

Communication is the key!

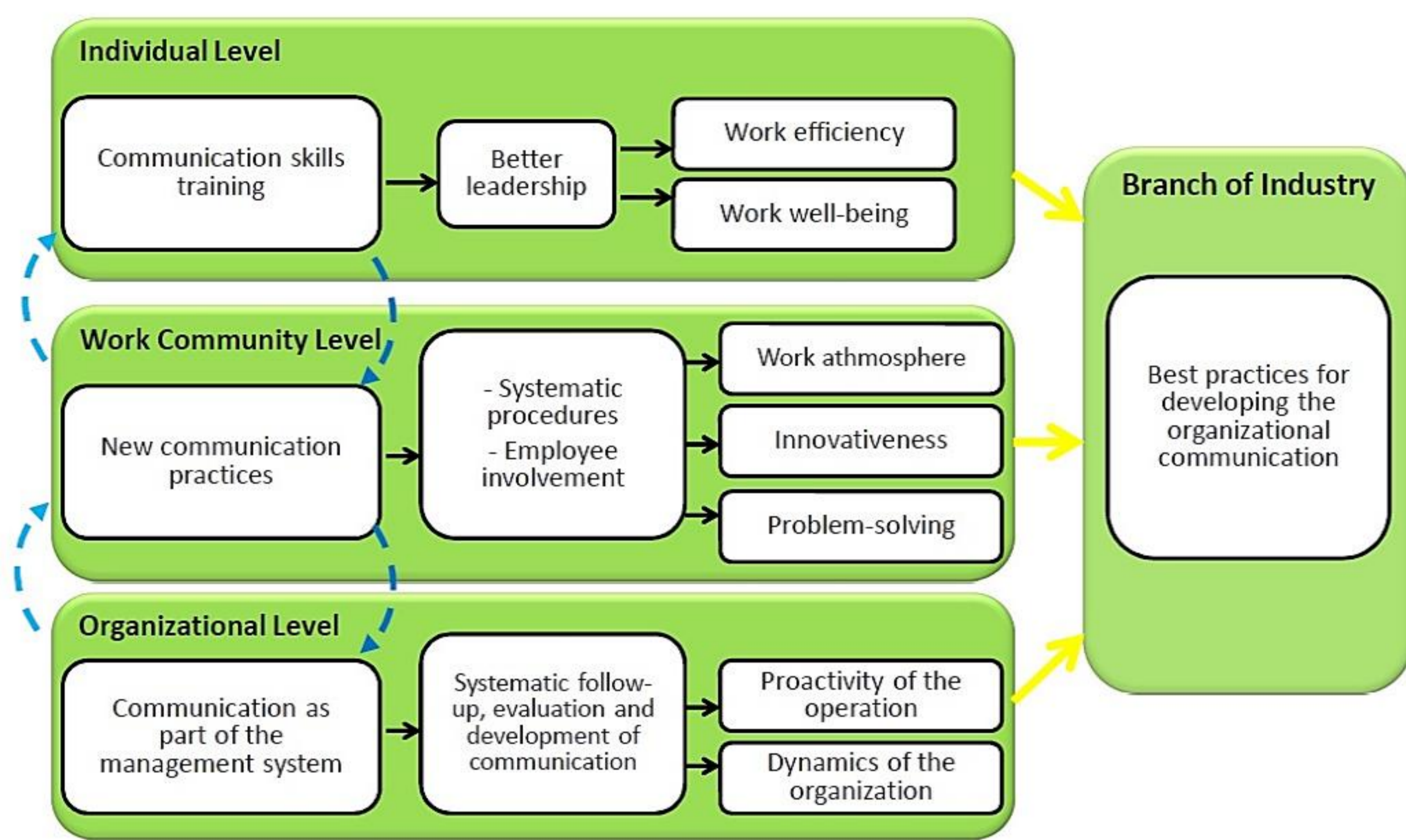
Project "Frictionless Communication"

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INTRODUCTION TO THE PROJECT "FRICO" (2013-2014)

- Aim to analyze and improve the communication skills and culture of the participating companies on individual, work community and organizational levels
- Six Finnish industrial and planning organizations participating into the project
- Funding by The Finnish Work Environment Fund, participating companies and University of Oulu

DIFFERENT LEVELS OF COMMUNICATION

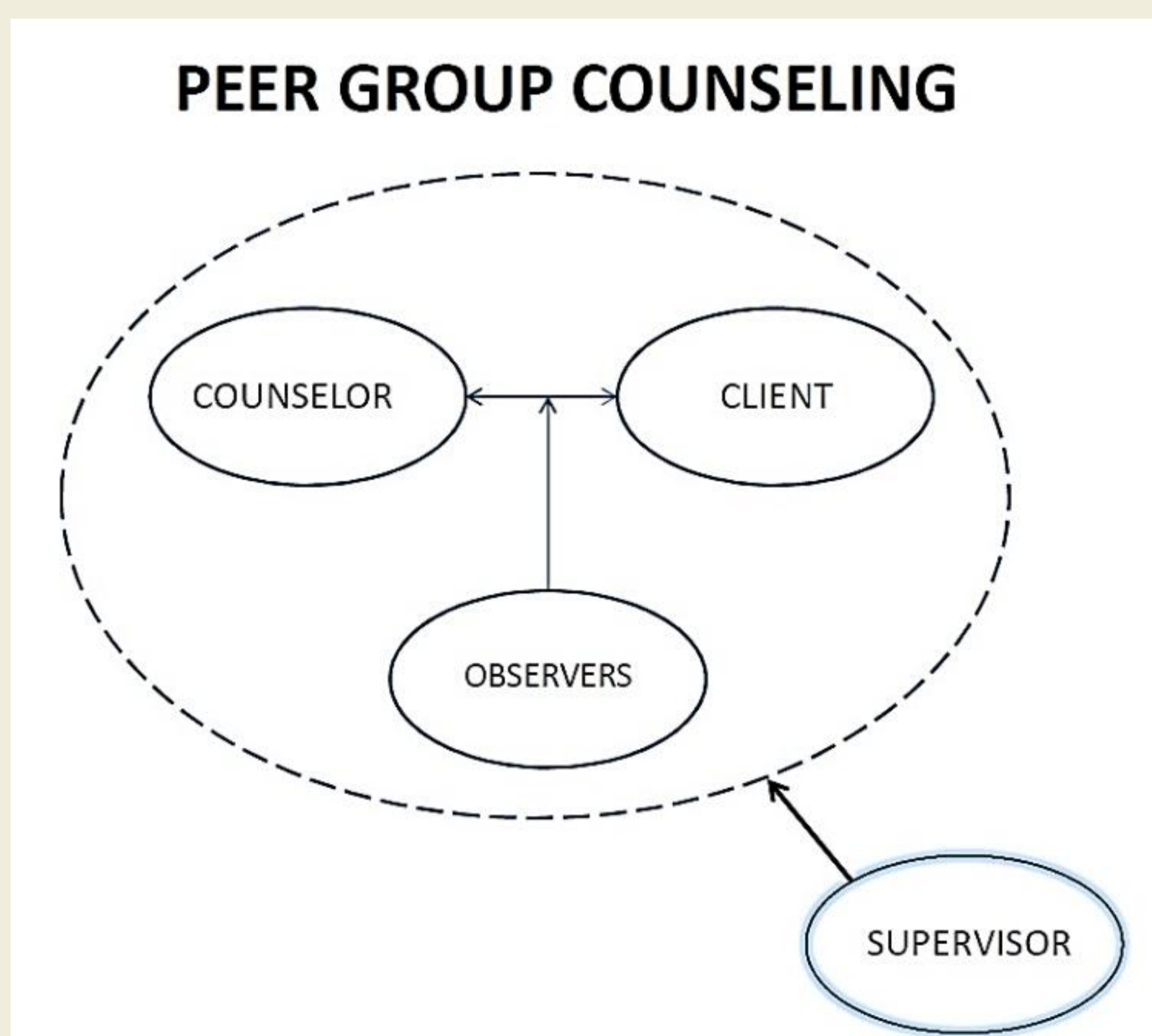


METHODS AND IMPLEMENTATION

1) Communication skills training / Peer Group Counseling

- Measuring the development of communication skills based on the video recordings and by using Counselor Response Observation System (CROS) including Counselor Response Coding System (CRCS) and Skilled Verbal Response Scale (SVRS)
- SVRS scores indicate that most of the participants were able to improve their communication skills during the training

PEER GROUP COUNSELING



2) Observation of the communication culture / ethnography

- In 5 of 6 companies the main challenge in communication was the interaction between the different organizational functions, units or teams
- In all companies employees considered the team members or colleagues as well as the contents of the work to be the main asset and motivating factor at work

3) Experienced work conditions / organization survey

- Analyzed via 5-point Likert scale survey
- 22 statements, n = 448

4) Good communication practices / participative planning

- Aim to develop new, concrete communication practices for the organization
- Clear responsibilities and systematic follow-up for implementation of the practices

Promoting Frictionless Communication examples

Interaction & information flow and management

- Defined, regular meeting practices and documentation (for example meeting memos, management information)
- Process flows documented and distributed
- Defining new ways and channels for information sharing (for example utilizing the company intranet)
- Defining information sharing and reporting responsibilities (for example responsible persons for information sharing, work hour arrangements btw the shifts)

Training & HR&D

- Trainings clearly included into the HR plan
- Systematic handling of the employee feedback

Work environment & equipment

- Proper handling of material, tools and equipment (for example storage, maintenance, administration of the material orders)
- Maintaining the tidiness of the working environment

Ideas & initiatives

- Systematic and documented processing of the employee ideas and initiatives

CONCLUSIONS

- Results indicate that it is possible systematically
 - 1) to promote the communication skills on individual, work community and organizational levels
 - 2) to develop concrete communication practices to be implemented into the daily operation and into the company's management system
- The connection between the communication skills and the well-being at work should be studied more closely in the future

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