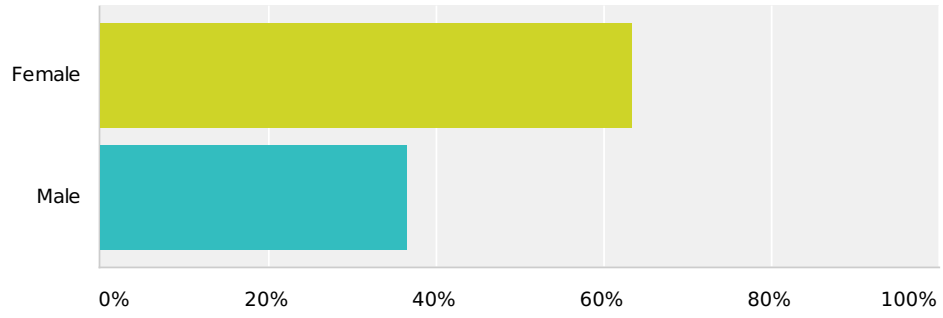


Q1 What is your gender?

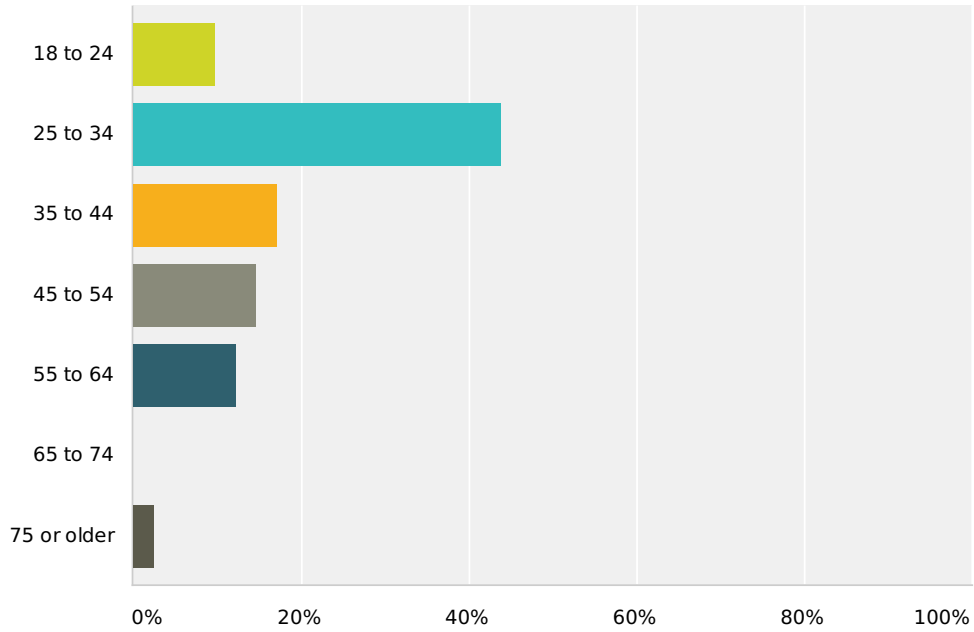
Answered: 41 Skipped: 0



Answer Choices	Responses
Female	63.41% 26
Male	36.59% 15
Total	41

Q2 What is your age?

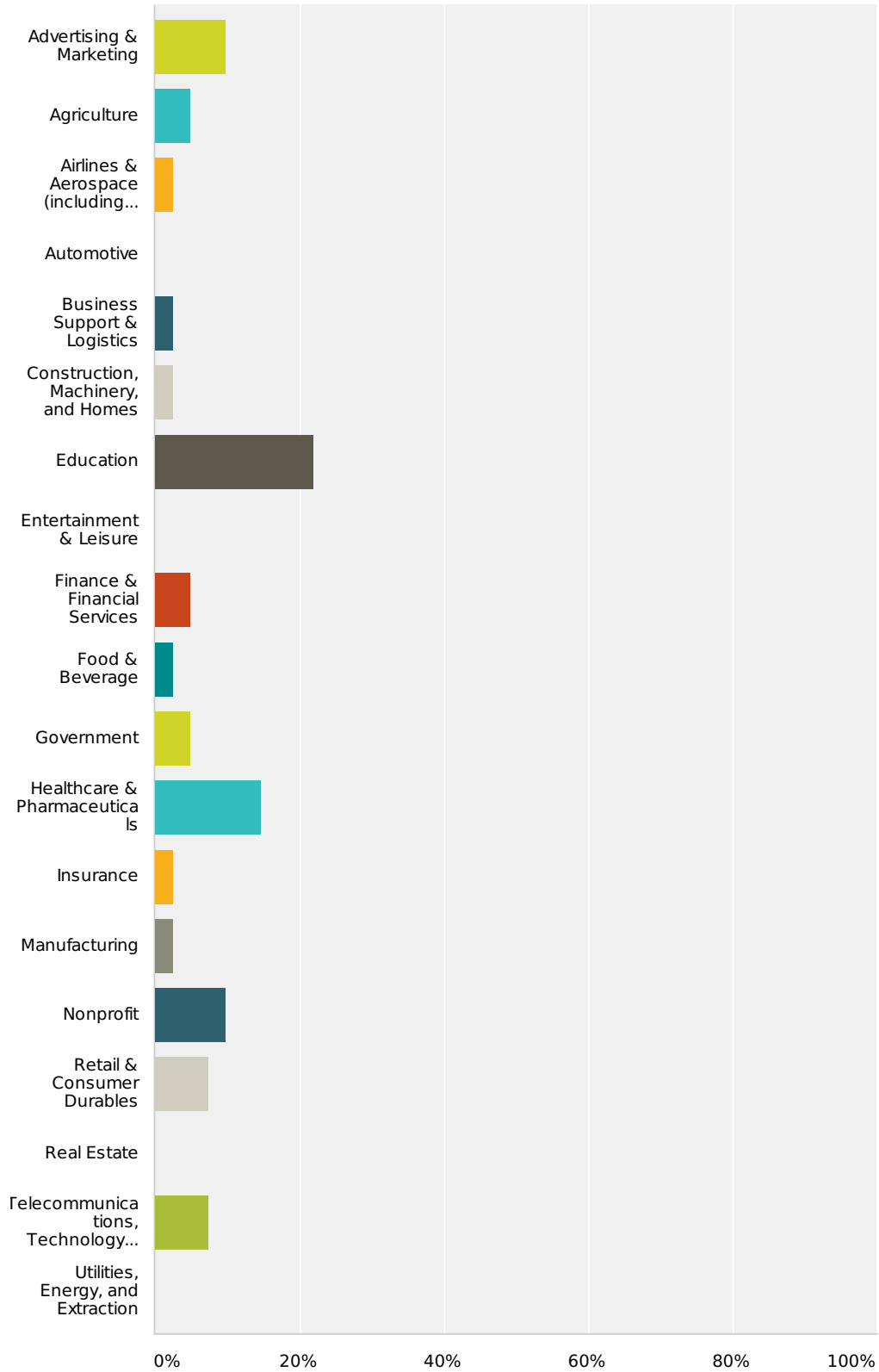
Answered: 41 Skipped: 0



Answer Choices	Responses
18 to 24	9.76% 4
25 to 34	43.90% 18
35 to 44	17.07% 7
45 to 54	14.63% 6
55 to 64	12.20% 5
65 to 74	0% 0
75 or older	2.44% 1
Total	41

Q3 What is the principal industry of your organization?

Answered: 41 Skipped: 0



Communication Practices for Organizational Change

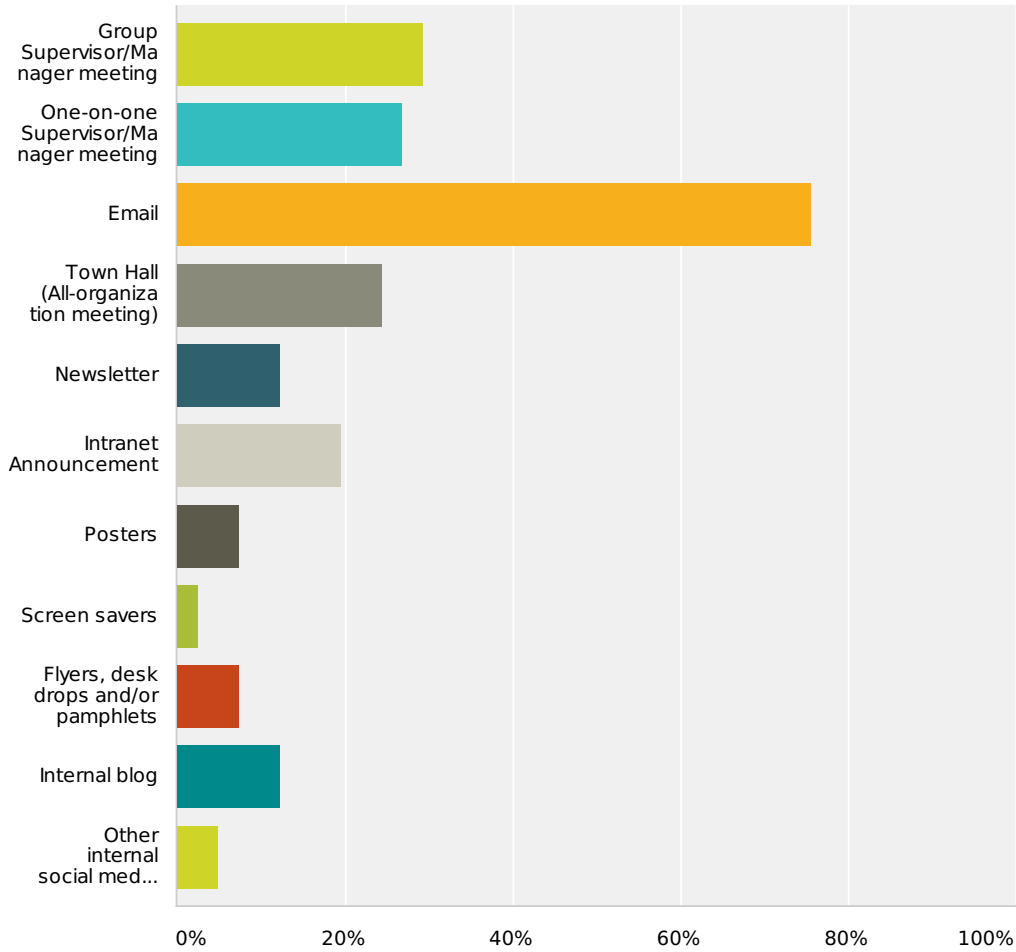
Answer Choices	Responses	
Advertising & Marketing	9.76%	4
Agriculture	4.88%	2
Airlines & Aerospace (including Defense)	2.44%	1
Automotive	0%	0
Business Support & Logistics	2.44%	1
Construction, Machinery, and Homes	2.44%	1
Education	21.95%	9
Entertainment & Leisure	0%	0
Finance & Financial Services	4.88%	2
Food & Beverage	2.44%	1
Government	4.88%	2
Healthcare & Pharmaceuticals	14.63%	6
Insurance	2.44%	1
Manufacturing	2.44%	1
Nonprofit	9.76%	4
Retail & Consumer Durables	7.32%	3
Real Estate	0%	0
Telecommunications, Technology, Internet & Electronics	7.32%	3
Utilities, Energy, and Extraction	0%	0
Total		41

Other (please specify) (5)

#	Other (please specify)	Date
1	Consulting engineer	5/3/2013 11:40 AM
2	Legal	5/2/2013 8:35 PM
3	Engineering	5/2/2013 7:57 PM
4	biological sciences	5/2/2013 6:15 PM
5	Editorial/communications	4/30/2013 2:34 PM

Q4 How do you prefer to receive communication (any communication, not only change-related) from your organization?

Answered: 41 Skipped: 0



Answer Choices	Responses
Group Supervisor/Manager meeting	29.27% 12
One-on-one Supervisor/Manager meeting	26.83% 11
Email	75.61% 31
Town Hall (All-organization meeting)	24.39% 10
Newsletter	12.20% 5
Intranet Announcement	19.51% 8
Posters	7.32% 3
Screen savers	2.44% 1
Flyers, desk drops and/or pamphlets	7.32% 3
Internal blog	12.20% 5
Other internal social media forums	4.88% 2

Total Respondents: 41

Other (please specify) (3)

Communication Practices for Organizational Change

#	Other (please specify)	Date
1	Skype	4/24/2013 12:02 PM
2	All of the above are needed. Best method depends on what's being communicated	4/21/2013 3:11 PM
3	Email for most small changes. Group meeting for bigger changes that need discussion or require questions to understand.	4/14/2013 8:13 PM

Q5 Please explain what you believe the main function of communication is during organizational change efforts.

Answered: 41 Skipped: 0

#	Responses	Date
1	Who, what and why a change is being made, and how it affects me.	5/3/2013 11:40 AM
2	Notification of new policy	5/2/2013 10:52 PM
3	Providing information	5/2/2013 9:03 PM
4	Communication should clearly outline to all involved exactly what changes are occurring and how/when the changes are expected to be implemented	5/2/2013 8:39 PM
5	Keep all parties informed and ready - eliminate fears	5/2/2013 8:35 PM
6	Inform the necessary people of role, policy, or infrastructure changes so the transition happens as smoothly as possible.	5/2/2013 7:57 PM
7	calming rumors	5/2/2013 7:26 PM
8	change is hard; everyone needs to be on the same page to understand new expectations.	5/2/2013 6:15 PM
9	to keep informed	5/2/2013 6:11 PM
10	communicate what employees should do next	5/2/2013 6:10 PM
11	make certain details are understood	5/2/2013 6:09 PM
12	Communication should allow people to understand what is happening and how it affects their job and livelihood.	4/30/2013 2:34 PM
13	To be a singular voice - communicating the 'subject' in a consistent way to all employees	4/29/2013 8:12 PM
14	Provide the facts and help with the transition	4/29/2013 4:03 PM
15	To keep the staff informed - to reduce the amount of anxiety and tendency to gossip.	4/28/2013 4:07 PM
16	Keep people informed on changes about to take place.	4/28/2013 3:18 PM
17	To provide information and context	4/26/2013 11:01 PM
18	to update the staff of all news, policies, regulations.. etc	4/26/2013 7:15 PM
19	Clearly and empathetically explaining the change, why it was made and how it impacts the organization moving forward.	4/26/2013 2:37 PM
20	Keep everyone informed	4/24/2013 12:02 PM
21	To develop, direct and harmonize activity	4/24/2013 8:46 AM
22	to inform	4/23/2013 10:34 AM
23	So that everyone knows what is going on and is on the same page.	4/23/2013 10:32 AM
24	To provide correct information to everyone involved	4/22/2013 11:37 PM
25	It's essential to maintaining employee engagement.	4/22/2013 8:55 PM
26	transparency, clarity, rationale, alleviate fear of unknown	4/22/2013 10:19 AM
27	Provide facts, dispel fear and rumors, motivate those involved	4/22/2013 9:04 AM
28	efficiency	4/22/2013 8:22 AM
29	Rumor control	4/21/2013 5:15 PM
30	To explain the change and enlist support	4/21/2013 4:31 PM

Communication Practices for Organizational Change

#	Responses	Date
31	transparency, culture, team cohesiveness, information sharing, flexibility to change	4/21/2013 4:20 PM
32	help employees understand the change and how it affects them and their work	4/21/2013 4:18 PM
33	To inform and keep all messages aligned.	4/21/2013 3:49 PM
34	Source of truth, dispel rumors, provide common direction	4/21/2013 3:11 PM
35	explanation & clarification if there are changing roles or tasks	4/15/2013 10:50 PM
36	education, strategy	4/15/2013 8:41 AM
37	Soften the blow of change by keeping information on change flowing and reducing the rumor mill with facts.	4/15/2013 4:08 AM
38	Every employee is an essential cog in the business system operation. Every cog needs to be on board and working towards there part (company's desired outcome for their department) in that system. That is done with effective communication.	4/14/2013 8:13 PM
39	Put staff at ease, offer transparency	4/14/2013 8:58 AM
40	old vs New and purpose	4/14/2013 7:00 AM
41	to ensure everyone understands the purpose of the change and how it applies to them, to reassure of the benefit and smooth any difficulties before they become real issues	4/13/2013 6:50 PM

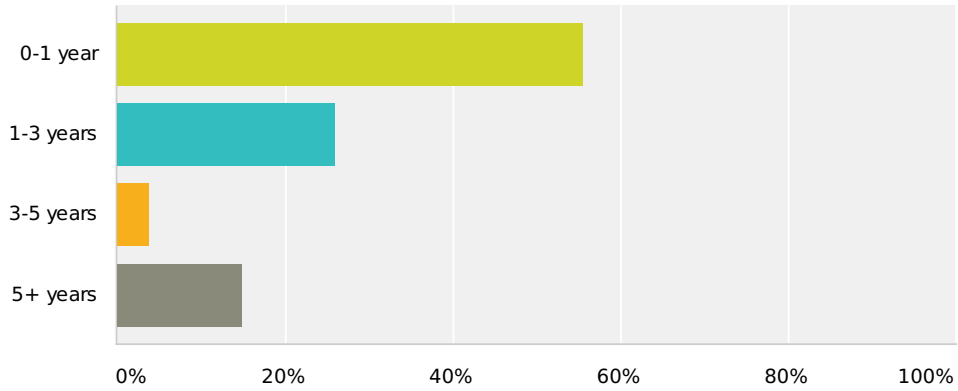
Q6 Please briefly explain your chosen organizational change:

Answered: 27 Skipped: 14

#	Responses	Date
1	Reporting to a new manager in an external office.	5/3/2013 11:52 AM
2	IT services change	5/2/2013 9:08 PM
3	buyout	5/2/2013 8:40 PM
4	parking privileges changing	5/2/2013 7:37 PM
5	?	5/2/2013 6:13 PM
6	Death of supervisor and person who founded publication led to uncertainty within organization	4/30/2013 2:37 PM
7	Organizational Shift / Lay-Offs	4/29/2013 8:16 PM
8	Change in Administrative Support	4/29/2013 4:08 PM
9	Membership price increase	4/28/2013 4:12 PM
10	Child Care Aware of Minnesota	4/28/2013 3:23 PM
11	I have survived many reorgs	4/26/2013 11:07 PM
12	internal meetings for improvement on different matters	4/26/2013 7:20 PM
13	Layoffs	4/26/2013 2:45 PM
14	We moved to an open book management system	4/24/2013 12:05 PM
15	Chicago Public Schools closing over 50 schools at one time	4/24/2013 9:30 AM
16	Changes in leadership the company and, therefore, my entire department	4/23/2013 10:39 AM
17	Merging two major retail companies	4/23/2013 12:17 AM
18	reporting structure	4/22/2013 10:26 AM
19	Second in command retired, and head will retire in three years, so needed to select a successor from among younger employees	4/22/2013 9:11 AM
20	Structural changes	4/22/2013 8:36 AM
21	Org structure change	4/21/2013 5:18 PM
22	leadership/org structure change	4/21/2013 4:25 PM
23	New CEO	4/21/2013 3:53 PM
24	Restructuring	4/21/2013 3:14 PM
25	From offices to modern office open floor plans.	4/15/2013 4:18 AM
26	Removing in-house training department and outsourcing it.	4/14/2013 8:29 PM
27	reorganisation - rebranding/starting new organisation with different agenda & leadership	4/13/2013 6:56 PM

Q7 How long ago was the organizational change?

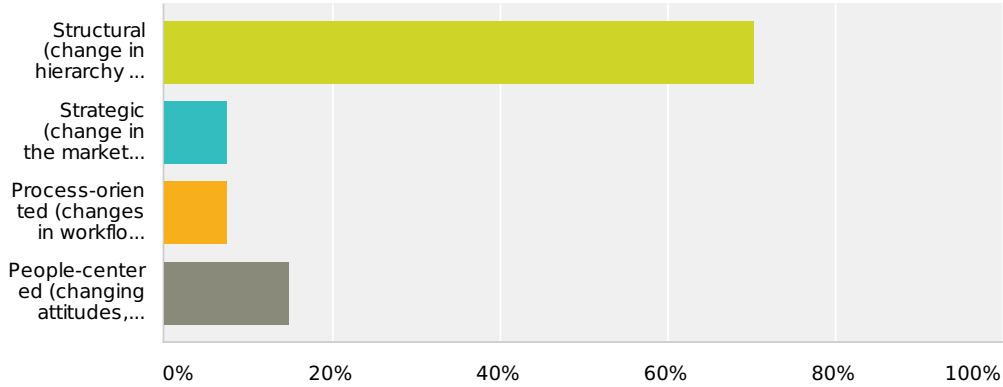
Answered: 27 Skipped: 14



Answer Choices	Responses
0-1 year	55.56% 15
1-3 years	25.93% 7
3-5 years	3.70% 1
5+ years	14.81% 4
Total	27

Q8 Please select the type of organizational change you experienced:

Answered: 27 Skipped: 14



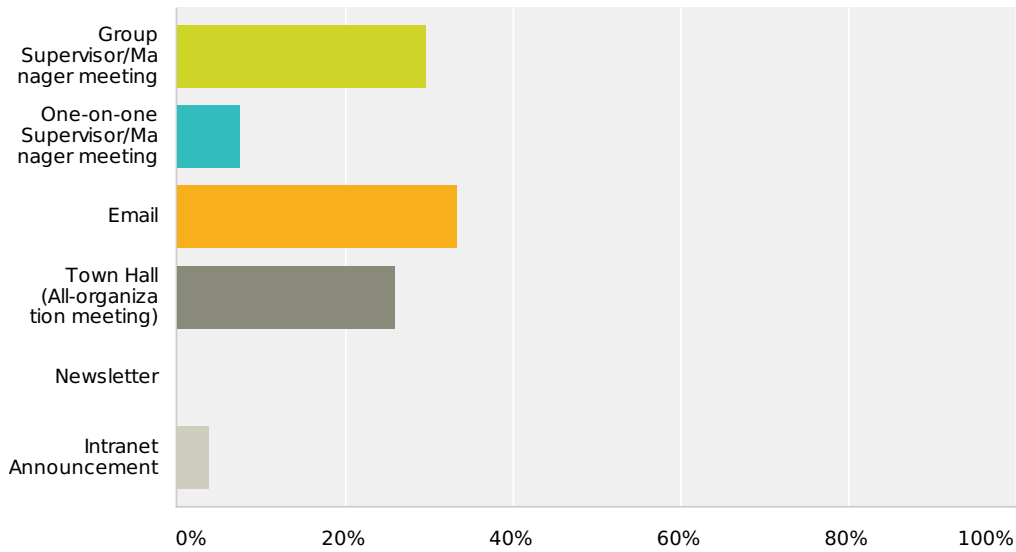
Answer Choices	Responses
Structural (change in hierarchy of authority, goals, structural characteristics, administrative procedures, or management systems)	70.37% 19
Strategic (change in the markets targeted, products sold, how products will be sold, organization's strategic orientation, level of global activity, or partnerships and other joint-business arrangements)	7.41% 2
Process-oriented (changes in workflow, technology, manufacturing/servicing practices, etc.)	7.41% 2
People-centered (changing attitudes, behaviors, skills, or performance)	14.81% 4
Total	27

Other (please specify) (6)

#	Other (please specify)	Date
1	Branding	4/28/2013 3:23 PM
2	All of the above	4/24/2013 12:05 PM
3	All of the above	4/23/2013 12:17 AM
4	Office space	4/15/2013 4:18 AM
5	Process and People-centered ... lack of instruction needed to accomodate technical changes in work flow ... big impact on performance, errors, customer impacting.	4/14/2013 8:29 PM
6	all of the above!	4/13/2013 6:56 PM

Q9 How were you first told about the change?

Answered: 27 Skipped: 14



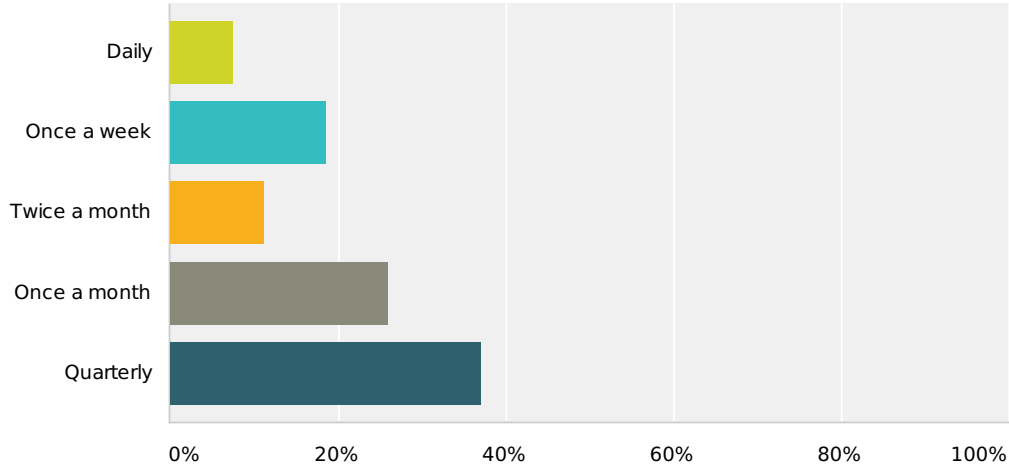
Answer Choices	Responses
Group Supervisor/Manager meeting	29.63% 8
One-on-one Supervisor/Manager meeting	7.41% 2
Email	33.33% 9
Town Hall (All-organization meeting)	25.93% 7
Newsletter	0% 0
Intranet Announcement	3.70% 1
Total	27

Other (please specify) (4)

#	Other (please specify)	Date
1	signs posted around building	5/2/2013 7:37 PM
2	Gossip	4/29/2013 4:08 PM
3	I was invited to a focus group to discuss.	4/15/2013 4:18 AM
4	TV news	4/13/2013 6:56 PM

Q10 How often did you receive communication about the change?

Answered: 27 Skipped: 14



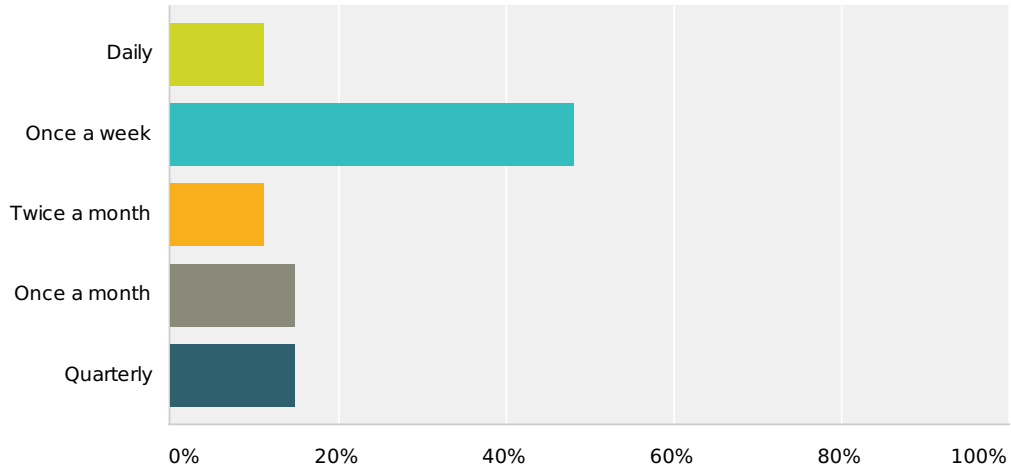
Answer Choices	Responses
Daily	7.41% 2
Once a week	18.52% 5
Twice a month	11.11% 3
Once a month	25.93% 7
Quarterly	37.04% 10
Total	27

Other (please specify) (10)

#	Other (please specify)	Date
1	One email - the only once instance of communication	5/3/2013 11:52 AM
2	infrequent. no pattern	5/2/2013 7:37 PM
3	As things happened.	4/30/2013 2:37 PM
4	Only a few times	4/29/2013 4:08 PM
5	Once	4/26/2013 11:07 PM
6	Once	4/26/2013 2:45 PM
7	My answer is sporadically, but I had to choose an answer above.	4/23/2013 10:39 AM
8	Provided with initial "handbook" with updates as needed. Timing was less important than getting correct information.	4/23/2013 12:17 AM
9	Initial annoucnement at staff meeting followed by email	4/22/2013 9:11 AM
10	One meeting.	4/14/2013 8:29 PM

Q11 How often would you have liked to receive communication about the change?

Answered: 27 Skipped: 14



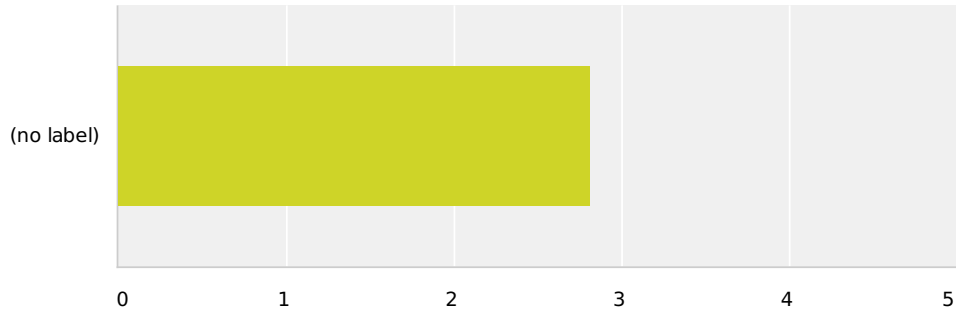
Answer Choices	Responses
Daily	11.11% 3
Once a week	48.15% 13
Twice a month	11.11% 3
Once a month	14.81% 4
Quarterly	14.81% 4
Total	27

Other (please specify) (4)

#	Other (please specify)	Date
1	Once	4/26/2013 11:07 PM
2	As often as needed to convey correct or changed procedures.	4/23/2013 12:17 AM
3	Frequency was fine	4/22/2013 9:11 AM
4	Just the one time ... it was a "here it is ... just accept it" type change. How do you hold any employee accountable for performance when no instruction is available, or just vague input as to the ongoing technical changes?	4/14/2013 8:29 PM

Q12 The cadence of communication met my needs throughout the change.

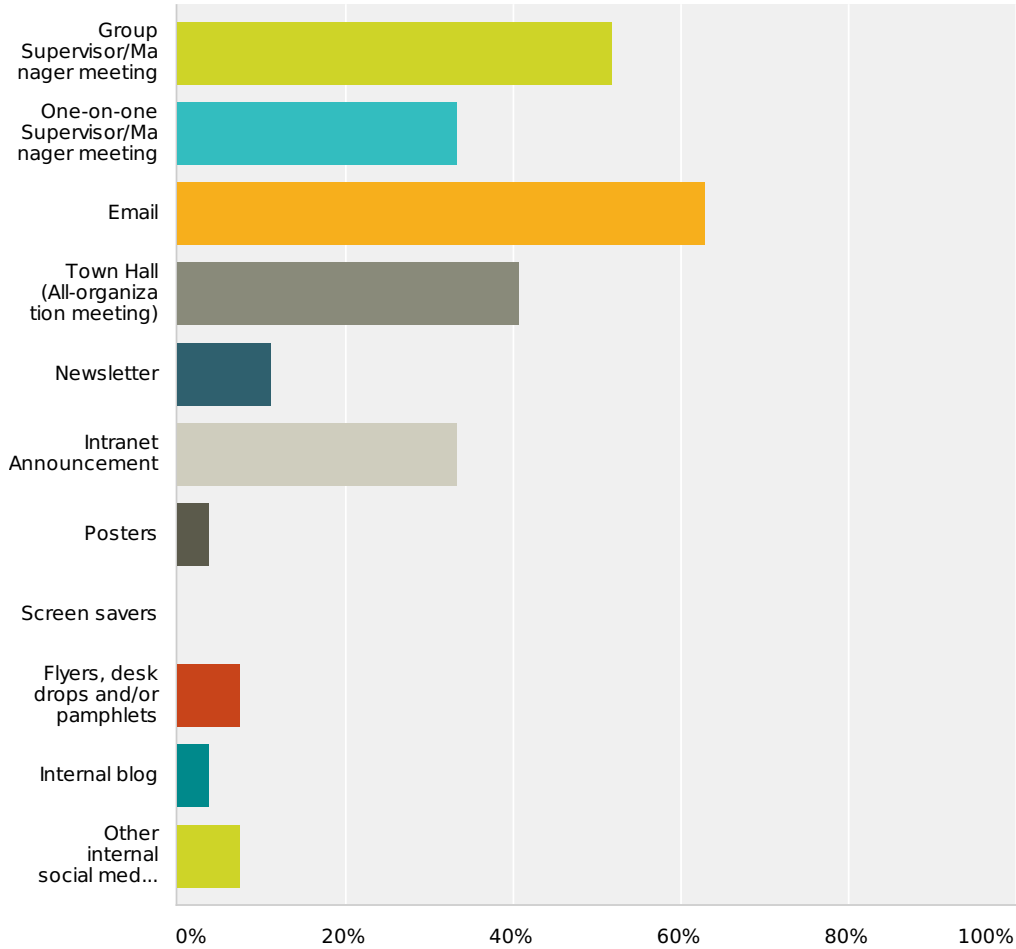
Answered: 27 Skipped: 14



	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total	Average Rating
(no label)	14.81% 4	37.04% 10	14.81% 4	18.52% 5	14.81% 4	27	2.81

Q13 What was/were the main communication vehicle(s) used by your organization to communicate to employees about the change? (select all the apply)

Answered: 27 Skipped: 14



Answer Choices	Responses
Group Supervisor/Manager meeting	51.85% 14
One-on-one Supervisor/Manager meeting	33.33% 9
Email	62.96% 17
Town Hall (All-organization meeting)	40.74% 11
Newsletter	11.11% 3
Intranet Announcement	33.33% 9
Posters	3.70% 1
Screen savers	0% 0
Flyers, desk drops and/or pamphlets	7.41% 2
Internal blog	3.70% 1
Other internal social media forums	7.41% 2

Total Respondents: 27

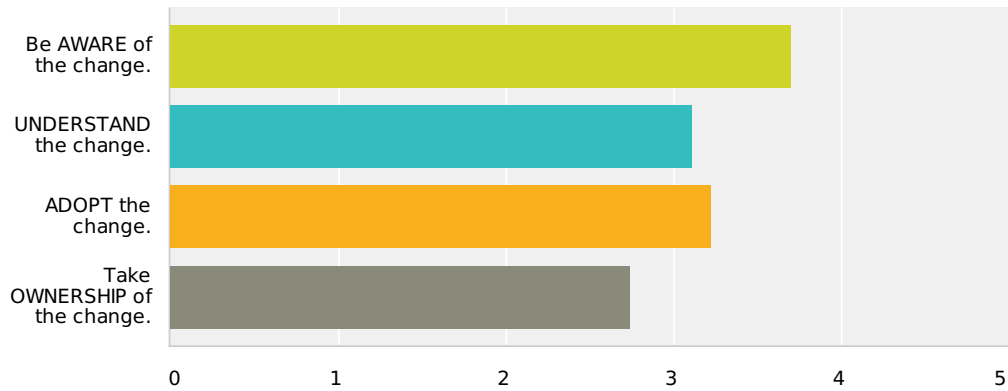
Other (please specify) (0)

Communication Practices for Organizational Change

#	Other (please specify)	Date
	There are no responses.	

Q14 Communication provided was effective in helping me:

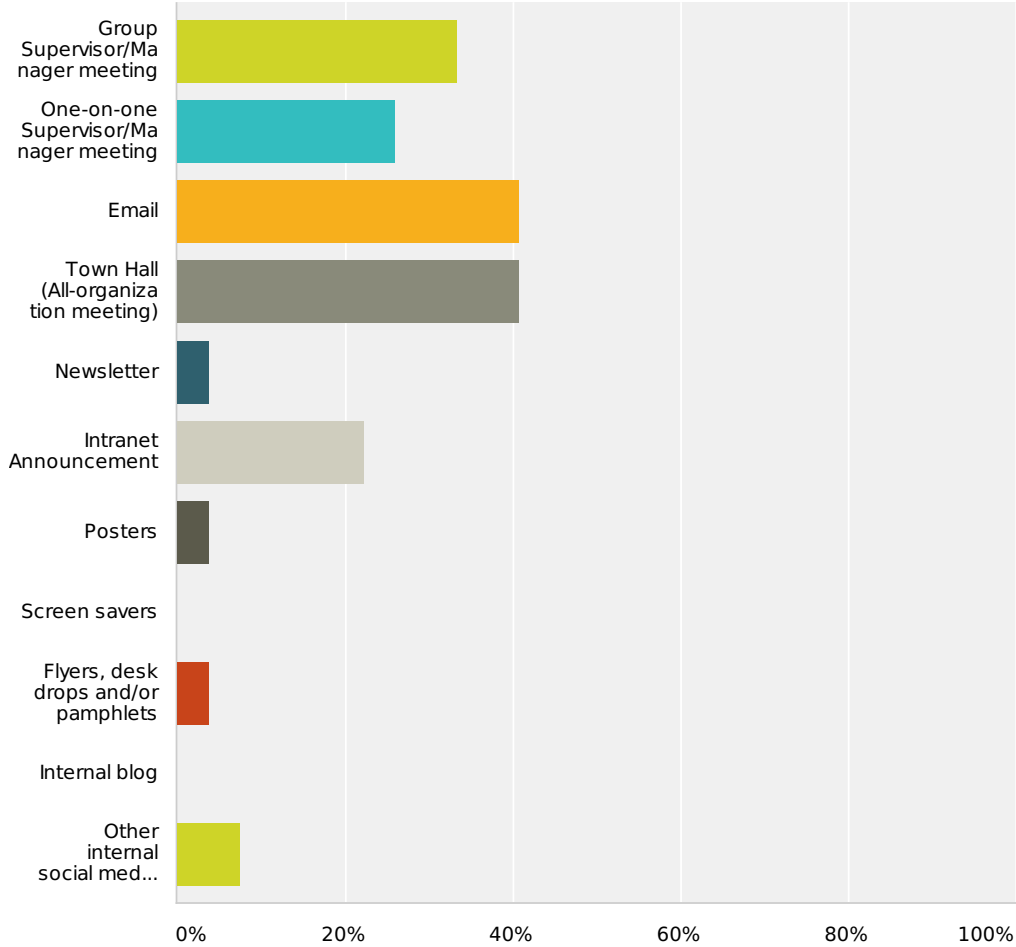
Answered: 27 Skipped: 14



	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total	Average Rating
Be AWARE of the change.	7.41% 2	11.11% 3	3.70% 1	59.26% 16	18.52% 5	27	3.70
UNDERSTAND the change.	14.81% 4	22.22% 6	14.81% 4	33.33% 9	14.81% 4	27	3.11
ADOPT the change.	3.70% 1	33.33% 9	14.81% 4	33.33% 9	14.81% 4	27	3.22
Take OWNERSHIP of the change.	14.81% 4	37.04% 10	18.52% 5	18.52% 5	11.11% 3	27	2.74

Q15 In your opinion, what was/were the most effective communication vehicle(s) used by your organization make employees AWARE of the change? (select all the apply)

Answered: 27 Skipped: 14



Answer Choices	Responses
Group Supervisor/Manager meeting	33.33% 9
One-on-one Supervisor/Manager meeting	25.93% 7
Email	40.74% 11
Town Hall (All-organization meeting)	40.74% 11
Newsletter	3.70% 1
Intranet Announcement	22.22% 6
Posters	3.70% 1
Screen savers	0% 0
Flyers, desk drops and/or pamphlets	3.70% 1
Internal blog	0% 0
Other internal social media forums	7.41% 2

Total Respondents: 27

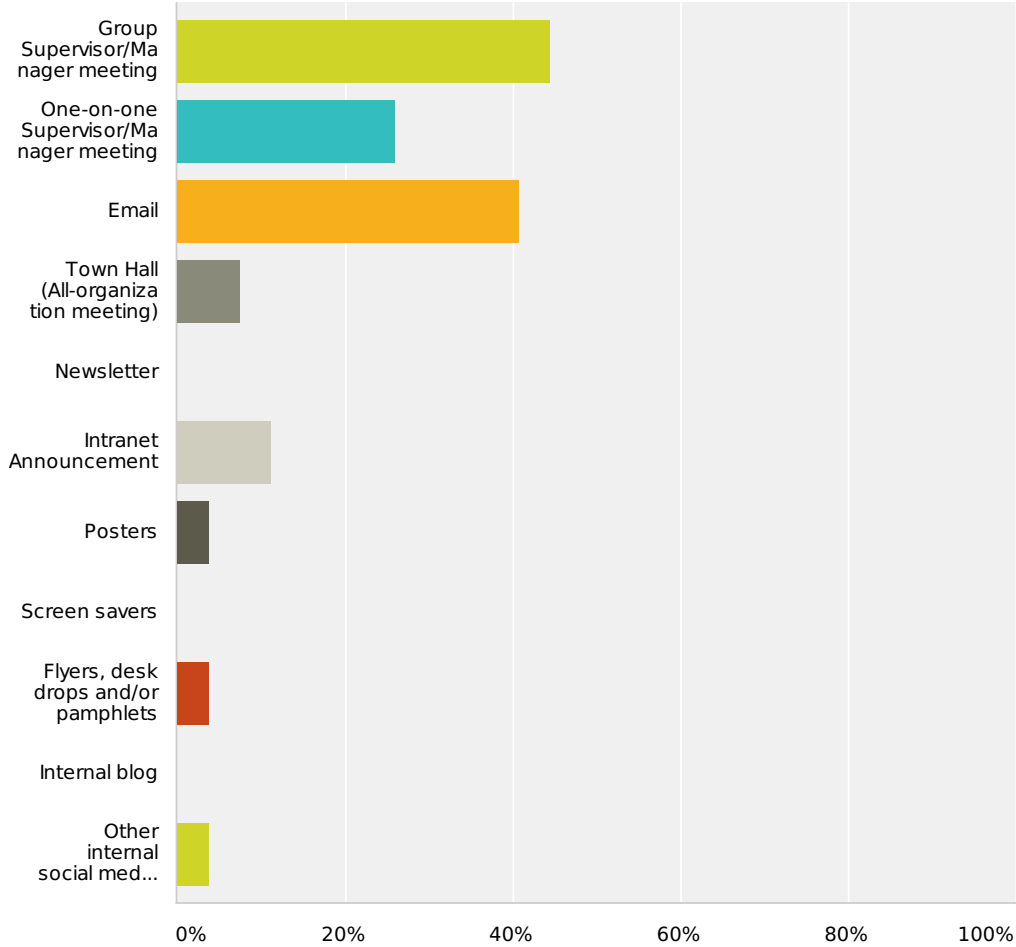
Other (please specify) (3)

Communication Practices for Organizational Change

#	Other (please specify)	Date
1	email was only method used	5/3/2013 11:52 AM
2	The communication was not effective	4/26/2013 2:45 PM
3	They set up an example of the seating and invited employees to rate the seating.	4/15/2013 4:18 AM

Q16 In your opinion, what was/were the most effective communication vehicle(s) used by your organization make employees UNDERSTAND the change? (select all the apply)

Answered: 27 Skipped: 14



Answer Choices	Responses
Group Supervisor/Manager meeting	44.44% 12
One-on-one Supervisor/Manager meeting	25.93% 7
Email	40.74% 11
Town Hall (All-organization meeting)	7.41% 2
Newsletter	0% 0
Intranet Announcement	11.11% 3
Posters	3.70% 1
Screen savers	0% 0
Flyers, desk drops and/or pamphlets	3.70% 1
Internal blog	0% 0
Other internal social media forums	3.70% 1

Total Respondents: 27

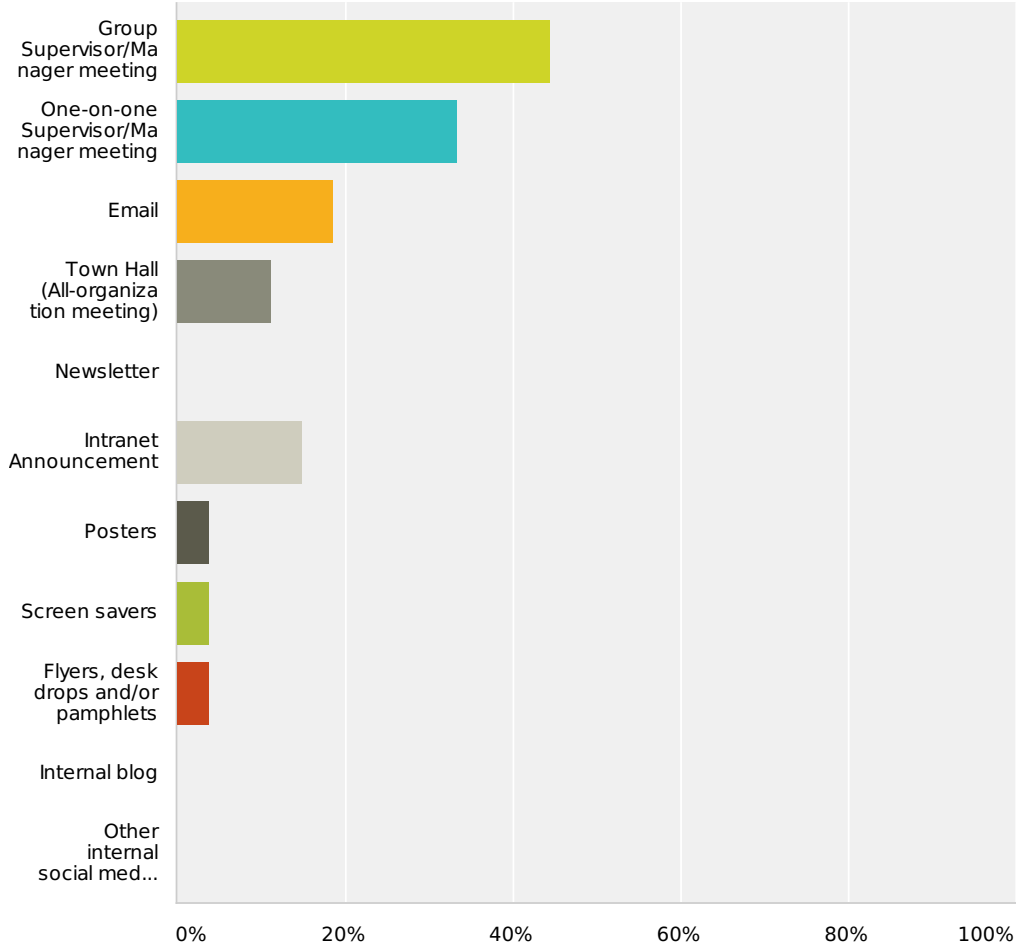
Other (please specify) (7)

Communication Practices for Organizational Change

#	Other (please specify)	Date
1	email was only method used	5/3/2013 11:52 AM
2	none	4/29/2013 4:08 PM
3	Generally the reasons for reorgs are BS, rarely do they say it's purely cost	4/26/2013 11:07 PM
4	None	4/26/2013 2:45 PM
5	The answer is NONE. However, I had to choose an answer above. They didn't communicate the change.	4/23/2013 10:39 AM
6	None	4/22/2013 8:36 AM
7	None ... we understood they were trying to save money with the change, but did not understand how we were to access any reasonable training to accomodate ongoing technical changes of the job.	4/14/2013 8:29 PM

Q17 In your opinion, what was/were the most effective communication vehicle(s) used by your organization make employees ADOPT the change? (select all the apply)

Answered: 27 Skipped: 14



Answer Choices	Responses
Group Supervisor/Manager meeting	44.44% 12
One-on-one Supervisor/Manager meeting	33.33% 9
Email	18.52% 5
Town Hall (All-organization meeting)	11.11% 3
Newsletter	0% 0
Intranet Announcement	14.81% 4
Posters	3.70% 1
Screen savers	3.70% 1
Flyers, desk drops and/or pamphlets	3.70% 1
Internal blog	0% 0
Other internal social media forums	0% 0

Total Respondents: 27

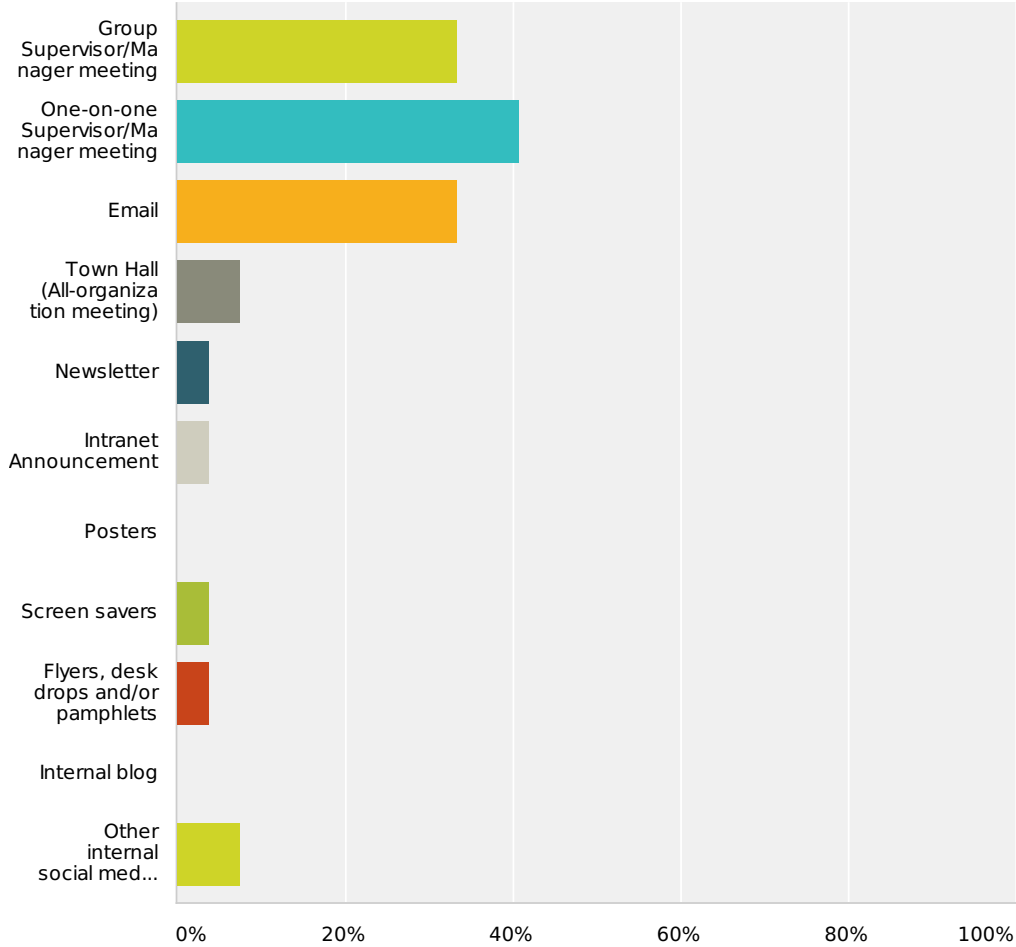
Other (please specify) (7)

Communication Practices for Organizational Change

#	Other (please specify)	Date
1	email was only method used	5/3/2013 11:52 AM
2	none so far	4/29/2013 4:08 PM
3	None in my opinion	4/26/2013 11:07 PM
4	None	4/26/2013 2:45 PM
5	none, there would be no follow up	4/22/2013 8:36 AM
6	There was only a group meeting to notify us of the change, but nothing could help us adopt such a change. The outsourced training was usually unavailable and never adequate.	4/14/2013 8:29 PM
7	being with positive team members	4/13/2013 6:56 PM

Q18 In your opinion, what was/were the most effective communication vehicle(s) used by your organization to give employees OWNERSHIP of the change? (select all the apply)

Answered: 27 Skipped: 14



Answer Choices	Responses
Group Supervisor/Manager meeting	33.33% 9
One-on-one Supervisor/Manager meeting	40.74% 11
Email	33.33% 9
Town Hall (All-organization meeting)	7.41% 2
Newsletter	3.70% 1
Intranet Announcement	3.70% 1
Posters	0% 0
Screen savers	3.70% 1
Flyers, desk drops and/or pamphlets	3.70% 1
Internal blog	0% 0
Other internal social media forums	7.41% 2

Total Respondents: 27

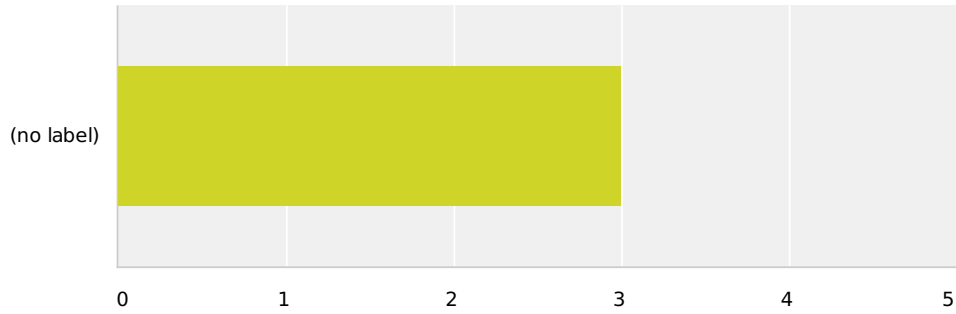
Other (please specify) (11)

Communication Practices for Organizational Change

#	Other (please specify)	Date
1	email was only method used	5/3/2013 11:52 AM
2	The change was not one of which others could take ownership.	5/2/2013 9:08 PM
3	None	4/29/2013 4:08 PM
4	None	4/26/2013 11:07 PM
5	none	4/26/2013 2:45 PM
6	Process is still in flux.	4/24/2013 9:30 AM
7	The answer is NONE or Doesn't Apply, but I had to choose an answer above.	4/23/2013 10:39 AM
8	none, there was no follow up to make us take ownership of change	4/22/2013 8:36 AM
9	They are still struggling with it,.	4/15/2013 4:18 AM
10	Company avoided employees adoption or ownership of the change.	4/14/2013 8:29 PM
11	team and seeing benefit to client	4/13/2013 6:56 PM

Q19 The amount of information I received about the change met my needs.

Answered: 27 Skipped: 14



	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total	Average Rating
(no label)	7.41% 2	33.33% 9	22.22% 6	25.93% 7	11.11% 3	27	3.00

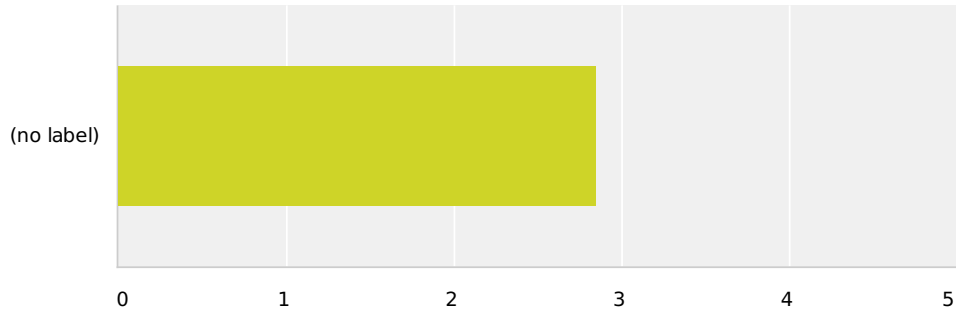
Q20 Please explain.

Answered: 27 Skipped: 14

#	Responses	Date
1	No explanation why or how it was supposed to work. Convuluted process.	5/3/2013 11:52 AM
2	I had enough information to understand the change and respond appropriately, but not so much as to feel like hand-holding.	5/2/2013 9:08 PM
3	There really wasn't "good" information. Much of it was rumor and "need to know" basis	5/2/2013 8:40 PM
4	information was given at the last possible moment	5/2/2013 7:37 PM
5	they don't tell us anything	5/2/2013 6:13 PM
6	Employees were updated about the status of a new leader and changes to follow as they happened.	4/30/2013 2:37 PM
7	I understood the important parts, just not all of the details, which they would likely not share with employees anyhow	4/29/2013 8:16 PM
8	The information was very general and did not contain all the facts	4/29/2013 4:08 PM
9	The information kept changing and wasn't being communicated. The overall understanding was there but lacking specifics.	4/28/2013 4:12 PM
10	I felt informed as the changes were happening.	4/28/2013 3:23 PM
11	When a reorg occurs, the communication is simply, this is what is happening, and that's it.	4/26/2013 11:07 PM
12	in a written communication	4/26/2013 7:20 PM
13	One email is not nearly sufficient comunication. Email is an awful medium to use for layoffs	4/26/2013 2:45 PM
14	N/A	4/24/2013 12:05 PM
15	Too much top down paternalistic communication	4/24/2013 9:30 AM
16	No updates. Not even leadership knew what was going on. Very CYA time.	4/23/2013 10:39 AM
17	Amount was sufficient; content was lacking	4/23/2013 12:17 AM
18	inadequate opportunity to question change	4/22/2013 10:26 AM
19	The info was clear, dispelled rumors, hjelped me understand change	4/22/2013 9:11 AM
20	The goals of communicating change are not clear	4/22/2013 8:36 AM
21	There is always unknown unknown.	4/21/2013 5:18 PM
22	There are still questions around why the organization restructured.	4/21/2013 4:25 PM
23	It was just enough, without clutter	4/21/2013 3:53 PM
24	Cadence felt about right	4/21/2013 3:14 PM
25	Change is inevitable.	4/15/2013 4:18 AM
26	No "information" provided could help employees accept a change they new was not working.	4/14/2013 8:29 PM
27	very disorganised - senior management huddled together and little info disseminated until decisions already made	4/13/2013 6:56 PM

Q21 The type of information I received about the change met my needs.

Answered: 27 Skipped: 14



	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total	Average Rating
(no label)	11.11% 3	40.74% 11	14.81% 4	18.52% 5	14.81% 4	27	2.85

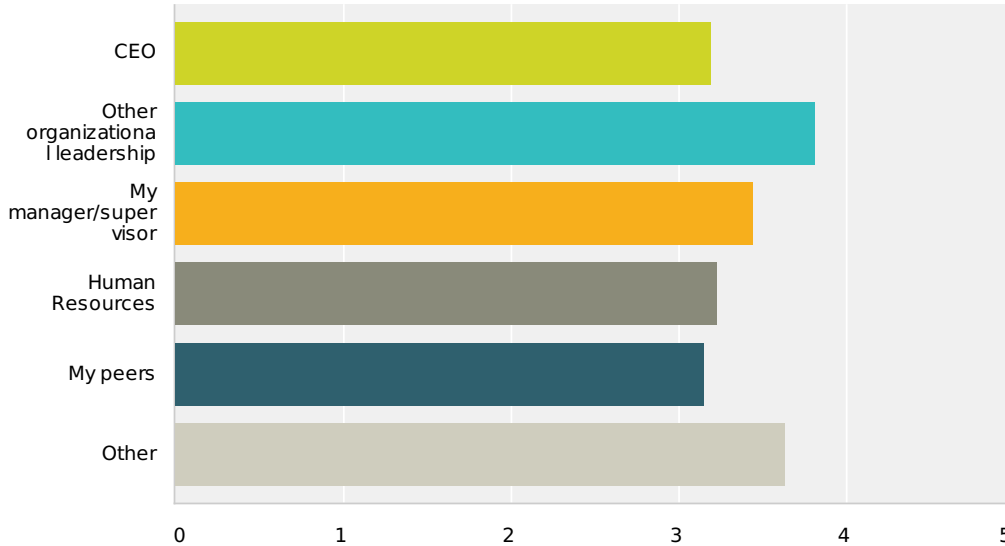
Q22 Please explain.

Answered: 27 Skipped: 14

#	Responses	Date
1	One day I was told by email to mail my expense report to another office for approval. No explanation given.	5/3/2013 11:52 AM
2	I had the information I needed and was not given superfluous information.	5/2/2013 9:08 PM
3	There really wasn't and good information about what was happening.	5/2/2013 8:40 PM
4	given no information for planning until last moment	5/2/2013 7:37 PM
5	there was no reason why	5/2/2013 6:13 PM
6	Employees were updated about the status of a new leader and changes to follow as they happened.	4/30/2013 2:37 PM
7	prefer face-to-face for important announcements	4/29/2013 8:16 PM
8	There were a lot of holes	4/29/2013 4:08 PM
9	The initial email was great but the concept of really getting the word out couldn't be done through email.	4/28/2013 4:12 PM
10	Emails were concise and informative. Meetings with supervisors provided opportunities to ask questions.	4/28/2013 3:23 PM
11	Again, it's here's the change and the affects, no real reason as to why.	4/26/2013 11:07 PM
12	it was very detailed	4/26/2013 7:20 PM
13	It didn't remotely meet my needs	4/26/2013 2:45 PM
14	N/A	4/24/2013 12:05 PM
15	Too often presented as I know what's best for you.	4/24/2013 9:30 AM
16	Again, no one knew what was going on.	4/23/2013 10:39 AM
17	Too many procedures omitted or poorly explained	4/23/2013 12:17 AM
18	decision had already been made	4/22/2013 10:26 AM
19	Met my needs	4/22/2013 9:11 AM
20	Came as 20	4/22/2013 8:36 AM
21	Personal communication helps explore what might be unclear.	4/21/2013 5:18 PM
22	Our team/department was mostly unaffected by the change. It just changed who we talk to about communications/marketing.	4/21/2013 4:25 PM
23	Direct manager's personal musings about change were confusing and unprofessional....leading us to question if the main message was inaccurate and worrisome	4/21/2013 3:53 PM
24	Leaders sometimes seemed flippant about a major restructure and layoffs	4/21/2013 3:14 PM
25	Change is inevitable.	4/15/2013 4:18 AM
26	No information could help employees accept the change.	4/14/2013 8:29 PM
27	not enough	4/13/2013 6:56 PM

Q23 Please indicate the degree to which you agree that the following roles were involved in communicating messages about the change:

Answered: 27 Skipped: 14



	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total	Average Rating
CEO	19.23% 5	23.08% 6	3.85% 1	26.92% 7	26.92% 7	26	3.19
Other organizational leadership	3.70% 1	7.41% 2	14.81% 4	51.85% 14	22.22% 6	27	3.81
My manager/supervisor	7.41% 2	14.81% 4	18.52% 5	44.44% 12	14.81% 4	27	3.44
Human Resources	15.38% 4	15.38% 4	15.38% 4	38.46% 10	15.38% 4	26	3.23
My peers	15.38% 4	15.38% 4	19.23% 5	38.46% 10	11.54% 3	26	3.15
Other	0% 0	0% 0	54.55% 6	27.27% 3	18.18% 2	11	3.64

Other (please specify) (4)

#	Other (please specify)	Date
1	people outside our business who dictated to us	5/2/2013 7:37 PM
2	My own research and follow up with colleagues.	4/24/2013 9:30 AM
3	Staffs of different departments met to determine solutions and procedures that actually worked.	4/23/2013 12:17 AM
4	Communications departments	4/22/2013 8:36 AM

Q24 In your own words, please describe the communication strengths and weaknesses of your organization's change effort.

Answered: 27 Skipped: 14

#	Responses	Date
1	Weakness in that it was only inferred by an email telling me that my expense report needed to be sent to another office for approval. No positives, since it was not effectively communicated.	5/3/2013 11:55 AM
2	Strength: to-the-point. Weaknesses: only 1 point of informational contact (but we are a small organization).	5/2/2013 9:10 PM
3	Very closed	5/2/2013 8:41 PM
4	organization tries, but when outside parties are involved they don't take a stand	5/2/2013 7:40 PM
5	unorganized	5/2/2013 6:13 PM
6	Strengths: When change happened (new person announced in a new role, for example) communication was clear. Weakness: lack of ownership about when the announcements regarding change were coming and lots of rumor/gossip surrounding announcements.	4/30/2013 2:38 PM
7	I think they handled the change effort quite well. Frequent in-person meetings were held to avoid gossip or "I heard this/that" comparisons - one true voice with key messages was given	4/29/2013 8:17 PM
8	Communication is valued but not understood	4/29/2013 4:08 PM
9	So many people to communicate with - all with different preferences of communication.	4/28/2013 4:13 PM
10	Statewide rebrand was adopted from the national brand. Not a lot of communication from the national brand as we implemented changes. Thought organization did a good job and was consistent and understanding of needs in time of transition.	4/28/2013 3:26 PM
11	The change was communicated, but other than that, no strengths	4/26/2013 11:08 PM
12	strengths by committing on a regular basis to the discuss about the change, weaknesses in not executing fast the decisions	4/26/2013 7:22 PM
13	There were no strengths. Weaknesses included choice of medium, frequency of communication, and empathy shown to employees.	4/26/2013 2:50 PM
14	Ownership of the process was given to employees	4/24/2013 12:05 PM
15	Fair. Need more external outreach to stakeholders in the community.	4/24/2013 9:31 AM
16	Weakness: There were a lot of rumors. Learned most of it through the media. Strengths: At least had a town hall meeting about it.	4/23/2013 10:40 AM
17	To many changes undertaken at one time. Managers and supervisors did not have needed information to convey to staffs. Many issues resolved from bottom up or interdepartmental rather than from upper management.	4/23/2013 12:18 AM
18	lack of involvement	4/22/2013 10:26 AM
19	Communication was good, but did not foresee some employees objections based on the process used to make the change	4/22/2013 9:12 AM
20	Change is communicated in a matter of fact way	4/22/2013 8:38 AM
21	Handled well from my perspective.	4/21/2013 5:19 PM
22	The communication started with a team/dept discussion, and then we received an email from the CEO. It was good to hear some of the information before that email so we had an idea of what was happening.	4/21/2013 4:27 PM
23	the main message was aligned internally and externally, however, middle management tended to 'go rogue' to deal with change	4/21/2013 3:54 PM

Communication Practices for Organizational Change

#	Responses	Date
24	Strengths: frequency and I felt like my bosses cared. Weaknesses: lack of clarity and sometimes my boss's bosses lacked empathy	4/21/2013 3:16 PM
25	Adequate	4/15/2013 4:19 AM
26	The communication was adequate in describing the change, but no feedback would alter the higher level decision. It was a "done deal."	4/14/2013 8:34 PM
27	as it was a change that was imposed due to a new government and it was a complete change of mission, values, structure and leadership it was underestimated the impact this would have on the workforce. The strengths came from staff pulling together not from the dissemination of info	4/13/2013 6:58 PM

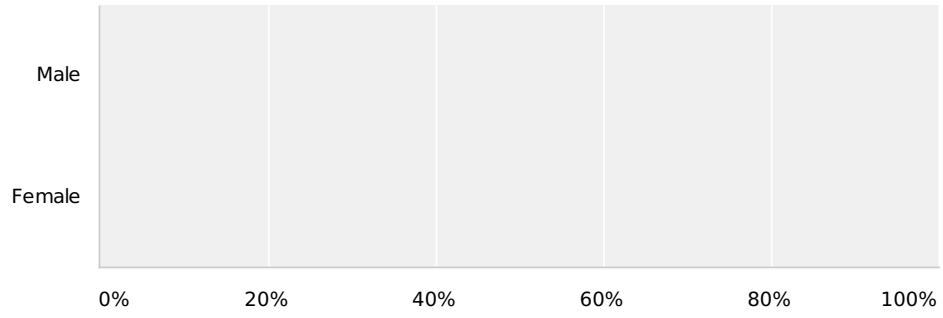
Q25 Please describe how your needs could have been better met through communication during this change.

Answered: 27 Skipped: 14

#	Responses	Date
1	A simple phone call to inform me of the change, how it will affect me, and how the new structure is envisioned to work out.	5/3/2013 11:55 AM
2	My needs were met. Enough said.	5/2/2013 9:10 PM
3	Been more open about it	5/2/2013 8:41 PM
4	told us we where we could find info on our own if they didn't want to do the leg work	5/2/2013 7:40 PM
5	would've been nice to know what was going on	5/2/2013 6:13 PM
6	More communication leading up to change and an acknowledgement that change was coming.	4/30/2013 2:38 PM
7	more detail provided on a more timely basis	4/29/2013 8:17 PM
8	A better understanding of who and how things should be communicated	4/29/2013 4:08 PM
9	Multiple channels of communication during the process.	4/28/2013 4:13 PM
10	Having more upfront involvement from the national brand in terms of guidance for implementation.	4/28/2013 3:26 PM
11	More detail as to why certain decisions were made.	4/26/2013 11:08 PM
12	no better than the verbal transparent communication	4/26/2013 7:22 PM
13	More frequent, empathetic communication that was delivered in person.	4/26/2013 2:50 PM
14	N/A	4/24/2013 12:05 PM
15	More focus on pro-active planning instead of reacting to forces that we can not change.	4/24/2013 9:31 AM
16	Better communication from the top.	4/23/2013 10:40 AM
17	Greater middle management involvement in the beginning would have identified many procedural changes upfront, clarified directions and avoided much of the confusion.	4/23/2013 12:18 AM
18	bring all players to the table	4/22/2013 10:26 AM
19	More about the process ussed	4/22/2013 9:12 AM
20	There could be a promotion of why and how the change could benifit me	4/22/2013 8:38 AM
21	None	4/21/2013 5:19 PM
22	More discussions around how this was going to change our roles/responsibilities as a staff.	4/21/2013 4:27 PM
23	Had I been there longer, I could have had other voices (peer, tenured) giving me information that would have clarified manager's discordant opinion regarding change.	4/21/2013 3:54 PM
24	More clarity on how changes would help the org better meet strategic goals	4/21/2013 3:16 PM
25	They were met	4/15/2013 4:19 AM
26	No communication of this change would have employees accept it as a competent decision. Problem was not in the communication method. How does an organization communicate a change that "every" employee knows will negatively impact their performance and the customers experience?	4/14/2013 8:34 PM
27	regular communication - start with understanding the what and why then move onto the how	4/13/2013 6:58 PM

Q26 Gender

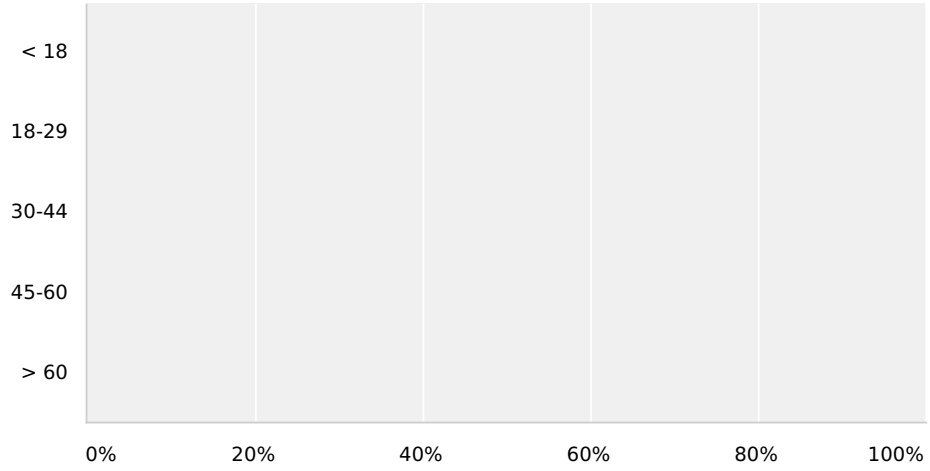
Answered: 0 Skipped: 41



Answer Choices	Responses
Male	0% 0
Female	0% 0
Total	0

Q27 Age

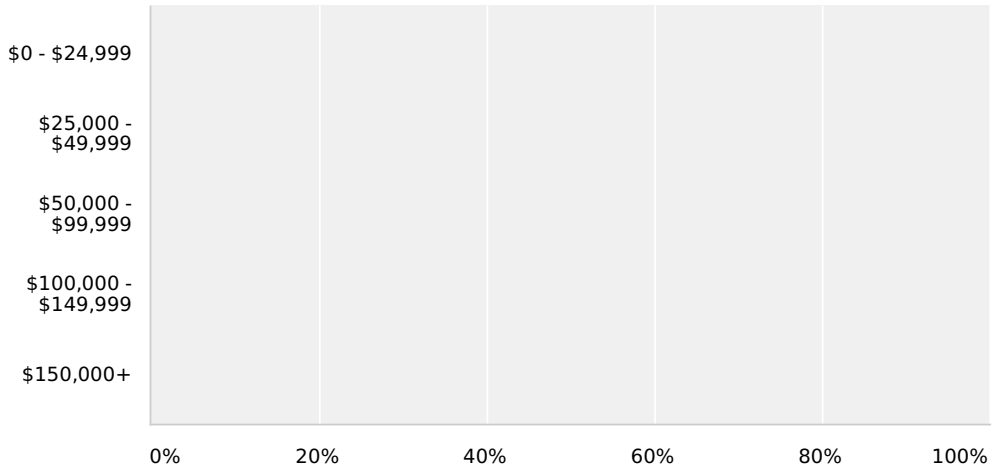
Answered: 0 Skipped: 41



Answer Choices	Responses
< 18	0% 0
18-29	0% 0
30-44	0% 0
45-60	0% 0
> 60	0% 0
Total	0

Q28 Household Income

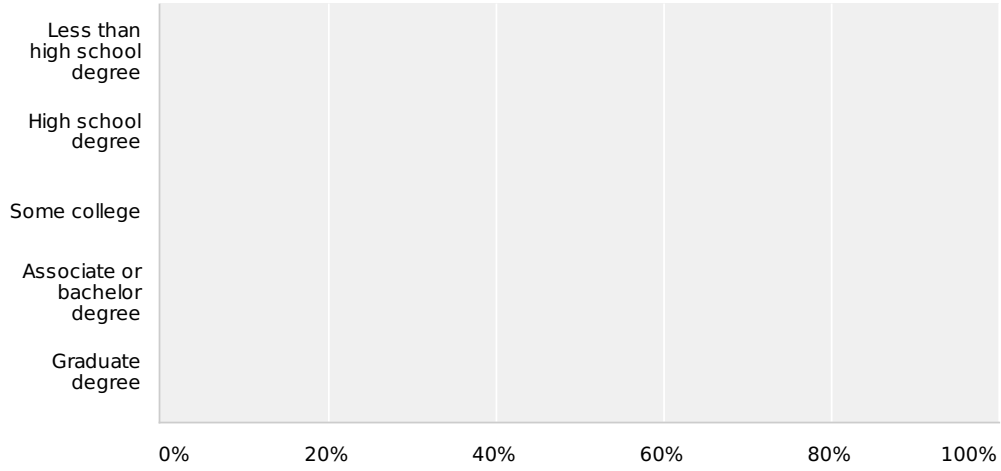
Answered: 0 Skipped: 41



Answer Choices	Responses
\$0 - \$24,999	0% 0
\$25,000 - \$49,999	0% 0
\$50,000 - \$99,999	0% 0
\$100,000 - \$149,999	0% 0
\$150,000+	0% 0
Total	0

Q29 Education

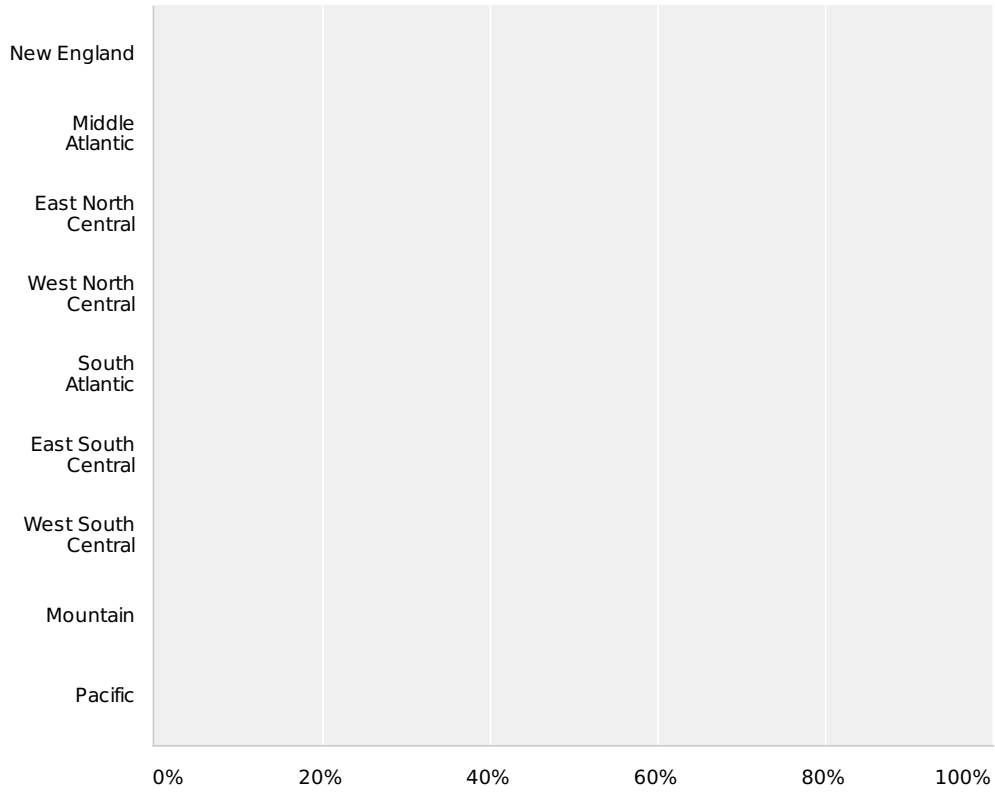
Answered: 0 Skipped: 41



Answer Choices	Responses
Less than high school degree	0% 0
High school degree	0% 0
Some college	0% 0
Associate or bachelor degree	0% 0
Graduate degree	0% 0
Total	0

Q30 Location (Census Region)

Answered: 0 Skipped: 41



Answer Choices	Responses
New England	0% 0
Middle Atlantic	0% 0
East North Central	0% 0
West North Central	0% 0
South Atlantic	0% 0
East South Central	0% 0
West South Central	0% 0
Mountain	0% 0
Pacific	0% 0
Total	0