often not specialized, high impact, minorities.	Jun 13, 2012 6:15 PM
12	The intranet works very effective and at 200 staff, email still reaches	Jun 12, 2012 10:50 PM
13	At the moment the organisation is small so communication between everyone is easy enough to manage.	Jun 12, 2012 2:14 PM
14	Systems that don't talk to each other require repetition of work and increase overall workload. Compliance and processes that are cumbersome.	Jun 12, 2012 11:12 AM
15	We don't have centralised systems so it is often difficult to find and then disseminate required information.	Jun 11, 2012 9:33 PM
16	Can improve	Jun 11, 2012 8:11 PM
17	The biggest barrier is timing in a French organisation. Senior management has to be informally informed & consulted before communications happen and this time consuming process often causes delays, leaks etc	Jun 10, 2012 5:36 PM
18	We have offices in 4 states and the videoconferencing hasn't worked for months	Jun 10, 2012 3:50 PM
19	Complex, unsophisticated systems and processes	Jun 7, 2012 9:34 AM
20	It's all quite streamlined with a clear process	Jun 7, 2012 9:21 AM

**Page 9, Q50. Do you think the systems and processes help or hinder effective internal communications?**

21	The systems help, but training needs to be provided and staff encouraged to use systems more often.	Jun 6, 2012 4:18 PM
22	Lack of systems - for example shared calender.	Jun 5, 2012 10:45 PM
23	Regular newsletter, regular full staff briefings and regular meetings with different groups in the firm all help	Jun 5, 2012 6:42 PM
24	sometimes they are not clear of have an objective that is clear..	Jun 5, 2012 2:37 PM

**Page 9, Q52. If no, would you see yourself contributing to an online community or forum for employees if your organisation provided it for you?**

1	We have one, it is just laid out in a way that is not useful to me.	Jul 3, 2012 7:44 PM
2	Not sure if this arena would improve communication if it's not good already	Jun 25, 2012 4:42 PM
3	I already have too much to do with the day job	Jun 19, 2012 11:32 PM
4	Potentially yes, but this would be another level of communications 'clutter' for many people. We need to refine and improve existing channels before adding in another one.	Jun 12, 2012 9:00 AM
5	I used to run a section of the intranet until recently, so I could see myself doing something similar again.	Jun 12, 2012 7:35 AM
6	It would depend on how well it was adpoted within the firm. I'm happy to use these forums but often they are not widely used and become ineffective.	Jun 11, 2012 9:33 PM
7	No time for this unfotunately. I communicate quite regularly in a written format in terms of strategy pieces, updates, research , etc.	Jun 11, 2012 9:07 PM
8	where possible, trying to use the new on-line tool to share inforamtion across the firm.	Jun 11, 2012 10:55 AM

**Page 10, Q55. Do you think that there is a correlation between positive communications, more engaged workforce and better productivity?**

1	Re questions 53 & 54, there are times when I am listened to and feel connected however this is in the context of the larger team within the silo.....I would answer No to that question if it was applied to the wider company.	Jun 21, 2012 10:11 PM
2	absolutely - I currently feel I work in isolation	Jun 19, 2012 10:46 AM
3	"Positive communications" is part of the problem. We don't always live in a positive world. When spin doctors try to put positive spin on even bad news, people see through that, discount the value.	Jun 13, 2012 6:17 PM
4	When our firm was smaller and personal communication to everybody was easier, the company was far more joined up and effective in moving forward	Jun 12, 2012 10:53 PM
5	Absolutely agree	Jun 12, 2012 9:01 AM
6	Absolutely! Positive communications are essential in having people feel that they are making a difference and contributing.	Jun 11, 2012 9:36 PM
7	I believe if you feel like you are being heard, you trust the management team and are more engaged. If they are communicating effectively with you then this also helps keep you engaged. Immediate levels above listen, however, nationally there is a feeling that there is engagement in decision making by speaking with those located outside of Sydney/Melbourne.	Jun 11, 2012 10:58 AM
8	Absolutely !!!	Jun 8, 2012 1:33 AM
9	Definitely - increases engagement and accountability	Jun 7, 2012 9:35 AM
10	particularlry in times of adversity (ie the last 4 years in financial services) it is clear that a workforce that is well communicated with and that feels it has a voice is more productive and engaged.	Jun 7, 2012 9:23 AM
11	Positive communication increases staff awareness, leads to better morale and engagement and this naturally means higher productivity.	Jun 6, 2012 4:19 PM
12	In my day, people were lucky to have a job, and we showed it by being productive (in Yorkshire accent!)	Jun 6, 2012 9:20 AM



**Page 10, Q57. Is it common in your organisation that meetings are usually effective and productive?**

1	To a degree. Not all are but the intent is there.	Jun 30, 2012 5:17 PM
2	I don't know for other areas but the meetings I attend are in the main.	Jun 24, 2012 6:41 PM
3	Mainly yes however there are also meetings which are neither effective or productive due to involvement of too many people and unclear hierarchy and understanding of roles and responsibilities	Jun 21, 2012 10:11 PM
4	Too many meetings and often not relevant to many in attendance	Jun 21, 2012 10:35 AM
5	each department holds their own meetings and some are very effective and some are not it depends on the manager's ability in each section	Jun 19, 2012 10:46 AM
6	due to lack of admin staff the chair of meetings also has to record the minutes which detract from the process.	Jun 16, 2012 12:35 AM
7	Papers have to be distributed beforehand and useless meetings are frequently challenged	Jun 12, 2012 10:53 PM
8	They tend to be too long and rather inefficient.	Jun 12, 2012 7:37 AM
9	To a point - meetings with smaller groups often result in actions and follow up. Meetings with large groups become about one or two people sharing information and not about action.	Jun 11, 2012 9:36 PM
10	But improving	Jun 11, 2012 8:06 PM
11	But, not always.	Jun 11, 2012 11:17 AM
12	This varies. People arriving late to meetings, no agenda with clear objectives at a meeting turn into a bit of a talk fest with now real outcomes.	Jun 11, 2012 10:58 AM
13	mostly	Jun 11, 2012 10:26 AM
14	We have some meetings which are not productive but as a group we continue to monitor and change meeting format/ delivery/ timing to try to keep productive and positive.	Jun 8, 2012 1:33 AM
15	Differs a lot	Jun 7, 2012 6:42 PM
16	Not always, but most often. Effective meetings rely on a good leader to Chair the meeting. Meetings that sometimes don't run well are run by less experienced staff.	Jun 7, 2012 3:45 PM
17	We still have to work at this!	Jun 7, 2012 11:57 AM
18	Excessive meetings (overload) which are not always warranted and/or directed at the right people	Jun 7, 2012 9:35 AM
19	But only with good leadership; not everyone knows how to run a meeting effectively.	Jun 7, 2012 9:23 AM
20	Although I do think we have too many meetings.	Jun 7, 2012 9:09 AM
21	Mostly	Jun 7, 2012 8:16 AM
22	Varies in sub divisions! We have as few meetings as possible in mine but I know other people who live in meetings.	Jun 6, 2012 10:57 PM

**Page 10, Q57. Is it common in your organisation that meetings are usually effective and productive?**

23 sometimes

Jun 6, 2012 7:35 AM





**Page 11, Q61. Do those who attend your meetings practice active listening?**

1	Sometimes	Jul 6, 2012 5:52 PM
2	To a degree. Varies from meeting to meeting as to the level of engagement that I perceive. Me... always.	Jun 30, 2012 5:21 PM
3	In the most part Yes	Jun 21, 2012 10:14 PM
4	Sometimes	Jun 21, 2012 10:37 AM
5	Some of us do!	Jun 19, 2012 11:33 PM
6	mandatory	Jun 19, 2012 10:50 AM
7	I don't know	Jun 15, 2012 1:13 PM
8	not always	Jun 13, 2012 10:08 AM
9	but only if they have not already formed their opinion beforehand	Jun 12, 2012 10:56 PM
10	If they are MY meetings they do start on time, have an agenda and may start with some kind of ice breaker. If I am other people's meetings, these things rarely happen. Culture is not strong around good meeting practice.	Jun 12, 2012 9:03 AM
11	Some people do and some people don't.	Jun 12, 2012 7:39 AM
12	Some do, some don't - again, i think it depends on the size of the group involved.	Jun 11, 2012 9:39 PM
13	mobile phones and BlackBerries are commonplace	Jun 11, 2012 9:09 PM
14	Most times!	Jun 11, 2012 8:07 PM
15	Mostly.	Jun 11, 2012 11:18 AM
16	Not when meetings are too long which is often the case.	Jun 10, 2012 5:38 PM
17	mostly	Jun 8, 2012 2:14 PM
18	Mostly - not everyone and not always	Jun 8, 2012 8:55 AM
19	Sometimes	Jun 7, 2012 9:44 AM
20	I encourage this in the meetings I organise; for those organised by others it is less obvious that this is practiced.	Jun 7, 2012 9:25 AM
21	bit of a giveaway when senior management are reading emails on their iphones	Jun 7, 2012 9:07 AM
22	Mostly	Jun 7, 2012 8:17 AM
23	Hmmm... I don't think so - they tend to be informal chats with a couple of people, less about big changes and so on.	Jun 6, 2012 10:58 PM
24	Note are taken and discussions made without a time limit i.e. sticking to a scheduled time to stop the meeting.	Jun 6, 2012 4:22 PM
25	Depends on the forum	Jun 6, 2012 12:04 PM

**Page 11, Q61. Do those who attend your meetings practice active listening?**

26	majority do	Jun 6, 2012 7:36 AM
27	try to - doesnt always work	Jun 5, 2012 6:52 PM

**Page 11, Q62. You walk out of your meetings with a clear understanding of what the meeting was about, what needs to be actioned and by whom.**

1	Agree to a degree. Again, depends on the ability of the person leading the meeting. I ask lots of questions so I usually leave knowing what needs to be done.	Jun 30, 2012 5:21 PM
2	sometimes	Jun 22, 2012 6:39 AM
3	For the most part	Jun 21, 2012 10:14 PM
4	More often by accident than by design.	Jun 21, 2012 3:49 PM
5	Often no agreed action items and timelines	Jun 21, 2012 10:37 AM
6	Sometimes - neither agree or disagree	Jun 20, 2012 3:23 AM
7	Usually	Jun 13, 2012 6:19 PM
8	Often unclear coming out of other people's meetings.	Jun 12, 2012 9:03 AM
9	There are rarely action items or minutes taken.	Jun 12, 2012 7:39 AM
10	As mentioned above - with smaller groups yes, in larger groups, sometimes not.	Jun 11, 2012 9:39 PM
11	Most of the time	Jun 11, 2012 9:09 PM
12	varies from meeting to meeting. If I have organised the meeting - Yes, if someone else has, not always.	Jun 11, 2012 11:00 AM
13	Depends on the person running the meeting	Jun 10, 2012 3:52 PM
14	Our team meetings are not followed up by a writtend action list - I find this a must to show the outcomes of a meeting and I always do this if I am Chairing a meeting.	Jun 7, 2012 3:46 PM
15	mostly agree	Jun 7, 2012 9:07 AM



**Page 11, Q63. You walk out of your meetings thinking &quot;that was time well spent&quot;,-**

1	Teleconferences are worse!	Jul 3, 2012 7:45 PM
2	most of the time	Jul 3, 2012 11:16 AM
3	Largely agree though some wasted time with people arriving late and that seeming to be acceptable (this doesn't apply to all meetings thought).	Jun 30, 2012 5:21 PM
4	sometimes	Jun 22, 2012 6:39 AM
5	Sometimes - neither agree or disagree	Jun 20, 2012 3:23 AM
6	each staff member provides a quick overview of where they are at in their job role which provides a sense of currency to my knowledge	Jun 19, 2012 10:50 AM
7	mostly - but due the nature of my job there are times that you can feel the meeting was a complete waste of time and you may just as well have been talking to yourself.	Jun 16, 2012 12:38 AM
8	Sometimes not	Jun 13, 2012 6:19 PM
9	Often feel waste of time. We are not good at running meetings! No common practice/format.	Jun 12, 2012 9:03 AM
10	They are too long and what is accomplished doesn't justify the time spent.	Jun 12, 2012 7:39 AM
11	For the most part - even with larger groups, on most occassions, I have shared the info I need to.	Jun 11, 2012 9:39 PM
12	Mostly.	Jun 11, 2012 11:18 AM
13	as above, vaires based on who is running the meeting	Jun 11, 2012 11:00 AM
14	It really differs on but largely our meetings are too long.	Jun 10, 2012 5:38 PM
15	Mostly!	Jun 8, 2012 1:34 AM
16	Differs from meeting to meeting	Jun 7, 2012 6:43 PM
17	If it doesn't ;look liike a meeting is going to be value, i try to do something about it.	Jun 7, 2012 11:19 AM
18	Sometimes	Jun 7, 2012 9:44 AM
19	not for most meetings	Jun 7, 2012 9:07 AM
20	Mostly	Jun 7, 2012 8:17 AM
21	Often, not all of the agenda items are covered, because time runs out	Jun 6, 2012 9:23 AM

**Page 11, Q64. How important is communication to you in what you do day to day?**

1	I am able to work alone however I am much more effecient and effective with good communication	Jun 19, 2012 10:50 AM
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**Page 11, Q64. How important is communication to you in what you do day to day?**

2	Communication is central to every part of my role - both in negotiating and completing tasks, to also sharing information around the firm.	Jun 11, 2012 9:39 PM
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**Page 12, Q69. If yes, how does your company connect understanding between divisions?**

1	Runs presentations at breakfast catch ups etc	Jul 6, 2012 5:53 PM
2	BY having other managers come into our meetings to give us an insight into their departments work.	Jul 5, 2012 8:39 AM
3	chats	Jul 3, 2012 12:43 PM
4	I have been with the company for many years so I am aware of how the business operates however it is growing fast, especially in Asia, and we are not all made aware of (the truth) of how these other divisions are operating	Jun 21, 2012 10:21 PM
5	-	Jun 21, 2012 10:41 AM
6	Management meetings	Jun 21, 2012 10:39 AM
7	They don't, I go and seek out this	Jun 21, 2012 9:41 AM
8	I have worked in various departments and the company is quite transparent and work well as an over team.	Jun 20, 2012 3:47 PM
9	Advising staff at staff meetings through a powerpoint	Jun 20, 2012 3:36 PM
10	Regular all staff meetings, newsletters	Jun 20, 2012 1:24 PM
11	all teams communicate with each other as we use each others services	Jun 20, 2012 2:49 AM
12	team meetings and email updates	Jun 19, 2012 11:34 PM
13	The organisation does not provide a connection, I go out into each department and create my own lines of communication and support	Jun 19, 2012 10:52 AM
14	Mostly through social interaction I have learnt what each department does but there is only a brief information available officially	Jun 17, 2012 5:47 PM
15	In my roll I work directly with other parts of the organisation.	Jun 15, 2012 1:15 PM
16	Internal structure, Intranet, Management system information.	Jun 12, 2012 8:23 PM
17	we have grown together, and have lots of meetings	Jun 12, 2012 2:18 PM
18	Mainly word from the head person in a meeting or one on one talk.	Jun 12, 2012 2:18 PM
19	Not entirely, but getting better	Jun 12, 2012 11:14 AM
20	Long serving employees, institutionalised culture built up over many many years. It's a cultural thing here.	Jun 12, 2012 9:05 AM
21	You just know what department you fall under.	Jun 12, 2012 9:04 AM
22	I understand what other divisions do and they are helpful if we need anything. The intranet helps as a source of information.	Jun 12, 2012 7:41 AM
23	Regular updates and meetings	Jun 12, 2012 7:20 AM
24	I know how divisions connect as I work across them. I think for many people within the divisions they do not have as great an understanding of what other divisions do.	Jun 11, 2012 9:41 PM

**Page 12, Q69. If yes, how does your company connect understanding between divisions?**

25	offsites/forums/newsletters, etc.	Jun 11, 2012 9:11 PM
26	Meetings	Jun 11, 2012 8:16 PM
27	promotes the concept of "one" organisation between the divisions and rewards across division work	Jun 11, 2012 12:47 PM
28	Cross divisional meetings	Jun 11, 2012 12:32 PM
29	Staff move between sections and divisions and information sessions are held regularly with diverse presenters.	Jun 11, 2012 11:19 AM
30	speed updating; emails; annual leadership retreat; quarterly firm update; annual national update	Jun 11, 2012 11:02 AM
31	Informal networks are the most effective.	Jun 10, 2012 5:39 PM
32	Informally. Mid-level managers catch up in the kitchen over coffee	Jun 10, 2012 3:54 PM
33	Operational meetings, divisional morning teas, staff presentations, intranet content, networking etc...	Jun 8, 2012 2:31 PM
34	Meetings	Jun 8, 2012 11:23 AM
35	training, functions, inductions	Jun 8, 2012 8:56 AM
36	Mature management teamwork	Jun 8, 2012 5:51 AM
37	All attend fortnightly team meetings, all attend quarterly business planning retreats, vision and financial progress for both business units is shared , business development meetings each fortnight include key members from both business units to share info.	Jun 8, 2012 1:37 AM
38	Internal newsletter, cross divisional functions	Jun 7, 2012 10:11 PM
39	Don't know	Jun 7, 2012 6:53 PM
40	We have presentations over lunch from different areas of the busienss for them to explain what they do and what they are working on etc...	Jun 7, 2012 3:48 PM
41	face to face meetings and debriefs	Jun 7, 2012 2:18 PM
42	Regular communications	Jun 7, 2012 11:58 AM
43	We have a matrix functional support structure that provides support and communication.	Jun 7, 2012 11:21 AM
44	Other department managers attend team meetings to discuss client strategy etc.	Jun 7, 2012 9:27 AM
45	I work in financial services - we are focused on cross asset class delivery	Jun 7, 2012 9:26 AM
46	They do but it could be better	Jun 7, 2012 9:13 AM
47	through the management structure i.e cascade	Jun 7, 2012 9:08 AM
48	Some but could do more	Jun 7, 2012 8:17 AM

**Page 12, Q69. If yes, how does your company connect understanding between divisions?**

49	I would say I know what they do and how we fit together, but not that we feel connected - and I struggle to explain it to other people who are less engaged with other parts of the business than I am (as a function of my role, how long I have been here, willingness to find out, etc.)	Jun 6, 2012 11:01 PM
50	?	Jun 6, 2012 9:48 PM
51	Meetings	Jun 6, 2012 6:50 PM
52	Group meetings.	Jun 6, 2012 2:46 PM
53	unsure-survey too long	Jun 6, 2012 1:59 PM
54	No it needs to be addressed.	Jun 6, 2012 1:21 PM
55	they tell us and it is an obvious structure	Jun 6, 2012 12:05 PM
56	No!	Jun 6, 2012 10:39 AM
57	Through email, teleconferences and annual or ad hoc gatherings	Jun 6, 2012 9:25 AM
58	website	Jun 6, 2012 7:37 AM
59	Regular global meetings, shared templates and hadrdrive space.	Jun 5, 2012 10:48 PM
60	Meetings and newsletters	Jun 5, 2012 8:11 PM
61	It's not a large organisation so most people know what others do	Jun 5, 2012 7:50 PM
62	regular reports and communication and 9 monthly full global Partner retreats	Jun 5, 2012 6:53 PM
63	could be better	Jun 5, 2012 6:49 PM
64	Daily face to face team meetings. Monthly Business Unit Change/Idea generation meetings.	Jun 5, 2012 5:23 PM
65	being a small business most important issues arise and everyone has been told but not everyone can decide to outcome	Jun 5, 2012 2:40 PM



**Page 13, Q75. Do you feel that there is too much communication in your organisation to a point of 'overload' of messages? I.e. communication fatigue**

1	Sometimes	Jul 5, 2012 8:40 AM
2	Definitely need more not less but it's about the message, it's purpose and content, the desired outcome and the method - not quantity.	Jun 30, 2012 5:30 PM
3	Not enough	Jun 25, 2012 4:46 PM
4	We definitely suffer from lack of communication	Jun 21, 2012 10:31 PM
5	In some respects, there is a paucity of quality, relevant communication...but there is a lot of 'noise'.	Jun 21, 2012 3:54 PM
6	To some degree	Jun 20, 2012 3:37 PM
7	in regard to email communication yes, however verbal communication is relied upon heavily within the organisation	Jun 20, 2012 2:50 AM
8	hate emails that are sent to the full mailing list but not relevant to me and the need some managers then feel to forward the same email on to me when it is clear that the whole team have received it already	Jun 16, 2012 12:43 AM
9	Yes, there is some random spamming from people too lazy to use specific addresses.	Jun 15, 2012 1:18 PM
10	As in this survey. far too long and, frankly, not that well put together!	Jun 13, 2012 6:23 PM
11	and research proves that is the case.	Jun 12, 2012 9:06 AM
12	mainly email based - and often those are not related to key messages or the overall strategy.	Jun 11, 2012 9:46 PM
13	Yes and no	Jun 11, 2012 8:09 PM
14	sometimes	Jun 11, 2012 2:47 PM
15	firm is trying to address this by cutting certain newsletters and looking at alternate forms of communication	Jun 11, 2012 11:05 AM
16	Being a big business, I guess this is hard to combat as it would be very hard to tailor packages of communications for each specific area.	Jun 8, 2012 3:01 PM
17	Sometimes	Jun 8, 2012 1:38 AM
18	Staff are surveyed about their work satisfaction and meetings encourage 2 way communication.	Jun 7, 2012 3:49 PM
19	You can never have too much information, you just have to have the ability to filter out that which is not relevant to you (eg by having opt-out buttons on the intranet).	Jun 7, 2012 9:30 AM
20	most communications are not relevant to strategy.	Jun 7, 2012 9:10 AM
21	Sometimes - all messages on our intranet come through as the same level of priority, for example, whether it's about company financial results or a bake sale for charity.	Jun 6, 2012 11:03 PM
22	YES YES YES YES YES	Jun 6, 2012 9:49 PM

**Page 13, Q75. Do you feel that there is too much communication in your organisation to a point of 'overload' of messages? I.e. communication fatigue**

23	CEO is a micro manager and tends to include 10 people in an email and none of the information in the email may be relevant to my role. However you need to read the whole thing to determine whether any of the content is important.	Jun 6, 2012 5:21 PM
24	Possibly. Main culprit is reply to all emails.	Jun 6, 2012 9:27 AM
25	sometimes	Jun 6, 2012 7:38 AM
26	maybe insert here "just right"	Jun 5, 2012 2:42 PM



**Page 13, Q76. If you are a leader within your organisation are you expected to communicate on key issues without knowing the full details?**

1	N/A	Jul 3, 2012 11:18 AM
2	Sometimes but not very often.	Jun 30, 2012 5:30 PM
3	Sometimes	Jun 22, 2012 1:27 PM
4	There have been times where decisions have been taken that have wider impacts around the business and all the facts have not been fully communicated to managers / teams	Jun 21, 2012 10:31 PM
5	I am not a leader.	Jun 20, 2012 1:25 PM
6	Not applicable	Jun 20, 2012 3:26 AM
7	not a leader	Jun 19, 2012 10:54 AM
8	don't know	Jun 12, 2012 7:26 AM
9	Sometimeto a point and often it is because the full details are not known	Jun 11, 2012 9:46 PM
10	Sometimes	Jun 11, 2012 9:13 PM
11	Sometimes.	Jun 11, 2012 11:21 AM
12	occasionally - try to stay open and honest and advise that will provide more insight as it comes to hand	Jun 11, 2012 11:05 AM
13	I am not a leader - but this question was mandatory	Jun 8, 2012 6:21 PM
14	I am not a people leader	Jun 7, 2012 9:47 AM
15	Not always provided with sufficient detail to address immediate team	Jun 7, 2012 9:40 AM
16	You should have had a "rarely" option. As internal communicators we would expect to be given the full picture/context of any communication that we are expected to deliver.	Jun 7, 2012 9:30 AM
17	I am meant to provide a monthly update on sales, variations on building contracts, however that information needs to be provided to me in the first instance before I can report on it.	Jun 6, 2012 5:21 PM
18	this can be a dangerous area for decision makers who do not to know details	Jun 5, 2012 2:42 PM





**Page 13, Q77. If you answered yes to the above question what is the impact on your team / the business?**

1	More confusion.	Jul 4, 2012 4:48 PM
2	Not getting the correct or clear message	Jul 4, 2012 10:24 AM
3	Potential for misinformation	Jun 28, 2012 4:02 PM
4	unclear / creates confusion ineffectiveness	Jun 27, 2012 12:14 PM
5	Low team morale, job insecurity - team feels insignificant.	Jun 24, 2012 6:51 PM
6	It really isn't acceptable but I try and get as much info from the teams before I comment.	Jun 22, 2012 1:27 PM
7	We neither believe or fully trust information provided to us	Jun 21, 2012 10:31 PM
8	It is somewhat problematic, in that it requires us to second-guess.	Jun 21, 2012 3:54 PM
9	Often asked questions I do not have the information to answer	Jun 21, 2012 10:42 AM
10	-	Jun 21, 2012 10:41 AM
11	normal	Jun 19, 2012 6:03 PM
12	On time targets are essential.	Jun 15, 2012 1:18 PM
13	Generally they accept this as they know we will update them as soon as we know more	Jun 12, 2012 11:15 AM
14	Can make you appear uninformed	Jun 12, 2012 9:06 AM
15	If we can be up front about what we don't know then the impact is minimal.	Jun 11, 2012 9:46 PM
16	Difficult to discern	Jun 11, 2012 9:13 PM
17	Not being fully informed causes anxiety and can impact morale.	Jun 11, 2012 11:21 AM
18	depends how you handle the conversation.	Jun 11, 2012 11:05 AM
19	message gets lost	Jun 11, 2012 10:28 AM
20	I tell the team that I don't know all the details and that I'll update them when I know more myself	Jun 10, 2012 3:56 PM
21	Some new systems are rolled out with known issues/gaps etc	Jun 8, 2012 5:52 AM
22	Negative impact, given that team looks to you as their leader for direct and to answer any queries	Jun 7, 2012 9:40 AM
23	cynicism	Jun 7, 2012 9:10 AM
24	Difficult to know.	Jun 6, 2012 9:49 PM
25	They ask more questions	Jun 6, 2012 6:51 PM
26	I am always having to chase the information up in order to complete my reporting requirements.	Jun 6, 2012 5:21 PM
27	Initially, not a huge impact on the team/business, as the issue might be	Jun 6, 2012 4:25 PM

**Page 13, Q77. If you answered yes to the above question what is the impact on your team / the business?**

	sorted out, but it's still important to communicate early, that there is a potential issue, so that management and my team are aware.	
28	Confidence - engagement - morale	Jun 6, 2012 2:47 PM
29	confusion	Jun 6, 2012 7:38 AM
30	suspicion	Jun 5, 2012 6:50 PM
31	may derail the ultimate goals if changes are needed along the way	Jun 5, 2012 2:42 PM

**Page 13, Q78. How do you like to receive information?**

1	Neither choice serves. I want my information delivered as needed.	Jun 13, 2012 6:23 PM
2	Not just in writing, but also personally presented	Jun 12, 2012 11:12 PM
3	Must be suitable, but to the point, for the message intended.	Jun 12, 2012 8:26 PM
4	Face to face with all of the information about the message	Jun 7, 2012 9:47 AM
5	With option to obtain further detail if required	Jun 7, 2012 9:40 AM
6	Only if it is relevant to my role.	Jun 6, 2012 5:21 PM
7	No option to select Other: SMART messages	Jun 5, 2012 5:27 PM



**Page 13, Q79. Do you feel that there is a focus on two-way communication in your organisation?**

1	Not really a focus or encouraged but that's not to say that the organisation would not listen. However, we recently had a staff survey, the first in 2+ years and it took more than six months for the results to be communicated ... I was extremely embarrassed about that and wondered whether anyone would ever bother participating again.	Jun 30, 2012 5:30 PM
2	We feel like senior management don't listen and only address us once a year.	Jun 21, 2012 10:31 PM
3	Arms-length email communications are the norm, backed up by stage-managed, one-way whole staff meetings in which, usually, only one voice is heard!	Jun 21, 2012 3:54 PM
4	Communication is mostly directed downward	Jun 21, 2012 10:42 AM
5	Need-to-know basis only exists. You have to find out for yourself	Jun 19, 2012 10:54 AM
6	Im just paid to do what I do, the operation has reached a level of refinement that doesnt require my input.	Jun 15, 2012 1:18 PM
7	It's all talk about 'getting key messages across"	Jun 13, 2012 6:23 PM
8	It is two way on one-to-ones, but otherwise it is almost entirely top-down	Jun 12, 2012 11:12 PM
9	Top down predominantly, although some feedback up the line	Jun 12, 2012 9:06 AM
10	I haven't found it to be a collaborative environment.	Jun 12, 2012 7:43 AM
11	All communication is one way - and while feedback and questions are asked for - they are rarely acted on.	Jun 11, 2012 9:46 PM
12	Primarily top-down	Jun 11, 2012 9:13 PM
13	Working on it	Jun 11, 2012 8:09 PM
14	encouragement to give feedback through a number of forums	Jun 11, 2012 11:05 AM
15	Not enough - too top down.	Jun 10, 2012 5:41 PM
16	Managers do not encourage your feedback of how they are doing	Jun 7, 2012 6:54 PM
17	Primarily top-down more than bottom up.	Jun 7, 2012 11:23 AM
18	Annual staff survey; Kaizen initiative encourages feedback; regular performance review/feedback meetings	Jun 7, 2012 9:40 AM
19	my orgnaisation is very consensus driven	Jun 7, 2012 9:10 AM
20	I think I get more chance to make my voice heard than more junior people - and senior management don't realise that others don't feel listened to. I do a fair bit of prompting.	Jun 6, 2012 11:03 PM
21	Top down ONLY	Jun 6, 2012 5:52 PM

**Page 13, Q80. Do you think there is a sense of ownership, responsibility and accountability with regards to effective communication in your organisation?**

1	Again, to a degree.	Jun 30, 2012 5:30 PM
2	No-one owns internal comms within our organisation, the HR dept are mainly focused on resource/recruitment	Jun 21, 2012 10:31 PM
3	Not two-way	Jun 21, 2012 10:42 AM
4	The CEO sees it as almost entirely his responsibility and only likes his leaders to communicate administrative matters to staff, but never strategy	Jun 12, 2012 11:12 PM
5	I have always felt free to give my opinion or raise any conflict I might have.	Jun 12, 2012 2:19 PM
6	Responsibility lies with a handful of people, not with each individual.	Jun 12, 2012 7:43 AM
7	I think as a whole our organisation doesn't place a high priority on communication and sharing information.	Jun 11, 2012 9:46 PM
8	They believe that there is but as mentioned, they are not particularly adept at it.	Jun 11, 2012 9:13 PM
9	Can improve with guidelines and consultation	Jun 11, 2012 8:18 PM
10	It really differs between managers.	Jun 10, 2012 5:41 PM
11	Not always - it seems to be important at an organisational level, however does not always transition down to an individual level	Jun 7, 2012 9:40 AM
12	Each manager is empowered to communicate; the tools and channels are provided, it is more a question of their being willing to use them.	Jun 7, 2012 9:30 AM
13	ownership and accountability of anything is an issue	Jun 7, 2012 9:10 AM
14	I'm not sure that anyone thinks about it that hard.	Jun 6, 2012 9:27 AM



**Page 13, Q81. Does your organisation offer staff opportunities to ask unsolicited questions or use blogs and staff forums to discuss issues?**

1	No, there is no tool for staff feedback apart from a staff survey which is ad hoc however I expect depending on individual managers and supervisors this happens to some degree.	Jun 30, 2012 5:30 PM
2	but never actually actioned by senior management	Jun 22, 2012 6:42 AM
3	Only very recently introduced staff blog	Jun 21, 2012 10:31 PM
4	but only in a very limited way - it feels as if your name is noted every time you raise a question.	Jun 21, 2012 3:54 PM
5	In fact there has recently been emails used as a forum to discuss staff safety when working out of hours - the manager who holds responsibility for security staff requested that this was stopped immediately.	Jun 16, 2012 12:43 AM
6	but highly ineffectively	Jun 13, 2012 6:23 PM
7	However, staff who ask difficult questions often end up branded as trouble makers further down the line	Jun 12, 2012 11:12 PM
8	This isn't a collaborative environment.	Jun 12, 2012 7:43 AM
9	There are blogs to ask questions of the leadership team but they are rarely used.	Jun 11, 2012 9:46 PM
10	EE surveys, etc.	Jun 11, 2012 9:13 PM
11	From our MD down	Jun 11, 2012 8:09 PM
12	a few avenues for this, the on-line site, email to the CEO, chat with the chairman or CEO sessions.	Jun 11, 2012 11:05 AM
13	The CEO has a blog but staff are prohibited from commenting on it	Jun 10, 2012 3:56 PM
14	But there is little faith that anything will be treated in confidence, and a perceptuion that complaints draw unwanted attention to individuals.	Jun 7, 2012 11:23 AM
15	Staff social networking site; Kaizen initiative encourages feedback;	Jun 7, 2012 9:40 AM
16	Town Halls provide this opportunity. We do not have blogs. Some divisions have staff forums	Jun 7, 2012 9:30 AM
17	Can be easily raised in a meeting instead	Jun 6, 2012 6:51 PM
18	Not that I am aware of but there may be one that I do not know about	Jun 6, 2012 12:06 PM
19	Could probably use internal blogs better. Twitter is also a very good tool for sending interesting articles around without clogging people's email.	Jun 6, 2012 9:27 AM
20	Yes, we have monthly change/idea generation Business Unit meetings	Jun 5, 2012 5:27 PM



**Page 14, Q82. Do you feel that communication within your organisation is all 'top down'?**

1	Mostly top-down.	Jun 19, 2012 11:37 PM
2	The Managing Director controls the flow of information completely	Jun 19, 2012 10:57 AM
3	When given a task I am always given the opportunity to discuss where I am at first and then encouraged to move forward in training.	Jun 12, 2012 2:24 PM
4	Mostly but not entirely. Annual staff surveys are undertaken for e.g.	Jun 12, 2012 9:43 AM
5	Mostly it is	Jun 12, 2012 9:09 AM
6	there is no real forum for staff to communicate with the leadership team- besides one on one issues with their direct manager.	Jun 11, 2012 9:52 PM
7	primarily	Jun 11, 2012 9:15 PM
8	bi annual global people survey conducted and issues addressed, other aveues to provide feedback including upward feedback tool on partner performance	Jun 11, 2012 11:08 AM
9	Mostly, not exclusively	Jun 7, 2012 11:24 AM
10	Mostly	Jun 7, 2012 9:49 AM
11	it is "Top Down" through layers; little opportunity for upward communication throughout the year, other than the annual EOS.	Jun 7, 2012 9:37 AM
12	Mainly	Jun 6, 2012 9:33 AM
13	everyone has a chance to say their piece	Jun 5, 2012 2:44 PM



**Page 14, Q83. Does culture difference play a part in the effectiveness of communication in your company?**

1	Open and honest feedback is actively promoted	Jul 6, 2012 5:56 PM
2	HQ is in London where I am located however if you were to ask an employee in one of our Asian offices they may have a different opinion.	Jun 21, 2012 10:34 PM
3	Possibly true - not sure	Jun 20, 2012 1:20 PM
4	Europeans solve problems differently from Canadians who solve problems differently from Egyptians, who solve problems differently from Ghanains...	Jun 13, 2012 6:26 PM
5	Professional cultural differences are acute (e.g. engineers and everybody else)	Jun 12, 2012 9:43 AM
6	Culture at operator/crew level at site is very different to management level. The divide is huge.	Jun 12, 2012 9:09 AM
7	It could do. There is a variety of cultures here.	Jun 12, 2012 7:50 AM
8	We have a large number of employees from overseas but there is little thought often given to how we could amend communications to be more effective for those not born in Australia.	Jun 11, 2012 9:52 PM
9	It is mostly a common culture thaty is not good a communicating	Jun 11, 2012 9:15 PM
10	Different cultures communicate in different ways and/or receive / analyse / challenge information differently.	Jun 10, 2012 6:30 PM
11	Communication is actively encouraged so people feel confident to speak their minds, no matter their position in the company	Jun 7, 2012 10:13 PM
12	Not all staff respond well to written communication and therefore there should be various options as to how to receive information available to staff	Jun 7, 2012 9:45 AM
13	Communications can get lost in translation and you do have to take time to ensure that people have understood what has been said/is being asked of them.	Jun 7, 2012 9:37 AM
14	Despite the hierarchy, I would say junior people in my division are happy to raise concerns or questions to their direct managers because we have built up good and open relationships. We laugh together, we work hard together, we talk about life outside of work, so I think we know the people behind the jobs too, which makes it easier to be candid.	Jun 6, 2012 11:08 PM
15	Staff from different generations, gender and culture diversity always play a part. This is also included in our induction training and forms part of each employee's KPI.	Jun 5, 2012 5:30 PM



**Page 14, Q84. Do you think cultural differences have an impact on communication in general?**

1	We have offices throughout Asia and the US, they may have a different opinion on internal communication	Jun 21, 2012 10:34 PM
2	Often focussed towards men ie. 'Gents'	Jun 21, 2012 10:44 AM
3	language barriers, different emphasis's on what is important or significant.	Jun 20, 2012 2:52 AM
4	Certainly they do. But not so relevant given the make up of our team	Jun 19, 2012 11:37 PM
5	translation of language and the use of wording	Jun 16, 2012 12:45 AM
6	They certainly can but often communication is suppressed out of fear for cultural misunderstandings	Jun 12, 2012 11:17 PM
7	A Hindu staff member has different views on alcohol consumption compared to anglo-saxon Australians.	Jun 12, 2012 7:50 AM
8	Everyone processes information differently. For example, in some Asian cultures it is considered rude to say 'no' to a request, so often they will say 'yes' and then provide their closest option.	Jun 11, 2012 9:52 PM
9	You need to be aware of the differences and ensure that you take this into consideration where necessary for communications	Jun 11, 2012 11:08 AM
10	The culture of the company I work for are generally are more hierarchical in the way the information is released. It is more important how messages are perceived by other senior managers than regular employees.	Jun 10, 2012 6:30 PM
11	Some cultures find it more acceptable to be short and to the point than others	Jun 10, 2012 3:58 PM
12	Some staff who are not au fait with English prefer telephones.	Jun 7, 2012 6:55 PM
13	My team has a number of team members who have English as their second language who may respond more effectively to particular forms of communication than others	Jun 7, 2012 9:45 AM
14	Our organisation has a culture of mono-lingual communications. Some countries find this difficult and can interpret communications incorrectly.	Jun 7, 2012 9:37 AM
15	It could do, however, we are all professionals and adjust to what is acceptable in the Australian workplace.	Jun 7, 2012 9:17 AM
16	I like knowing about stuff that doesn't impact me that's going on elsewhere. In a silo-ed organisation that probably wouldn't happen.	Jun 6, 2012 11:08 PM
17	Cultural differences, like Gen X etc, may just be an excuse for poor communication or attitude. If you're part of the organisation, and the organisation has determined its culture, then you're either on board or (you should be) out the door. Of course, part of the culture may include valuing diversity, in which case the organisation has to be able to cope with difference.	Jun 6, 2012 9:33 AM



**Page 14, Q85. Men and women communicate differently. This has an impact on the efficiency and effectiveness of internal communication in my workplace.**

1	I don't think you can generalise to this degree about male and female communication styles.	Jun 19, 2012 11:37 PM
2	You adapt to the situation to ensure information is communicated effectively	Jun 19, 2012 10:57 AM
3	Not sure that's true	Jun 12, 2012 11:17 PM
4	But also, PEOPLE have different communications skills and that's regardless of whether they are a man or a woman.	Jun 12, 2012 9:09 AM
5	There are differences in communication style but most people understand these differences by adulthood and adjust almost unconsciously.	Jun 12, 2012 7:50 AM
6	I don't think it's a case of men and women communicating differently, I think there are many ways in which many people communicate differently. It isn't gender specific.	Jun 12, 2012 7:22 AM
7	Men often don't take into account the emotional aspects of situations and these are often not communicated. It is all practical and logical. This often gives the impression that its not OK to have an emotional response to change.	Jun 11, 2012 9:52 PM
8	There are actually no (zero) women in the company	Jun 11, 2012 9:15 PM
9	Men and women do not appreciate we are different and so we should think different rather than trying to think like the other	Jun 11, 2012 8:11 PM
10	Hard to know. I believe culture plays a stronger role than gender.	Jun 10, 2012 6:30 PM
11	This is true to a certain extent, however like any generalisations, there are always exceptions to the rule	Jun 7, 2012 9:45 AM
12	Women tend to need more communications	Jun 7, 2012 9:17 AM
13	We had a man then a woman occupy the same (managerial) role in the business. The woman was territorial and a very closed communicator; the man is really open, doesn't feel threatened by questions. It's totally changed the atmosphere in the office and the willingness of people to ask questions that aren't essential but they're interested in the answer to.	Jun 6, 2012 11:08 PM
14	Great teams value and enhance diversity, including gender and cultural diversity. However, that can make communication harder, as the audience is less homogeneous.	Jun 6, 2012 9:33 AM

**Page 14, Q86. People from different generations communicate in different ways. This has an impact on the efficiency and effectiveness of internal communication in my workplace.**

1	Not necessarily different generations, more that people are individuals who all have different preferences in how they are communicated too. Some need face-to-face, some can read an email and be happy.	Jun 24, 2012 6:54 PM
2	Overplayed, this notion.	Jun 21, 2012 3:55 PM
3	You adapt to the situation to ensure information is communicated effectively	Jun 19, 2012 10:57 AM
4	I sometimes find it hard to communicate with a colleague who is 45 years my senior	Jun 17, 2012 5:52 PM
5	Baby boomers versus X/Y, huge difference, and different expectations from the communication too.	Jun 12, 2012 9:09 AM
6	This causes more problems than differences between the genders. It's based more in differences in generational values than anything else.	Jun 12, 2012 7:50 AM
7	The younger generation obviously are far more comfortable to receive information and communication via online channels. Older generations often distrust or discount these channels and don't use them.	Jun 11, 2012 9:52 PM
8	gen ys communicate differently but not necessarily less effectively	Jun 11, 2012 12:49 PM
9	Younger staff could benefit from formalized procedures/ expectations about group emails	Jun 8, 2012 1:40 AM
10	Younger "Gen Y" employees like to communicate often and be very inclusive with decision making. Older "Baby Boomer" generation employees communicate less and are more closed with what they share.	Jun 7, 2012 3:51 PM
11	This is true to a certain extent, however like any generalisations, there are always exceptions to the rule	Jun 7, 2012 9:45 AM
12	Gen Y like to be communicated with in short bursts and via Social Media. The older generation prefers face to face, longer communications. Don't believe this impacts on efficiency - you adapt and find the middle ground.	Jun 7, 2012 9:37 AM
13	In my experience, younger staff are more open to a change than older staff who've been here for years and years.	Jun 6, 2012 11:08 PM
14	Can be very positive	Jun 5, 2012 10:31 PM



**Page 14, Q87. Does your organisation provide best practice business communication training?**

1	No training on communication since I have been in the organisation.	Jun 30, 2012 5:36 PM
2	This would be a good training course	Jun 21, 2012 10:34 PM
3	To our customers, but not our team members!	Jun 21, 2012 3:55 PM
4	very limited - two hours on outlook training	Jun 16, 2012 12:45 AM
5	For some staff, not all.	Jun 12, 2012 7:50 AM
6	We provide almost no communication training.	Jun 11, 2012 9:52 PM
7	To a certain level - there are on-line training tools (query effectiveness) and various workshops, however these seem to be only available to east coast offices	Jun 7, 2012 9:45 AM
8	But it isn't widely disseminated.	Jun 6, 2012 9:50 PM
9	Needs to be addressed.	Jun 6, 2012 1:23 PM

**Page 14, Q88. Have you ever attended any training on best practice business communication in such topics as telephone usage, the rules of email, managing meetings? (this EXCLUDES presentation skills training).**

1	training provided outside of the organisation (e.g. personally instigated)	Jun 19, 2012 10:57 AM
2	There has been no need to, everyone has things to do and gets on with it.	Jun 12, 2012 2:24 PM
3	Not yet. This may be offered in future.	Jun 12, 2012 7:50 AM
4	at a previous firm - nothing at this firm.	Jun 11, 2012 9:52 PM
5	Long time ago!	Jun 11, 2012 8:11 PM
6	Dealing with difficult people; coaching workshop	Jun 7, 2012 9:45 AM
7	A long time ago. Not sure that it happens at my current company.	Jun 7, 2012 9:37 AM
8	Not at my current workplace.	Jun 6, 2012 9:59 PM
9	Training is provided to all staff as part of their induction.	Jun 5, 2012 5:30 PM

**Page 14, Q90. If you answered yes to the above mentioned question, which of the following communication training do you think your organisation needs the most?**

1	I think they should provide some training rather than assume everyone in key positions have these skills. The type of training would vary from organisation to organisation. I think there should be various types of training but particularly as part of a new manager/supervisor skills development rather than assuming people know how to do this well.	Jun 30, 2012 5:36 PM
2	Email and effective meeting management as the more important ones	Jun 12, 2012 11:17 PM
3	Closely followed by meeting etiquette and writing skills	Jun 12, 2012 9:09 AM
4	Particularly for lawyers, this is important.	Jun 12, 2012 7:50 AM
5	other written media	Jun 11, 2012 9:15 PM
6	and face to face esp re communicating change	Jun 10, 2012 6:30 PM
7	How to run an effective meeting is sorely needed.	Jun 7, 2012 9:37 AM



**Page 15, Q91. Do you have personal development discussions? If yes how often do you have them?**

1	Bi-annually	Jul 6, 2012 5:57 PM
2	once year	Jul 5, 2012 1:08 PM
3	Every month	Jul 5, 2012 8:43 AM
4	Sporadically.	Jul 4, 2012 4:52 PM
5	Once a month.	Jul 4, 2012 1:40 PM
6	twice a year	Jul 4, 2012 10:26 AM
7	twice a year	Jul 4, 2012 9:22 AM
8	3 times a year	Jul 4, 2012 7:56 AM
9	three times a year.	Jul 3, 2012 7:48 PM
10	Annually	Jul 3, 2012 2:31 PM
11	once a year	Jul 3, 2012 12:47 PM
12	Annually	Jun 30, 2012 5:39 PM
13	Every three months	Jun 28, 2012 4:04 PM
14	annually	Jun 25, 2012 6:03 PM
15	I have only had 1 in 2 1/2 years	Jun 25, 2012 4:48 PM
16	once a year	Jun 24, 2012 6:56 PM
17	Annually	Jun 22, 2012 1:30 PM
18	yearly	Jun 22, 2012 6:45 AM
19	yearly	Jun 21, 2012 10:36 PM
20	Whenever I initiate them - usually every 6-8 weeks.	Jun 21, 2012 3:56 PM
21	Six monthly	Jun 21, 2012 10:46 AM
22	annually	Jun 21, 2012 10:43 AM
23	Every year during performance review	Jun 20, 2012 3:49 PM
24	Once a year during our personal appraisal	Jun 20, 2012 3:39 PM
25	2 times each year and then on an ad hoc basis	Jun 20, 2012 1:20 PM
26	At least annually	Jun 20, 2012 3:29 AM
27	fortnightly on a 1-2-1 basis	Jun 20, 2012 2:53 AM
28	Annually	Jun 19, 2012 11:38 PM
29	Annually	Jun 19, 2012 9:38 PM
30	once per year	Jun 19, 2012 6:04 PM

**Page 15, Q91. Do you have personal development discussions? If yes how often do you have them?**

31	12 months	Jun 19, 2012 3:23 PM
32	Not that often. Needs to be more active	Jun 19, 2012 2:27 PM
33	as required - no formal time frame	Jun 19, 2012 10:59 AM
34	Twice a year	Jun 17, 2012 5:56 PM
35	monthly supervision is provided but the quality of this effected by the quality of the manager providing the supervision	Jun 16, 2012 12:49 AM
36	yearly	Jun 14, 2012 3:12 PM
37	Frequently	Jun 13, 2012 6:33 PM
38	formally every 6 months...informally as required.	Jun 13, 2012 11:58 AM
39	6 monthly	Jun 13, 2012 10:11 AM
40	It should happen every 4 months, but it's really only about performance targets	Jun 12, 2012 11:20 PM
41	Quarterly	Jun 12, 2012 8:29 PM
42	1 year	Jun 12, 2012 4:19 PM
43	once a fortnight. sometimes once a week.	Jun 12, 2012 2:25 PM
44	Quarterly	Jun 12, 2012 11:17 AM
45	Twice per year.	Jun 12, 2012 9:43 AM
46	Quarterly	Jun 12, 2012 9:11 AM
47	Annually	Jun 12, 2012 7:22 AM
48	monthly	Jun 12, 2012 7:01 AM
49	6 monthly.	Jun 11, 2012 9:54 PM
50	Regularly with my staff. Regular training as well.	Jun 11, 2012 9:16 PM
51	Bi annually	Jun 11, 2012 8:51 PM
52	Every 6 months	Jun 11, 2012 8:22 PM
53	Quarterly	Jun 11, 2012 8:11 PM
54	monthly	Jun 11, 2012 5:33 PM
55	every 3 weeks	Jun 11, 2012 12:50 PM
56	annually	Jun 11, 2012 12:34 PM
57	6 monthly.	Jun 11, 2012 11:23 AM
58	Formal end of year, a half year and can schedule informal chats at any time.	Jun 11, 2012 11:09 AM

**Page 15, Q91. Do you have personal development discussions? If yes how often do you have them?**

59	once a year	Jun 11, 2012 10:29 AM
60	quarterly	Jun 11, 2012 8:43 AM
61	twice per year minimum	Jun 10, 2012 6:31 PM
62	once or twice a year	Jun 10, 2012 4:00 PM
63	Regularly	Jun 8, 2012 6:23 PM
64	twice a year	Jun 8, 2012 4:40 PM
65	quarterly	Jun 8, 2012 3:03 PM
66	Quarterly	Jun 8, 2012 2:33 PM
67	1 a year	Jun 8, 2012 1:06 PM
68	Annual	Jun 8, 2012 1:42 AM
69	every 6 months	Jun 7, 2012 10:14 PM
70	Once a year	Jun 7, 2012 6:56 PM
71	Half yearly	Jun 7, 2012 6:28 PM
72	annually	Jun 7, 2012 6:06 PM
73	once a year	Jun 7, 2012 4:31 PM
74	Twice a year.	Jun 7, 2012 3:52 PM
75	monthly	Jun 7, 2012 2:22 PM
76	With external people as I am a director.	Jun 7, 2012 12:01 PM
77	6 monthly	Jun 7, 2012 11:25 AM
78	Every 6 months, with monthly catch-ups	Jun 7, 2012 9:50 AM
79	Formally on a quarterly basis and occassionally informally on an ad hoc basis	Jun 7, 2012 9:46 AM
80	Twice a year with my line manager	Jun 7, 2012 9:38 AM
81	Every few months	Jun 7, 2012 9:30 AM
82	informal, haven't had a formal discussion for 3 years	Jun 7, 2012 9:13 AM
83	Yearly	Jun 7, 2012 8:19 AM
84	Once a year, maybe one or more informal ones in between.	Jun 6, 2012 11:09 PM
85	Twice yearly.	Jun 6, 2012 10:00 PM
86	Yearly	Jun 6, 2012 9:42 PM
87	6 months	Jun 6, 2012 7:45 PM

**Page 15, Q91. Do you have personal development discussions? If yes how often do you have them?**

88	6 monthly	Jun 6, 2012 6:53 PM
89	Once per year	Jun 6, 2012 5:24 PM
90	When I initiate them. Usually during annual performance appraisal	Jun 6, 2012 4:28 PM
91	Business and Directors Audit Business Brand You It's Personal	Jun 6, 2012 1:24 PM
92	once a year	Jun 6, 2012 12:08 PM
93	about annually	Jun 6, 2012 10:16 AM
94	6 monthly	Jun 6, 2012 7:39 AM
95	Fortnightly	Jun 5, 2012 10:52 PM
96	Monthly	Jun 5, 2012 10:32 PM
97	6 monthly (plus day to day with close team members)	Jun 5, 2012 6:56 PM
98	Quarterly	Jun 5, 2012 5:32 PM





**Page 15, Q94. How does your company conduct measurement of your opinions?**

1	On a regular basis but that is usually because I'm proactive and largely have access to my key managers to provide my opinions. For others I'm not so sure how that works. Exit polls I understand are largely done via HR in a feedback form which personally I think is extremely poor. I think it would be done face to face wherever possible with HR (though our business is very geographically diverse and HR is largely centralised which would make this difficult).	Jun 30, 2012 5:39 PM
2	Not known, believe exit polls.	Jun 24, 2012 6:56 PM
3	None of the above	Jun 22, 2012 6:45 AM
4	They don't	Jun 21, 2012 10:36 PM
5	Only in staff exit surveys	Jun 20, 2012 1:28 PM
6	Not at all	Jun 19, 2012 11:38 PM
7	It doesn't	Jun 19, 2012 10:59 AM
8	They don't	Jun 17, 2012 5:56 PM
9	The polls never reflect the reality that i encounter on the shop floor. That has not changed in the 30 years I have been associated with them	Jun 13, 2012 6:33 PM
10	But discontinued surveys over past 12 months, when results dropped	Jun 12, 2012 11:20 PM
11	not sure if my business has initiatives to identify opinion.	Jun 12, 2012 4:19 PM
12	Through discussion in a meeting.	Jun 12, 2012 2:25 PM
13	metings and 2 way conversations	Jun 12, 2012 2:22 PM
14	I'm not sure that they do.	Jun 12, 2012 7:51 AM
15	dont know	Jun 12, 2012 7:28 AM
16	Staff meetings	Jun 11, 2012 8:22 PM
17	They don't!	Jun 7, 2012 6:06 PM
18	Kaizen	Jun 7, 2012 9:46 AM
19	asks for feedback on various issues	Jun 7, 2012 9:13 AM
20	Discussions with managers	Jun 6, 2012 6:53 PM
21	NEVER	Jun 6, 2012 5:54 PM
22	Open forum and usually in management meetings	Jun 6, 2012 5:24 PM
23	n/a	Jun 6, 2012 2:49 PM
24	None	Jun 6, 2012 1:24 PM
25	The Company expects people will comment if they feel strongly.	Jun 6, 2012 9:34 AM
26	Meetings and email responses	Jun 5, 2012 10:52 PM

**Page 15, Q94. How does your company conduct measurement of your opinions?**

27	Monthly meetings	Jun 5, 2012 5:32 PM
28	none	Jun 5, 2012 2:45 PM

**Page 15, Q95. I am totally frank and honest when completing these employee surveys.**

1	I wouldn't do them if I didn' think they were useful. I will always be truthful.	Jun 22, 2012 1:30 PM
2	We don't have them	Jun 21, 2012 10:36 PM
3	N/A	Jun 19, 2012 11:38 PM
4	I certainly am in this one. Internal surveys have to be completed with caution or you suffer the consequences	Jun 19, 2012 10:59 AM
5	when attending training courses you are asked you to put your name on the paperwork and then hand it to the trainer,	Jun 16, 2012 12:49 AM
6	They are usually focused on level of satisfaction within my immediate group. There is almost never any opportunity to comment on the effects on satisfaction caused by interaction with other groups. Very difficult to be completely open when the question is, for example 'HR provides me with the services I need". Agree/disagree? " when my own HR resource is doing great job, yet the divisional group is asleep at the switch.	Jun 13, 2012 6:33 PM
7	Mostly - I don't always know the full answer.	Jun 12, 2012 7:51 AM
8	If you're not honest then they can't take action to change what needs changing!	Jun 11, 2012 9:54 PM
9	I see no point in not being frank and honest - it's your one chance to say what you really feel.	Jun 7, 2012 9:38 AM
10	if anonymous	Jun 7, 2012 9:13 AM
11	haven't done one yet	Jun 6, 2012 12:08 PM

**Page 15, Q96. What stops you from being completely honest when completing these employee surveys?**

1	Not knowing the full picture of the company, can only comment on the area in which I am employed.	Jun 24, 2012 6:56 PM
2	If we were to complete these I would be completely honest however both of the above comments would apply.	Jun 21, 2012 10:36 PM
3	Don't want to be too negative	Jun 21, 2012 10:46 AM
4	n/a	Jun 20, 2012 1:28 PM
5	as above	Jun 16, 2012 12:49 AM
6	Neither multiple choice serves (See above; this is a classic example)	Jun 13, 2012 6:33 PM
7	Not knowing the full answer.	Jun 12, 2012 7:51 AM
8	Having said this - I try to be as honest as possible in these surveys.	Jun 11, 2012 9:54 PM
9	Small team of 20 - may not be 100% anonymous	Jun 8, 2012 1:42 AM
10	I am honest.	Jun 6, 2012 9:52 PM
11	haven't done one	Jun 6, 2012 12:08 PM
12	n/a	Jun 6, 2012 9:34 AM
13	Dont want to hurt any feelings	Jun 5, 2012 10:32 PM
14	Making sure feedback is constructive and not destructive	Jun 5, 2012 6:56 PM



**Page 16, Q99. If you could make one change to your organisational internal communication process what would it be?**

1	Reduce the level of detailed firm wide emails	Jul 6, 2012 6:00 PM
2	more two way conversations	Jul 5, 2012 1:09 PM
3	Have a dedicated Intranet Page for the general stuff	Jul 5, 2012 8:45 AM
4	More transparency.	Jul 4, 2012 4:53 PM
5	I wish people would stop sending around emails marked urgent which are not at all urgent. Instead, they are very important to the sender (but possibly not for the recipient).	Jul 4, 2012 1:42 PM
6	simpler language	Jul 4, 2012 10:27 AM
7	n/a	Jul 4, 2012 9:23 AM
8	less spin more honesty	Jul 4, 2012 7:56 AM
9	na	Jul 3, 2012 7:49 PM
10	Communications should be made to all colleagues, not to only some levels of management who then choose what they filter down.	Jul 3, 2012 2:36 PM
11	less emails	Jul 3, 2012 12:48 PM
12	better email communication skills	Jul 3, 2012 11:20 AM
13	Make it timely. Often it takes an age and the cat is already out of the bag (not in all aspects but in many).	Jun 30, 2012 5:45 PM
14	Saying what is really happening without the glossy brochures and political correctness	Jun 28, 2012 4:05 PM
15	Longer lead times / early engagement on processes and seek feedback on the possible impact to frontline staff and it's customers. seems to be more focused on internal processes	Jun 27, 2012 12:19 PM
16	none	Jun 26, 2012 4:18 PM
17	openess and two way	Jun 25, 2012 6:04 PM
18	More of it	Jun 25, 2012 4:50 PM
19	Fewer emails, better defined email groups - role specific.	Jun 24, 2012 7:08 PM
20	Use of Emails	Jun 22, 2012 1:31 PM
21	make it two way	Jun 22, 2012 6:46 AM
22	more open, honest, regular communication	Jun 21, 2012 10:39 PM
23	To establish meaningful and respectful F2F dialogue.	Jun 21, 2012 3:57 PM
24	Less reliance on email	Jun 21, 2012 10:47 AM
25	-	Jun 21, 2012 10:43 AM

**Page 16, Q99. If you could make one change to your organisational internal communication process what would it be?**

26	more and more often	Jun 21, 2012 9:43 AM
27	Clearly define the processes and expectations of internal communications	Jun 20, 2012 3:50 PM
28	To only send emails relevant to a certain team. Not everyone needs to receive an email about what is happening within a certain team. Only those team members should be informed	Jun 20, 2012 3:41 PM
29	Have more, but be effective - concise and to the point...with context given, so how it fits into big picture is defined	Jun 20, 2012 2:20 PM
30	nil	Jun 20, 2012 1:29 PM
31	Face to face meetings	Jun 20, 2012 1:21 PM
32	More focused communication	Jun 20, 2012 4:39 AM
33	More direct communication from senior management	Jun 20, 2012 2:55 AM
34	Regular circulation of performance figures	Jun 19, 2012 11:40 PM
35	Be more focused and coordinated.	Jun 19, 2012 9:39 PM
36	more focussed	Jun 19, 2012 6:05 PM
37	Better staff lists so we can communicate with everyone	Jun 19, 2012 3:24 PM
38	Less mail and more accurate - shorter terms so it is easier to read	Jun 19, 2012 3:22 PM
39	Provide everyone with the same message at the same time even if it does not involve them directly	Jun 19, 2012 11:01 AM
40	Better training on formal communication options	Jun 17, 2012 5:58 PM
41	the usage of generic emails	Jun 16, 2012 12:50 AM
42	Prioritisation of emails.	Jun 15, 2012 1:22 PM
43	Less but more productive meetings	Jun 14, 2012 3:14 PM
44	Reduce volume of what's pushed out by 90%, Focus the remaining 10% on analysis of gaps between what management, supervision, and employees consider to be the three most important issues, and deploy the existing communications resources to respond to communication needs on demand.	Jun 13, 2012 6:38 PM
45	Not sure	Jun 13, 2012 11:59 AM
46	Two way	Jun 13, 2012 10:12 AM
47	Have the CEO walk the floors more regularly and learn who to inspire groups of people through personal addresses	Jun 12, 2012 11:23 PM
48	Nil - communication is regular and informative	Jun 12, 2012 8:33 PM
49	More structure in the business. Step by step inductions to discuss and explore the way the business works, its forums, how to use systems etc.	Jun 12, 2012 4:20 PM

**Page 16, Q99. If you could make one change to your organisational internal communication process what would it be?**

50	None.	Jun 12, 2012 2:28 PM
51	no work communications on days off	Jun 12, 2012 2:24 PM
52	Streamlining communications so we don't get overloaded with information and email "noise"	Jun 12, 2012 11:18 AM
53	More up to date info about governance changes and external feedback.	Jun 12, 2012 9:45 AM
54	Resource it so we can deliver a professional service that truly impacts employee engagement and morale.	Jun 12, 2012 9:13 AM
55	More information in a more timely way.	Jun 12, 2012 7:54 AM
56	don't know	Jun 12, 2012 7:28 AM
57	To have a proper process in place	Jun 12, 2012 7:24 AM
58	Find a different format	Jun 12, 2012 7:02 AM
59	x	Jun 11, 2012 11:29 PM
60	develop a strategy, have a full time committed resource and implement a plan.	Jun 11, 2012 9:55 PM
61	formalised communication training for all management	Jun 11, 2012 9:18 PM
62	several communication champions not one	Jun 11, 2012 8:53 PM
63	More information delivered to all employees of ISA	Jun 11, 2012 8:23 PM
64	Less is more	Jun 11, 2012 8:12 PM
65	Less of it	Jun 11, 2012 5:34 PM
66	reduce info overload	Jun 11, 2012 12:51 PM
67	Bottom up more	Jun 11, 2012 12:35 PM
68	I'd like to be able to make more time to "walk the floor" and speak to staff one on one.	Jun 11, 2012 11:24 AM
69	make it punchy, grab your attention quickly.	Jun 11, 2012 11:11 AM
70	.	Jun 11, 2012 10:29 AM
71	Less email	Jun 11, 2012 8:44 AM
72	More training of managers, manager performance being measured on how effective they are as internal communicators.	Jun 10, 2012 6:34 PM
73	Get top management to listen to staff more	Jun 10, 2012 4:03 PM
74	Line director more open	Jun 8, 2012 6:24 PM
75	no comment	Jun 8, 2012 4:41 PM

**Page 16, Q99. If you could make one change to your organisational internal communication process what would it be?**

76	Dont know, im not a communications expert	Jun 8, 2012 3:04 PM
77	Make content generation more inclusive.	Jun 8, 2012 2:35 PM
78	Internal communications is a central function within corporate affairs not part of site roles	Jun 8, 2012 1:08 PM
79	Clarity and process	Jun 8, 2012 11:29 AM
80	Less repetition.	Jun 8, 2012 9:05 AM
81	Its as good as it can be considering all current factors	Jun 8, 2012 5:55 AM
82	Ensure all meetings are productive/ have outcomes	Jun 8, 2012 1:44 AM
83	Train up those managers who can't communicate or get rid of them	Jun 7, 2012 10:16 PM
84	Regular communication	Jun 7, 2012 6:58 PM
85	More concise and targeted	Jun 7, 2012 6:28 PM
86	Establish a communication process	Jun 7, 2012 6:08 PM
87	-	Jun 7, 2012 4:31 PM
88	Increase the 2-way communication - create an online forum for staff to share ideas for business improvement.	Jun 7, 2012 3:54 PM
89	make it more personal	Jun 7, 2012 3:26 PM
90	more time to be face to face	Jun 7, 2012 2:23 PM
91	More consistency from all in group	Jun 7, 2012 12:02 PM
92	I'd like to adopt a more collaborative approach	Jun 7, 2012 11:26 AM
93	Ownership of the message of the communication	Jun 7, 2012 9:59 AM
94	More consistency and clarity	Jun 7, 2012 9:47 AM
95	Invest in training the leadership on effective communications	Jun 7, 2012 9:42 AM
96	na	Jun 7, 2012 9:31 AM
97	Not sure	Jun 7, 2012 9:19 AM
98	unsure	Jun 7, 2012 9:15 AM
99	Tailor the message to the situation - who delivers it and how long it needs to be.	Jun 7, 2012 8:21 AM
100	Help senior management to understand that their view of the world (i.e. reaction and demeanour of mid level managers) is not the same as ours - we don't gossip so much, but that doesn't mean our reports don't!	Jun 6, 2012 11:33 PM
101	To implement one.	Jun 6, 2012 10:01 PM



**Page 16, Q99. If you could make one change to your organisational internal communication process what would it be?**

102	Fewer emails from people who don't think about sending drivel.	Jun 6, 2012 9:52 PM
103	To be told true facts and not watch someone beat around the bush	Jun 6, 2012 9:44 PM
104	more face to face	Jun 6, 2012 8:00 PM
105	How they try and sell us the values (which they have recently made up!)	Jun 6, 2012 7:47 PM
106	Allow more time	Jun 6, 2012 6:55 PM
107	Ask the staff - we have so much company knowledge and experience. All departments need to communicate in a way that suits their requirements - besides the organisational internal communication procedures	Jun 6, 2012 5:57 PM
108	Ensure the CEO stops sending emails about day to day tasks which are conducted by other staff members.	Jun 6, 2012 5:25 PM
109	Increase the frequency and make the communication process more egalitarian i.e. managers talking to front line staff rather than through line managers (sometimes at least).	Jun 6, 2012 4:31 PM
110	More planned and considered	Jun 6, 2012 2:51 PM
111	Better practices and procedures	Jun 6, 2012 1:25 PM
112	not sure haven't been here long enough to know what change needs to be done	Jun 6, 2012 12:10 PM
113	Executive commitment	Jun 6, 2012 10:16 AM
114	Increase opt in communications and face time, decrease force-fed communication	Jun 6, 2012 9:36 AM
115	more telephone or face to face meetings than just email.	Jun 6, 2012 7:41 AM
116	Shared calenders	Jun 5, 2012 10:53 PM
117	CEO/ director alll of staff Q+As	Jun 5, 2012 10:33 PM
118	More staff meetings to discuss issues and plan together	Jun 5, 2012 7:55 PM
119	Have more time for walking the floor and communicating one on one	Jun 5, 2012 6:57 PM
120	more yammer	Jun 5, 2012 6:53 PM
121	Constantly seek new ways to communicate with staff and clients. Utilise technology to its fullest but face to face still remains our best form of communication.	Jun 5, 2012 5:36 PM
122	Make it faster	Jun 5, 2012 5:35 PM
123	clear and frank meetings with follow up emails of what was said at the meetings	Jun 5, 2012 2:47 PM



**Page 16, Q100. Share with us one key tip or tool that you have seen, used or heard (in relation to internal communication) that you think was effective.**

1	Keep it short	Jul 6, 2012 6:00 PM
2	not sure	Jul 5, 2012 1:09 PM
3	Nothing comes to mind	Jul 5, 2012 8:45 AM
4	Humor.	Jul 4, 2012 4:53 PM
5	Face-to-face is still the best.	Jul 4, 2012 1:42 PM
6	plain language	Jul 4, 2012 10:27 AM
7	n/a	Jul 4, 2012 9:23 AM
8	get to the point quickly	Jul 4, 2012 7:56 AM
9	na.	Jul 3, 2012 7:49 PM
10	The ability to directly email the MD	Jul 3, 2012 2:36 PM
11	group meetings	Jul 3, 2012 12:48 PM
12	n/a	Jul 3, 2012 11:20 AM
13	Multi-level two way feedback is critical. I miss in one of my organisations whole of staff addresses by the Managing Partner on the performance of the business on a six month basis - half and full year and the person mixing directly with the staff. In that instance it was easier as everyone was located in one place not geographically dispersed but maybe that's just me. Others' eyes may glaze over depending on their role and level of interest. I think our executive are a bit faceless - not all their fault - but visibility is important but not always easy.	Jun 30, 2012 5:45 PM
14	CEO actually walking the floor of the office and knowing our names	Jun 28, 2012 4:05 PM
15	having informal team huddles each mornig for 5-10 minutes	Jun 27, 2012 12:19 PM
16	always listen	Jun 26, 2012 4:18 PM
17	open forums	Jun 25, 2012 6:04 PM
18	Use email headings effectively so that the reader knows exactly what your email is about	Jun 25, 2012 4:50 PM
19	Adding a message board to our workflow system has reduced the number of emails on job specific requirements as each job has its own message area where tasks/to do lists can be added and ticked off - this has resulted in a big reduction of emails and operational risks.	Jun 24, 2012 7:08 PM
20	Shared questions and answers blackboard for all staff to use	Jun 22, 2012 1:31 PM
21	make it two way	Jun 22, 2012 6:46 AM
22	The key to internal comms is for management to be visible, accessible and connected to the day to day running of the business	Jun 21, 2012 10:39 PM
23	Never send an email if the person you're writing to is within 20m of your	Jun 21, 2012 3:57 PM

**Page 16, Q100. Share with us one key tip or tool that you have seen, used or heard (in relation to internal communication) that you think was effective.**

	desk!	
24	Use minimum words possible to convey your message	Jun 21, 2012 10:47 AM
25	-	Jun 21, 2012 10:43 AM
26	humour	Jun 21, 2012 9:43 AM
27	All having the same company branded e-mail signatures	Jun 20, 2012 3:50 PM
28	Instead of writing an email to a close work colleague, go and discuss the issue and then send an email to follow up. Email communication can sometimes show someones realy emotions about a topic	Jun 20, 2012 3:41 PM
29	as above	Jun 20, 2012 2:20 PM
30	Participative approach to communication is imperative.	Jun 20, 2012 1:29 PM
31	Face to face meetings	Jun 20, 2012 1:21 PM
32	Induction training covering a number of key topics and issues soon after commencement of employment	Jun 20, 2012 4:39 AM
33	Management asking for criticism and problems created by changes to processes within the organisation	Jun 20, 2012 2:55 AM
34	Adding to the title of emails key words like: 'Urgent response requested' Action required by XXX(date) etc	Jun 19, 2012 11:40 PM
35	Townhall meetings.	Jun 19, 2012 9:39 PM
36	Spell checking	Jun 19, 2012 6:05 PM
37	Don't know	Jun 19, 2012 3:24 PM
38	Making the communication fun - games and surveys with prizes	Jun 19, 2012 3:22 PM
39	Provide everyone with the same message at the same time even if it does not involve them directly	Jun 19, 2012 11:01 AM
40	I have limited experience in this area	Jun 17, 2012 5:58 PM
41	attended a team meeting where all staff were in included in the process rather than just being talked at for 1 hour	Jun 16, 2012 12:50 AM
42	We use acronyms in times of high stress/work load to standardise info flow i.e. NITS brief, nature,intention,timescale, specials issues	Jun 15, 2012 1:22 PM
43	Action items at meetings	Jun 14, 2012 3:14 PM
44	Use shorter, better targeted surveys.	Jun 13, 2012 6:38 PM
45	Weekly news email with only 2 or 3 important issues for the week.	Jun 13, 2012 11:59 AM
46	Make sure the leader believes the message	Jun 13, 2012 10:12 AM
47	Recognise that effective internal communication is most probably at least	Jun 12, 2012 11:23 PM

**Page 16, Q100. Share with us one key tip or tool that you have seen, used or heard (in relation to internal communication) that you think was effective.**

	50% of what senior leadership should spend their working day on	
48	There could be a little more interactive communication rather than email, on appropriate occasions.	Jun 12, 2012 8:33 PM
49	Face to Face and teleconference are the best. I find that teleconference is more effective as not being face to face gives you more confidence to say what you feel/suggestions than to someones face.	Jun 12, 2012 4:20 PM
50	Weekly meetings with the owner of the organisation and excellent work relationships.	Jun 12, 2012 2:28 PM
51	meetings	Jun 12, 2012 2:24 PM
52	N/a	Jun 12, 2012 11:18 AM
53	Friday afternoons before the end of the day (in the days when you could drink in the workplace) one person gave a presentation on an issue of interest to the team over drinks and nibbles.	Jun 12, 2012 9:45 AM
54	An investment in leadership alignment will have the most impact across an organisation. However, I have found change champions/communications ambassadors to be really effective. Also, intense, open/transparent face to face sessions with employees, from the MD/CEO	Jun 12, 2012 9:13 AM
55	Putting more 'real time' information on the intranet, e.g. staff list with location i.e. in the office, out of the office, sick, on leave, etc.	Jun 12, 2012 7:54 AM
56	none	Jun 12, 2012 7:28 AM
57	I think it's key to share any communication as soon as possible. Once rumours start, that's when uncertainty hits and productivity stops.	Jun 12, 2012 7:24 AM
58	Get the CEO talking and listening to staff	Jun 12, 2012 7:02 AM
59	Engagement has to be owned by individuals and therefore leaders need to empower people to take action. Communication issues/challenges never simply solve themselves!	Jun 11, 2012 11:29 PM
60	Creating one central source of truth that everyone refers to for all information. This only works if all informatin is shared through this source.	Jun 11, 2012 9:55 PM
61	can't think of one in this environment	Jun 11, 2012 9:18 PM
62	internal messaging	Jun 11, 2012 8:53 PM
63	intranet access for all staff members interstate and overseas	Jun 11, 2012 8:23 PM
64	Always think how you would receive your comms if on the other side - is it effective to yourself?	Jun 11, 2012 8:12 PM
65	F2F leader forums regularly	Jun 11, 2012 5:34 PM
66	use combination of methods with focus on face to face for significant issues	Jun 11, 2012 12:51 PM
67	Lush TV videos are fantastic	Jun 11, 2012 12:35 PM



**Page 16, Q100. Share with us one key tip or tool that you have seen, used or heard (in relation to internal communication) that you think was effective.**

91	Think before you write!	Jun 7, 2012 12:02 PM
92	Take ownership of any message that you are trying to communicate - ie don't rely on others to pass the same message.	Jun 7, 2012 11:26 AM
93	Email from senior management should be re-written my immediate people leader to exclude jargon and spin and sent to staff, followed by a meeting to discuss and provide a platform for questions (only for matters which are sufficiently important).	Jun 7, 2012 9:59 AM
94	Face to face informal catch up with senior management on a group level	Jun 7, 2012 9:47 AM
95	Former CEO's Diary - not updated daily - but a really powerful communications tool that engaged audiences across the full spectrum of a multi-national conglomerate (ie reached both blue/white collar in a compelling way).	Jun 7, 2012 9:42 AM
96	Learning the DISC theory to communicate effectively with other team members	Jun 7, 2012 9:31 AM
97	Weekly emails on what is happening in other areas of the business	Jun 7, 2012 9:19 AM
98	monthly newsletter	Jun 7, 2012 9:15 AM
99	Team conversations to tackle an issue rather than email correspondence is so much more effective.	Jun 7, 2012 8:21 AM
100	It's a bad sign that I am scratching my head here! I can't think of anything.	Jun 6, 2012 11:33 PM
101	Team building activities.	Jun 6, 2012 10:01 PM
102	Time stamp your emails. Use calendar appointments instead of emails.	Jun 6, 2012 9:52 PM
103	In house training days for every member of staff	Jun 6, 2012 9:44 PM
104	use an agenda	Jun 6, 2012 8:00 PM
105	We have a good intranet forum for asking/ sharing technical information	Jun 6, 2012 7:47 PM
106	Seek face-to-face communication first, telephone second, e-mail last	Jun 6, 2012 6:55 PM
107	HR consultants are situated in each department and become experts within that division. They then communicate to HR Heads who then co-ordinate communication to all	Jun 6, 2012 5:57 PM
108	Unsure	Jun 6, 2012 5:25 PM
109	Leave mobile phone/Blackberry/iPad out of meeting! And listen rather than just hear.	Jun 6, 2012 4:31 PM
110	An email importance rating scale.	Jun 6, 2012 2:51 PM
111	Never start an email with Sorry.	Jun 6, 2012 1:25 PM
112	Our internal news letter is great as we all contribute and it gets read.	Jun 6, 2012 12:10 PM
113	Don't include everyone you can think of in emails	Jun 6, 2012 10:16 AM

**Page 16, Q100. Share with us one key tip or tool that you have seen, used or heard (in relation to internal communication) that you think was effective.**

114	Twitter for links to interesting or useful articles	Jun 6, 2012 9:36 AM
115	Leadership BLOG	Jun 6, 2012 7:41 AM
116	Talk about issues early. Make it a practice to provide debriefs for feedback.	Jun 5, 2012 10:53 PM
117	Treat others like you would like to be treated	Jun 5, 2012 10:33 PM
118	Small group forums and discussions	Jun 5, 2012 7:55 PM
119	Say it once say it twice say it three times in three different ways	Jun 5, 2012 6:57 PM
120	muti platform - give people the choice as to how they receive information	Jun 5, 2012 6:53 PM
121	Monthly meetings to dicuss changes/problems/idea generation where all employees contribute- then give feedback on the progress of above.	Jun 5, 2012 5:36 PM
122	Be honest and timely with the approach	Jun 5, 2012 5:35 PM
123	listen to everyones comments but ultimately the boss must decide	Jun 5, 2012 2:47 PM





**Page 17, Q101. How many people are in internal communication roles in your organisation?**

1	1.5 communications specialists but I suspect only 10% of their combined role relates to internal communication.	Jun 30, 2012 5:55 PM
2	very few if any	Jun 22, 2012 6:47 AM
3	None	Jun 21, 2012 10:44 PM
4	42,000	Jun 15, 2012 1:24 PM
5	Lost count	Jun 13, 2012 6:40 PM
6	Actually the figure is 0, but that's not given as an option	Jun 12, 2012 11:26 PM
7	Two people (in central corporate comms team) split across internal and external, plus someone at each site (community relations person) with some responsibility, but no real dedicated resources at sites.	Jun 12, 2012 9:16 AM
8	There is a communications professional who handles all the internal communications, eg. internal staff newsletter.	Jun 12, 2012 7:56 AM
9	It is a minor part of most of the marketing and HR team roles.	Jun 11, 2012 9:58 PM
10	Company has more than 90K employees worldwide.	Jun 10, 2012 6:37 PM
11	No one defined as internal comms?	Jun 8, 2012 1:47 AM
12	Large organisation with 44,000 employees	Jun 7, 2012 9:49 AM
13	But not effectively deployed globally ie too much concentration at head office and not enough resource in business divisions/countries.	Jun 7, 2012 9:44 AM
14	I don't think there are any.	Jun 6, 2012 11:35 PM
15	I think the survey is too long. I started wondering how many questions there were at 50. If other people felt the same, I would expect the quality of their thought-out responses to decline after they reach the time they subconsciously allocated to the survey.	Jun 6, 2012 9:39 AM
16	CEOs	Jun 5, 2012 10:54 PM
17	5+ on a global basis	Jun 5, 2012 6:59 PM



**Page 17, Q102. Do you think money plays a role in effective communication, i.e., the more money spent the better the communication?**

1	\$ investment would definitely help with developing better systems and tools for communication as would funding positions that are dedicated to help facilitate this more proactively in a more timely way but I think it largely comes down to the message, intent and genuineness firstly, ie is the business doing it because they feel they have to or genuinely see it as important and the skills and commitment of the people doing the communicating.	Jun 30, 2012 5:55 PM
2	time dedicated to training	Jun 25, 2012 6:06 PM
3	You don't have to spend any money to communicate well	Jun 25, 2012 4:52 PM
4	It's time not money (although time is money)	Jun 22, 2012 6:47 AM
5	The main cost to effective communication is time	Jun 21, 2012 10:44 PM
6	But not exclusively. It has to be money well spent.	Jun 19, 2012 9:42 PM
7	Smart automated systems unload the comms.	Jun 15, 2012 1:24 PM
8	Also if management is too stingy to attend communication training programs, then money does come into it	Jun 12, 2012 11:26 PM
9	Yes it plays a role but not necc linear relationship.	Jun 12, 2012 9:46 AM
10	Not necessarily but it does need resourcing with people to help drive consistency	Jun 12, 2012 9:16 AM
11	I've seen internal communication work well in a small firm with a small budget.	Jun 12, 2012 7:56 AM
12	But some money is better than none.	Jun 12, 2012 7:24 AM
13	Having said this - you need to spend some money - but I think low cost, good value options can be found - its about knowing your organisation and what will work best.	Jun 11, 2012 9:58 PM
14	Not necessarily, but an adequate budget is required	Jun 11, 2012 9:22 PM
15	Sometimes.	Jun 11, 2012 11:28 AM
16	Communication is not expensive, if you have a plan, and you know how to deliver the message you have have great communication occurring.	Jun 11, 2012 11:13 AM
17	Money should improve communication resources & training.	Jun 10, 2012 6:37 PM
18	Effective communication is not about how much you spend, but how much staff are engaged.	Jun 8, 2012 3:06 PM
19	from a resource perspective yes	Jun 7, 2012 4:32 PM
20	This is because, money enables you to hire and retain the right staff, and to provide training and learning opportunities to staff to further develop communication.	Jun 7, 2012 10:01 AM
21	Not necessarily requirement - there are inexpensive ways to communicate effectively which revolve more around taking the time out to speak to people	Jun 7, 2012 9:49 AM

**Page 17, Q102. Do you think money plays a role in effective communication, i.e., the more money spent the better the communication?**

22	Investment dollars help eg on platforms and IT, but it is more about what you communicate that counts, and that's priceless.	Jun 7, 2012 9:44 AM
23	Emails and meetings don't have to cost anything!	Jun 6, 2012 11:35 PM
24	I don't know.	Jun 6, 2012 9:55 PM
25	Certainly helps	Jun 6, 2012 6:56 PM

**Page 17, Q103. Does your company have a specific budget for internal communications to pay for internal events / campaigns to communicate effectively?**

1	Yes but I would say very ad hoc and largely no program or commitment to using the budget for those purposes.	Jun 30, 2012 5:55 PM
2	Any budget is taken from marketing or HR budgets.	Jun 11, 2012 9:58 PM
3	Presume we did for our Vision and Values sessions.	Jun 6, 2012 11:35 PM
4	Yes the regular global Partner meetings cost over \$1m. There are internal budgets as well	Jun 5, 2012 6:59 PM



**Page 17, Q105. What do you think is the most cost effective form of communication within your business?**

1	E-mail	Jul 6, 2012 6:01 PM
2	not sure	Jul 5, 2012 1:10 PM
3	Email	Jul 5, 2012 8:46 AM
4	Small team communication.	Jul 4, 2012 4:54 PM
5	Email.	Jul 4, 2012 1:42 PM
6	email	Jul 4, 2012 10:28 AM
7	Dont know	Jul 4, 2012 9:23 AM
8	e-mail , intranet	Jul 4, 2012 7:57 AM
9	emails	Jul 3, 2012 2:37 PM
10	If just based on cost - then emails. but not necessarily most effective	Jul 3, 2012 12:49 PM
11	email or intranet	Jul 3, 2012 11:21 AM
12	Mass communication would be the most cost-effective but while it provides a consistent message, personalised messages to smaller groups is much more powerful.	Jun 30, 2012 5:55 PM
13	social events	Jun 28, 2012 4:05 PM
14	face to face	Jun 27, 2012 12:19 PM
15	unsure	Jun 26, 2012 4:19 PM
16	?	Jun 25, 2012 6:06 PM
17	The queue waiting for the coffee machine	Jun 25, 2012 4:52 PM
18	In my area, the workflow messaging system.	Jun 24, 2012 7:12 PM
19	Face to Face	Jun 22, 2012 1:33 PM
20	Spending time listening	Jun 22, 2012 6:47 AM
21	intranet	Jun 21, 2012 10:44 PM
22	Conversation!	Jun 21, 2012 3:59 PM
23	Meetings with specific objectives and outcomes that stick to the agenda	Jun 21, 2012 10:51 AM
24	clear understanding of organisational vision and the role each of us play in this vision	Jun 21, 2012 10:46 AM
25	face to face	Jun 21, 2012 9:44 AM
26	face to face	Jun 21, 2012 4:41 AM
27	Email	Jun 20, 2012 3:51 PM
28	Email and Text Message	Jun 20, 2012 3:42 PM

**Page 17, Q105. What do you think is the most cost effective form of communication within your business?**

29	1/1's	Jun 20, 2012 2:21 PM
30	All staff meetings and informal two-way communication	Jun 20, 2012 1:30 PM
31	Face to face	Jun 20, 2012 1:22 PM
32	Email	Jun 20, 2012 4:41 AM
33	face to face or email	Jun 19, 2012 11:41 PM
34	Targetted and tailored messages. Not a one sized fits all/cookie cutter approach.	Jun 19, 2012 9:42 PM
35	email	Jun 19, 2012 6:06 PM
36	electronic e-mail, newsletters and surveys	Jun 19, 2012 3:30 PM
37	Don't know	Jun 19, 2012 3:25 PM
38	staff meetings where staff are invited to provide a brief overview from their perspective as well as the information provided by managers	Jun 19, 2012 11:04 AM
39	Face-to-face and email	Jun 17, 2012 6:00 PM
40	direct contact	Jun 16, 2012 12:51 AM
41	Intranet - its absolutely vital	Jun 15, 2012 1:24 PM
42	One on ones	Jun 14, 2012 3:15 PM
43	Personal and organizational behavior	Jun 13, 2012 6:40 PM
44	email	Jun 13, 2012 12:00 PM
45	Face to face	Jun 13, 2012 10:13 AM
46	Talking to staff and keeping them in the loop regualrly	Jun 12, 2012 11:26 PM
47	Email	Jun 12, 2012 8:35 PM
48	email and teleconference	Jun 12, 2012 4:21 PM
49	Email, face to face meetings	Jun 12, 2012 2:31 PM
50	Email and Intranet	Jun 12, 2012 11:19 AM
51	Email.	Jun 12, 2012 9:46 AM
52	Face to face	Jun 12, 2012 9:16 AM
53	Email or intranet.	Jun 12, 2012 7:56 AM
54	don't know	Jun 12, 2012 7:29 AM
55	Email	Jun 12, 2012 7:24 AM
56	face to face	Jun 12, 2012 7:03 AM



**Page 17, Q105. What do you think is the most cost effective form of communication within your business?**

57	intranet	Jun 11, 2012 11:30 PM
58	at the moment large staff forums.	Jun 11, 2012 9:58 PM
59	well, it is not cost effective, but the only one that works is face to face on a repeated basis	Jun 11, 2012 9:22 PM
60	Intranet	Jun 11, 2012 8:54 PM
61	Intranet	Jun 11, 2012 8:25 PM
62	Face to face	Jun 11, 2012 8:13 PM
63	F2F	Jun 11, 2012 5:35 PM
64	email and podcasts	Jun 11, 2012 12:52 PM
65	Internal newsletter and noticeboards	Jun 11, 2012 12:36 PM
66	Intranet.	Jun 11, 2012 11:28 AM
67	face to face meetings/presentations - this also brings the broader group together and promotes building of relationships and discussion on the topic	Jun 11, 2012 11:13 AM
68	face to face meetings or weekly teleconferences	Jun 11, 2012 10:34 AM
69	Don't know	Jun 11, 2012 8:45 AM
70	Informal networks	Jun 10, 2012 6:37 PM
71	email	Jun 10, 2012 4:04 PM
72	email or face to face depending on situation	Jun 8, 2012 6:25 PM
73	I do not know	Jun 8, 2012 4:42 PM
74	Email and intranet	Jun 8, 2012 3:06 PM
75	Senior managers	Jun 8, 2012 2:36 PM
76	verbal presentations and weekly email newsletter	Jun 8, 2012 1:10 PM
77	Email	Jun 8, 2012 11:30 AM
78	face to face where objectives are met (if not - it's a waste of chargeable time); otherwise email	Jun 8, 2012 9:08 AM
79	Webinar	Jun 8, 2012 5:56 AM
80	Email	Jun 8, 2012 1:47 AM
81	face to face chat	Jun 7, 2012 10:17 PM
82	Meetings	Jun 7, 2012 6:58 PM
83	talking	Jun 7, 2012 6:29 PM
84	Provide for open and honest communication, with responses that can be	Jun 7, 2012 6:10 PM

**Page 17, Q105. What do you think is the most cost effective form of communication within your business?**

	actioned	
85	-	Jun 7, 2012 4:32 PM
86	Internal fortnightly newsletter.	Jun 7, 2012 3:55 PM
87	.	Jun 7, 2012 3:27 PM
88	training and development	Jun 7, 2012 2:24 PM
89	Team meetings, formal and informal	Jun 7, 2012 12:03 PM
90	face to face talks from very senior management - provided they are well prepared and knowledgeable on the topic they wish to communicate about	Jun 7, 2012 11:27 AM
91	Face to face	Jun 7, 2012 10:01 AM
92	Face to face	Jun 7, 2012 9:49 AM
93	For broad messaging-the intranet. For engaging messaging - face to face	Jun 7, 2012 9:44 AM
94	telecon and videp conf	Jun 7, 2012 9:32 AM
95	email updates and intranet	Jun 7, 2012 9:20 AM
96	verbal	Jun 7, 2012 9:16 AM
97	A mix of different methods	Jun 7, 2012 8:21 AM
98	face to face	Jun 6, 2012 11:35 PM
99	Face to face.	Jun 6, 2012 10:01 PM
100	Not sure, I'm not involved in costings.	Jun 6, 2012 9:55 PM
101	Regular meetings and social gatherings	Jun 6, 2012 9:45 PM
102	face to face	Jun 6, 2012 8:01 PM
103	Intranet forum	Jun 6, 2012 7:48 PM
104	E-mail	Jun 6, 2012 6:56 PM
105	On the job communication - daily & consistantly	Jun 6, 2012 5:58 PM
106	Email	Jun 6, 2012 5:26 PM
107	Email	Jun 6, 2012 4:32 PM
108	face to face	Jun 6, 2012 2:51 PM
109	Email or Text	Jun 6, 2012 1:25 PM
110	meetings and emails	Jun 6, 2012 12:12 PM
111	email	Jun 6, 2012 10:17 AM
112	Face to face, walking around, coffee room forums	Jun 6, 2012 9:39 AM

**Page 17, Q105. What do you think is the most cost effective form of communication within your business?**

113	teleconferences	Jun 6, 2012 7:41 AM
114	Email	Jun 5, 2012 10:54 PM
115	Word of mouth	Jun 5, 2012 10:35 PM
116	Speaking to people personally	Jun 5, 2012 7:57 PM
117	Face to face where you can build relationships of trust	Jun 5, 2012 6:59 PM
118	face to face	Jun 5, 2012 6:53 PM
119	Face to face	Jun 5, 2012 5:37 PM
120	face to face	Jun 5, 2012 5:36 PM
121	regular emails and celebrations for an outcomes whether positive or negative but issues must come to a close and then move on.	Jun 5, 2012 2:49 PM



**Page 17, Q106. What is the cost to your organisation of NOT communicating effectively?**

1	Large	Jul 6, 2012 6:01 PM
2	not sure	Jul 5, 2012 1:10 PM
3	Loss of engaement of staff	Jul 5, 2012 8:46 AM
4	Disillusion, disinterest and mistrust.	Jul 4, 2012 4:54 PM
5	Disengagement and attrition.	Jul 4, 2012 1:42 PM
6	staff feeling uninformed	Jul 4, 2012 10:28 AM
7	Dont know	Jul 4, 2012 9:23 AM
8	incalculable	Jul 4, 2012 7:57 AM
9	Colleague dissatisfaction and disengagement	Jul 3, 2012 2:37 PM
10	lose people	Jul 3, 2012 12:49 PM
11	don't know	Jul 3, 2012 11:21 AM
12	Reduced productivity through disengaged employees or employees who don't know where they fit and how what they do contributes to the overall success of the organisation.	Jun 30, 2012 5:55 PM
13	reputation and gossip	Jun 28, 2012 4:05 PM
14	ineffeciencies / productivity	Jun 27, 2012 12:19 PM
15	cannot work properly	Jun 26, 2012 4:19 PM
16	exceptionally high	Jun 25, 2012 6:06 PM
17	Disengagement and staff turnover	Jun 25, 2012 4:52 PM
18	Frustrated, and marginalised feeling employees.	Jun 24, 2012 7:12 PM
19	A lot of time wasting with informal grapevine conversations which speculate on what is going on instead of an informed "notice board".	Jun 22, 2012 1:33 PM
20	impossible to measure in financial terms but huge in regard moral and employee retention.	Jun 22, 2012 6:47 AM
21	significant, staff operate more productively when they are happy, involved and striving for the company goals	Jun 21, 2012 10:44 PM
22	Lost productivity, disengagement....	Jun 21, 2012 3:59 PM
23	Lack of Employee engagement, accidents, lost profits	Jun 21, 2012 10:51 AM
24	productivityand engagemnet	Jun 21, 2012 10:46 AM
25	rumours and slackness	Jun 21, 2012 9:44 AM
26	quality of service deteriorates and service users can be severely negatively impacted upon	Jun 21, 2012 4:41 AM

**Page 17, Q106. What is the cost to your organisation of NOT communicating effectively?**

27	I am sure it would have a huge impact on business given today's technologically dependant society	Jun 20, 2012 3:51 PM
28	Unsure	Jun 20, 2012 3:42 PM
29	staff disengagement	Jun 20, 2012 2:21 PM
30	lack of engagement lowered productivity employees becoming disconnected from their work isolation of individuals and work areas	Jun 20, 2012 1:30 PM
31	Don't know	Jun 20, 2012 1:22 PM
32	Lack of understanding or knowledge of company's mission, values and strategy.	Jun 20, 2012 4:41 AM
33	misunderstandings about client projects and damage to the business's reputation	Jun 19, 2012 11:41 PM
34	An unmotivated and unproductive workforce.	Jun 19, 2012 9:42 PM
35	productivity	Jun 19, 2012 6:06 PM
36	Processes and understanding of operations will fail	Jun 19, 2012 3:30 PM
37	Don't know	Jun 19, 2012 3:25 PM
38	Staff feel insecure in their jobs; office politics run a muck; duplication of work occurs; there is no team spirit or it only exists in small groups that have formed; staff feel very under-valued and unappreciated; staff feel they have no voice	Jun 19, 2012 11:04 AM
39	Unhappy and unproductive workforce	Jun 17, 2012 6:00 PM
40	a child may be harmed or killed	Jun 16, 2012 12:51 AM
41	Millions, aircraft loss = threat to the existance of Emirates airlines.	Jun 15, 2012 1:24 PM
42	stress	Jun 14, 2012 3:15 PM
43	Based on the behavioral definition of communication, it has been billions.	Jun 13, 2012 6:40 PM
44	employees who feel disengaged.	Jun 13, 2012 12:00 PM
45	In the millions of dollars in lost revenue	Jun 13, 2012 10:13 AM
46	50% less effective and less profitable than it could be	Jun 12, 2012 11:26 PM
47	Cannot estimate, but would be serious.	Jun 12, 2012 8:35 PM
48	people aren't kept in the loop	Jun 12, 2012 4:21 PM
49	Loss of productivity.	Jun 12, 2012 2:31 PM
50	Disengaged employees, mis information being provided to clients which could be extremely costly if Compliance or Legislation is Breached	Jun 12, 2012 11:19 AM
51	Immeasurable.	Jun 12, 2012 9:46 AM

**Page 17, Q106. What is the cost to your organisation of NOT communicating effectively?**

52	Disengaged workforce impacting productivity, union involvement and lost work days.	Jun 12, 2012 9:16 AM
53	Disgruntled staff and high turnover.	Jun 12, 2012 7:56 AM
54	no idea	Jun 12, 2012 7:29 AM
55	Too high to measure	Jun 12, 2012 7:24 AM
56	Staff disengagement	Jun 12, 2012 7:03 AM
57	x	Jun 11, 2012 11:30 PM
58	duplications of effort and missed opportunities as well as lack of engagement of staff.	Jun 11, 2012 9:58 PM
59	misalignment of objectives, undermotivated staff, missed opportunities, etc.	Jun 11, 2012 9:22 PM
60	confusion and disengagement	Jun 11, 2012 8:54 PM
61	Poor productivity and lack of motivation	Jun 11, 2012 8:25 PM
62	Loss of staff	Jun 11, 2012 8:13 PM
63	lost productivity	Jun 11, 2012 5:35 PM
64	employee disengagement and reduced productivity, staff turnover	Jun 11, 2012 12:52 PM
65	Significant	Jun 11, 2012 12:36 PM
66	Incalculable.	Jun 11, 2012 11:28 AM
67	disengaged staff, frustrated staff, resentful staff	Jun 11, 2012 11:13 AM
68	.	Jun 11, 2012 10:34 AM
69	Don't know	Jun 11, 2012 8:45 AM
70	reduced productivity. Difficult to measure in a large multinational company but would be in the millions of dollars.	Jun 10, 2012 6:37 PM
71	employees leaving	Jun 10, 2012 4:04 PM
72	High in terms of inefficiency across the organisation	Jun 8, 2012 6:25 PM
73	I do not know	Jun 8, 2012 4:42 PM
74	Failure	Jun 8, 2012 3:06 PM
75	Immeasurable.	Jun 8, 2012 2:36 PM
76	in times of pressure the workforce will not be cohesive and you will not be able to ask for more	Jun 8, 2012 1:10 PM
77	Everything	Jun 8, 2012 11:30 AM
78	staff t/over, bad / inappropriate / untimely decision making	Jun 8, 2012 9:08 AM

**Page 17, Q106. What is the cost to your organisation of NOT communicating effectively?**

79	Many negative factors	Jun 8, 2012 5:56 AM
80	Huge- rumours create a feeling of insecurity. Good communication encourages productivity and happy employees	Jun 8, 2012 1:47 AM
81	Lost staff and customers	Jun 7, 2012 10:17 PM
82	Don't know	Jun 7, 2012 6:58 PM
83	reduced engagement/efficiencies	Jun 7, 2012 6:29 PM
84	High staff turnover	Jun 7, 2012 6:10 PM
85	-	Jun 7, 2012 4:32 PM
86	Don't know.	Jun 7, 2012 3:55 PM
87	.	Jun 7, 2012 3:27 PM
88	high	Jun 7, 2012 2:24 PM
89	Poeple can stray off the values and focus on the customer	Jun 7, 2012 12:03 PM
90	Unhappy employees due to uncertainty.	Jun 7, 2012 11:27 AM
91	Pick a number and add six zeros.	Jun 7, 2012 10:01 AM
92	Loss of productivity, engagement and enablement of staff	Jun 7, 2012 9:49 AM
93	A disengaged, less productive workforce	Jun 7, 2012 9:44 AM
94	na	Jun 7, 2012 9:32 AM
95	Staff becoming disengaged	Jun 7, 2012 9:20 AM
96	unsure	Jun 7, 2012 9:16 AM
97	The engine does not work	Jun 7, 2012 8:21 AM
98	Feel don't feel bought in and may fear something bad when nothing's actually happening - e.g. people starting rumours about restructures, office moves, etc.	Jun 6, 2012 11:35 PM
99	Lack of staff retention.	Jun 6, 2012 10:01 PM
100	I have no idea.	Jun 6, 2012 9:55 PM
101	Loss of respect and moral from staff	Jun 6, 2012 9:45 PM
102	heaps	Jun 6, 2012 8:01 PM
103	Lots	Jun 6, 2012 7:48 PM
104	Lost staff, inefficiencies, lower morale	Jun 6, 2012 6:56 PM
105	???	Jun 6, 2012 5:58 PM
106	Mistakes can get made, staff are not informed properly. Inefficiency between	Jun 6, 2012 5:26 PM



**Page 17, Q106. What is the cost to your organisation of NOT communicating effectively?**

	divisions	
107	Missed opportunities for business and a lack of morale which leads to lower productivity.	Jun 6, 2012 4:32 PM
108	Significant	Jun 6, 2012 2:51 PM
109	Don;t know	Jun 6, 2012 1:25 PM
110	peopel are confussed	Jun 6, 2012 12:12 PM
111	employee disengagement	Jun 6, 2012 10:17 AM
112	Poor alignment and lower productivity	Jun 6, 2012 9:39 AM
113	lost potential	Jun 6, 2012 7:41 AM
114	High for morale	Jun 5, 2012 10:54 PM
115	Change fatigue	Jun 5, 2012 10:35 PM
116	Lack of buy-in to changes	Jun 5, 2012 7:57 PM
117	Big bucks, in particular in respect to potential staff attrition	Jun 5, 2012 6:59 PM
118	productivity, rework	Jun 5, 2012 6:53 PM
119	Closure!	Jun 5, 2012 5:37 PM
120	loss of productivity	Jun 5, 2012 5:36 PM
121	derailment and possible loss of business	Jun 5, 2012 2:49 PM

**Page 18, Q108. The industry within which you work.**

1	professional services consultancy - built and natural environment	Jun 30, 2012 5:57 PM
2	Environment	Jun 20, 2012 1:31 PM
3	social care	Jun 16, 2012 12:53 AM
4	Airline	Jun 15, 2012 1:25 PM
5	Personal Trainer and training assessor	Jun 12, 2012 2:34 PM
6	Electricity sector	Jun 12, 2012 9:47 AM
7	Migration services and overseas recruitment	Jun 11, 2012 8:27 PM
8	IT Management	Jun 8, 2012 5:57 AM
9	Media/publishing	Jun 6, 2012 4:33 PM
10	Transport	Jun 6, 2012 2:52 PM
11	Professional body	Jun 5, 2012 6:54 PM
12	professional services	Jun 5, 2012 5:36 PM
13	agriculture, Manufacturing	Jun 5, 2012 2:50 PM

**Page 18, Q109. Your position in the organisation.**

1	Personal Assistant	Jul 3, 2012 11:22 AM
2	Flight crew	Jun 15, 2012 1:25 PM
3	Quality Administrator	Jun 12, 2012 4:22 PM
4	admin	Jun 12, 2012 7:29 AM
5	Contractor - Senior Management	Jun 11, 2012 11:30 PM
6	E-learning Consultant	Jun 5, 2012 10:36 PM

**Page 18, Q112. In which region of the world are you located?**

1	Australia	Jun 6, 2012 5:27 PM
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