WHY COMMUNICATION IS IMPORTANT TO ORGANIZATIONAL SUCCESS

BY

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[Signatures and titles]
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Abstract

Organizations are starting to realize that effective communication is important to their overall success. Effective communication strategies have been reviewed in regards to using the appropriate form of communication media with the proper task. The value of incorporating effective communication strategies and techniques in the workplace have proven to be pivotal in decision making, job performance and completing non-routine and routine tasks. This paper contributes to the literature by demonstrating the role of effective communication in the workplace and how in applying the proper communication techniques and strategies will foster goal-oriented communication.
Part I: Structure

Introduction

This project examines some of the most important factors of communication effectiveness utilizing proper media communication channels. A quantitative research methodology was employed utilizing a survey questionnaire which was distributed to a total of eleven men and women working in mid-management positions seeking to improve upon their personal as well as professional communication skills. This survey will only be used to identify patterns of effective communication strategies applied in the workplace. A review was held on some of the current communication techniques being used at a Consulting Firm. The results were used to produce an Addendum (artifact) of recommendations/suggestions that could be added to help improve communication in the workplace today.

The literature review will demonstrate the current thinking among the many researchers who have studied communication in organizations and written about why effective communication is important to organizational success.

Research Question

The purpose of this study is to examine communication effectiveness and ineffectiveness in organizations. In order to improve communication effectiveness in the overall operation of the organization, communication strategies and techniques were examined to weigh if adopting these strategies would result in more effective communication and increase productivity. This study is important to this research, as it will help to answer the
research question as to “Why Communication is Important to Organizational Success.” This research project will consist of a review of scholarly literature sources on effective communication in the workplace. A comparison will be held on the current methods of communication with new strategies and techniques to evaluate their effectiveness. A questionnaire was shared with employees of US corporations that encompassed, but is not limited to, Abbott Laboratories, Conifer Health and Deloitte Consulting. Artifact will be a survey questionnaire on “Why Communication is Important to Organizational Success” which will examine the surrounding factors that inhibit effective communication in the workplace. This research will highlight on the importance of effective communication in the workplace.

Limitations of this Study

This research is limited to the review of communication models other than as a primary aid to thought which are especially appropriate in the study of communication. This study will examine information on techniques and strategies utilized by experts in the field of Communication. This study will add to the discussion on effective communication strategies and techniques that can be used in any organizational setting. It will not make any direct assumptions as to a particular company’s success or non-success in utilizing effective communication strategies. The direct focus of this Literature Review will place an emphasis on why communication is important to organizational success and the role it plays. This study surveyed men and women in middle management seeking to improve communication effectiveness in their current workplace; it does not address people seeking employment overall in US companies.
Research Methods

A qualitative methodology was used to collect data for this research in three forms, the Literature Review, Case Study Analysis and a Survey Questionnaire. The Literature Review consists of Scholarly sources of articles and books. Case Study Analysis (Real life Case Studies) were used to evaluate and examine communication effectiveness in the workplace. A Survey Questionnaire was designed that outlined eight qualitative questions that were distributed to eleven men and women of US corporate companies who are seeking to improve communication effectiveness in their organization.

Part II: Literature Review

What is Communication?

Scott-Phillips, Blythe, Gardner, and West (2012), identified that communication consists of a pair of behaviors and a signal and response. They indicated that these behaviors are functionally interdependent of the other. The main point of this article was that the emergence of communication involves a chicken and egg problem. In this article, a theoretical examination was held on the different ways communication can emerge from states of non-communication by using strategies that respond to no interaction between actor, reactor, sender, or receiver. This study helps to validate that effective communication strategies help to ensure organizational success.

Wouter Dessein (2002), indicates that in organizations most of the information used in decision making is through hierarchy. Lower level managers are more informed about consumers’ needs, competitive pressures and market opportunities than their superior. The main point of this paper was to examine why an uninformed principals holds the authority
and delegates the responsibility to lower management. This paper examines the loss of control under delegation and the loss of information under communication which adds credence to the importance of communication effectiveness for all staff levels and roles.

David J. Johnson (1993), provided an overview of structural research on organizational communication. He points out that communication structure has been traditionally viewed as the core of communication inquiry. The focus of this book is to construct a framework for understanding the broader issues of communication structure such as relationships, social density, proximity and how access and mobility affect the alternative approaches for examining communication structures. This book helps to validate that the broader issues of communication structures are important to communication effectiveness as it explores the outcomes of communication through structural inquiry.

In order to understand why communication is important to organizational success, we must first understand the issues that are involved in effective as well as ineffective communication. The literature reviewed captures the importance of effective communication techniques, strategies, and structures. It helps to validate that effective communication is important to organizational success through the examination of various strategies and techniques that when put in place, proved to be instrumental in increasing productivity, job performance, and overall staff morale. A review of the literature suggests some consensus among researchers regarding the effect of effective organizational communication.
Applied Learning Case Study Analysis – Case Study 1 – Routine/Non Routine, Experience, Education and Knowledge

In discussions of routine and non-routine task in the workplace, one controversial issue has been the differentiation between a routine and non-routine task. In a Case Study Analysis that looked at a Consulting firm through the lens of routines, experience, education and knowledge, highlighted on the application framework of applying Perrow’s concepts relating to analyzing an organization. It provided insight as to how to differentiate tasks, routine versus non-routine, and apply the techniques to discern what types of communication media should be utilized to ensure that the tasks are completed efficiently and effectively.

A review of responsibilities of various departments of the Consulting firm was held in order to analyze the tasks and differentiate which would be considered to be routine and non-routine. The tasks were outlined as follows:

- Maintenance of all Board Rooms and Conference Rooms on the 15th and 24th floors to ensure that they are prepared and ready for meetings at all times.
- Ensure that each board and conference room is cleared after each meeting.
- Responsible for checking to ensure that if there is any catering needed for meetings.
  Review the check off list each morning before 7:30 a.m. prior to the start of the meeting at 8:00 a.m.
- Check-off the Board Room for clearance of inspection and enter this information into the system.

The difference of a routine task and a non-routine task can be distinguished as follows: Routine tasks are mostly performed by novice personnel, the position does not require a lot of experience. Routine tasks are basic, and you could use a manual or book as a guide to instruct you on how to perform the tasks. Routine tasks are not ambiguous and hold no uncertainty.
From the tasks list above, all these tasks could be identified as routine task as they can be easily analyzed. In addition, a reference book or manual could be used to inform employees on how to perform this job. The education level required for the performance of these routine tasks is a high school graduate level or equivalent. The skill and expertise level for this requirement is a novice (Perrow, 1967).

In reviewing a non-routine task that provided administration assistance to Partners of the Consulting Firm the duties entailed making flight arrangements, scheduling of meetings, and managing calendars for the Partners. The education level requirement for this non-routine task would be higher than a routine task educational level. The level of experience for this non-routine task requires a minimum of five (5) years of experience and a Bachelor’s Degree in Business Administration. The duties of this non-routine task require a more experienced person who has the ability, development and know-how to maintain the administrative aspects of handling the Partner’s schedule, calendar and travel. A novice would be a mis-match in performing this task proficiently. The Partner’s duties consists of meeting with clients, closing deals with clients and ensuring that budget and expenses for the Firm are met. The Partner’s success guarantees the “meat and potatoes” of the organization and ensures the organization’s overall success. Therefore, this non-routine task of providing streamline service to the Partner, would require a higher level of experience and knowledge, and the communication media needed to perform effectively in and efficiently in this position would be to hold weekly face-to-face meetings which is considered a Level 5 Media Communication (Perrow, 1967).

**Communication Media**

Providing effective and efficient support to this Partner would take on a richer form of Media Communication. Media Communication is broken down from Levels 1 - 5, with Level 5
being the highest form of Media Communication. The terminology used to classify Media Communication is Lean Communication Media or Rich Communication Media. Lean Communication consists of Levels 1-2 media communication. Rich Media Communication ranges from Levels 3 -5, with Level 5 being the richest form of Media Communication which would be a face-to-face meeting. The Partner’s schedule changes constantly and there are always exceptions that have to be made with travel, meetings, due to conflicts, unexpected emergencies that arise, which is why it is necessary to have a Level 5 Communication Media with this Partner, face-to face meetings, to ensure that his schedule is kept abreast of all changes and follow-up is provided accordingly. The Partner’s timelines and deadlines holds a lot of uncertainty which is why this task is identified as a non-routine task and must be handled with a Level 5 Rich Form of Media Communication. In referencing Perrow’s organizational structure he noted ‘that routine circumstances and rich media is a mis-match. This is the reason why a non-routine circumstance needs to be matched with a rich form of media communication. It is important to ensure that the right communication media is utilized with the message to get the results outcome that is to be achieved (Perrow, 1967).

**Communication Effectiveness**

Authors Ike Lasater and Julie Stiles (2010) described how to apply principles of non-violent communication to improve the workplace atmosphere. This manual matched practical tools to recognizable work scenarios that are important to effective communication. It was previously mentioned that it is important to levy the correct experience level with the type of job being performed. Effective communication can make or break and organization. To become an effective communicator one must have a conscious desire to change from their old ineffective
communication habits and are willing to turn them into effective ones that work. A person does not by chance become an effective communicator; it takes work and implementing concepts, techniques, and strategies that will improve their communication skills. These strategies, concepts and techniques must be applied in order to become an effective communicator. In public speaking, it is important to target the audience, to ensure that there is buy-in to the presentation. Being a good public speaker is part of being an effective communicator. The ultimate goal in public speaking is to become an effective communicator, to ensure buy-in of the audience.

**Learning Strategies**

There are three basic learning strategies of complete communication to ensure communication effectiveness. The message that is communicated goes from Sender to Receiver. Senders often feel that it is the Receiver’s responsibility to interpret the message or understand the intent of the message that was sent. However, research shows that being right as the Sender, does not help the Receiver if he/she does not know what the intention of the message is, due to the misunderstanding of the communication. Therefore, it is important that the Sender sends effective communication to the Receiver. How does one know when the communication is effective? This question can be addressed by the second strategy of complete communication which is “Feedback”. When the Receiver receives the communication there should always be feedback given as to the understanding of the message (Perrow, 1967).

In businesses, feedback is usually provided through email communication, which is a more lean form of communication media, as there is less interaction. It is important to select the proper and correct form of communication media to use to ensure proper message delivery. An email message, which is a leaner form of communication media, basically states the intent of the
message to the Sender: "This message is to confirm that we will be shipping five pints of O Negative Blood. Please confirm that this is the Blood Type that you are in dire need of. A response from the Sender would be similar: "Yes we are looking forward to receiving the five pints of Blood. However, the Blood Type we are in dire need of is AB Positive". This example includes Strategy 3 of the basic standards to effective communication which is ‘Confirmation’. A confirmation should always be received to ensure that goods and/or services have been received as intended. Once the Sender and the Receiver are in agreement on the message content, a confirmation should always be received which verifies that there is understanding – which equates to effective communication.

**Communication Environments**

**Evaluating Communication Effectiveness**

An investigation of two specific tasks from the viewpoint of their information requirements for routine, experience, and media richness was examined. In referencing Perrow’s concept on (routineness) and media richness, it was indicated that Perrow believes that the difference between routine and non-routine technologies, is task variability and task analyzability. Perrow defines task variability as the number of new or unexpected situations faced with while performing a task. Perrow indicated that exceptions at any stage in the value-creation process and new situations make task variability high (non-routine tasks); whereas standardization and repetition make task variability low (routine tasks). Task analyzability is the need for search activity to solve problems. Procedures make routine tasks easier to analyze, whereas non-programmed tasks make analysis difficult. For example, serving fast food is easier to analyze than research and development tasks. Serving fast food would be considered as a routine task, while research and development tasks, would be considered as a non-routine task. Perrow
considered technology according to task variability and analyzability (Perrow, 1967).

The two tasks were pre-selected from a Consulting firm for evaluation: Task I) Utilizing a new communication technology system, call On-Board. The new technology system mandated that each person who utilize office space had to swipe their Identification Badge in order to enter the office. The check-in process was 100% electronic. According to Perrow’s theory, this would be a routine task requiring only lean communication media. However, it was found that for the majority of the check-ins (90%), exceptions were occurring, as the system had a mal-function. The mal-functions resulted in mass chaos of exceptions, which escalated this once routine task to a non-routine task; the variables of the job content changed, the experience level requirement needed to correct the system escalated to that of an expert, as the system was operating non-efficiently (Perrow, 1967). The On-Board system underwent a major restructure in order to correct the mal-functions in the system.

**Communication in the Work Place**

In examining a real-life work place incident at a Consulting Firm, the task was to ensure that a Partner’s schedule was rearranged to accommodate an unexpected emergency client meeting. In his directives, the Partner outlined the importance of his attending this client meeting, which that took precedent over everything else on his calendar. The situation became ambiguous when more variables was added to the scenario as the Partner would only fly on a plane that seated at least 30 passengers and had a 2 x2 configuration, no planes were available that met these requirements. However, the Partner’s directive was that this meeting must happen. In this case, there was not a right or wrong decision to be made, as it was indicated that this travel must occur. Meetings were rearranged and rescheduled in order to make the unexpected meeting happen.
Coordination was done to ensure the cancelled meetings get rescheduled. The decision was made to make the travel fit into the Partner's schedule. The form of media communication used to convey the Partner needs was a richer form of media communication. The goal of effective communication is to be able to apply the skills and techniques of communication in the message to obtain the expected outcomes that the firm is looking to receive.

Part III: Artifact Research Methodology

Research of Communication Designs

In researching communication designs, a scenario of the Communication breakdown of ABC International was used to provide a hands-on approach in how important it is to use the proper communication techniques and strategies in organizational communication. Moving up the corporate ladder at ABC International is not an easy task. It takes dedication, time, commitment and determination. Although all these factors are viable to success, there is one important factor that sets the precedent that ensures organizational success. This factor, is the ability to communicate effectively. The word communication is derived from the Latin word ‘communis’ which means to make common. The business term for this factor, is referred to as the ability to communicate to achieve the outcomes that you expect to receive. At ABC International, the employee breakdown for tasks purposes were as follows: Rob, who is considered as being a novice in the organization has little to no experience and just recently graduated from high school. Rob was not sure if he wanted to go to college, and therefore, is taking a year off to work. Carla, who is considered an Expert in her field, has been employed with the Firm for 10 years. She has a Master's Degree in Business Management and is
currently pursuing her PhD in Business Economics. Carla is well experienced and knows the ins and outs of the organization; she is regarded to as the “Go To” person. Lastly, there is Mike, who is the Executive Director. Mike started “ABC International” in 2013 from scratch and now the organization’s yearly net gross is $950,000. There are a total of 145 people currently employed at ABC International, which is a pharmaceutical organization.

On November 5, 2013, “ABC International” experienced a drastic decline in its sales numbers. It was later discovered that this decline was a direct result of the thyroid bottles being dropped too hard in the packing boxes. This resulted in the bottles cracking as they were put into the boxes. Rob is responsible for the sealing of the boxes. Rob, is a novice in his position; however, he did initially noticed the leaking from the boxes. However, he thought that it was a chance that some of the boxes just got wet during shipping and that they would eventually dry. As a result when the boxes arrived to the distribution warehouse approximately 70% of the sample bottles were broken and could not be used for distribution purposes to the Doctor’s offices. The Sales Rep who was responsible for distributing the samples also overlooked the leaking of the boxes and assumed that somehow the boxes got wet during shipping and overlooked this factor.

Rob feels like his job is going pretty well, as it is very routine. All he has to do is seal the boxes and send them on their way. When the boxes arrive for sealing, he again notices the leaking from the boxes. Being a novice, Rob had never dealt with an exception, as everything had usually functioned as planned. He ponders for a while and decides to place a call to Carla. Rob gets Carla’s voice mail informing him that due to a family emergency she will be out of the office for the next 3 days without access to email or voicemail. Rob is in a dilemma as
Carla was the “Go To” person. Rob hangs up the phone, really feeling like he is in a pickle. He doesn’t want to bring negative attention to himself, as this is his first job right out of high school. The only other person that Rob knows is Mike, the Executive Director, as he was introduced to Mike when he was hired. Rob, decides that perhaps it would be in the company’s best interest if he placed a call to Mike to let him know what was going on. Mike is full of gratitude for Rob making the call. After further evaluation of the circumstances, if the bottles would have continued to be shipped broken the organization could have lost thousands of dollars. Rob was awarded for his efforts. Carla, had to resign due to personal family matters, Mike never forgot Rob, and the initiative he utilized in communicating the problem of the leaking boxes, and offered Rob...Carla’s position.

This scenario paints the picture as to why Communication should be treated as an organization’s core competence. The more effective one is as a communicator, the more likely for personal and organizational success. It is important to note that organizational accomplishment do not only start at the top, the success of the organization is contingent on the use of proper communication channels and strategies being used. In the situation of ABC International Rob actually used the concepts of Perrow’s theory on communication which is considered as Stage 1 in Perrow’s theory: Recognizing that there is a Problem (Perrow, 1967). If the Sales Rep would have recognized that there was a problem in the boxes leaking than he could have save the organization embarrassment as well as revenue. However, by not acting on the situation the problem escalated to several shipments and revenue loss for the organization. Effective communication is dependent upon every organization’s success and the combined communication actions of employees of an organization dictate the organization’s overall success. Research shows that all businesses run more efficiently when there are few problems
to occur. However, if they do occur, knowing the strategies, techniques and concepts to apply the problems also known as exceptions can be corrected quickly to minimize their negative impact. This factor is pointed out in Perrow’s Models of Exceptions noted as Figure 1.0 below:

**Figure 1.0 - Perrow’s Model of Exceptions**

- **Stage 1 - Symptoms Recognition / Access Impact**
- **Stage 2 - Potential Problems (Must have agreed upon Consensus)**
- **Stage 3 - Potential Solution / Evaluation and Consensus Building**

Data Collection Tools

A quantitative methodology was used to test the three basic standards of communication hypothesis on its effectiveness in various communication environments. Case Study analyses and real-life scenarios were also used to evaluate and help analyze various communication environments. Communication Strategies were utilized in real-life situations to validate that they would work in a real-life scenario.

The development of a product was examined to see if one could verifiably employ the same three basic standards of communication to its development process. Communication has to take place on the agreed upon design, from Sender and Receiver are involved (Strategy 1), the Sender(s) would be the originators of the prototype and the Receiver(s) would in this case be the Marketing Team. As a result, (Strategy 3) feedback is shared (Strategy 2), and lastly, the Sender receives confirmation that the product design is approved and can be marketed (Strategy 3) as a consensus must be held on the agreed upon design for Marketing. It is important in any organization for each Staff personnel to realize that their roles play a pivotal part in the overall success of any organization from the mailroom to the boardroom. While the position hierarchy dictates the communication structure, it is still very important to apply the three basic standards of communication. Businesses are communication incubators and the effective transfer of their goods and/or services is pivotal to their success. Effective communication starts with the communicator or sender, however, it is important to note, that communication is not complete until the Receiver provides feedback and Confirmation is received to confirm that the message, product, or service was received for its intended purpose.
Part IV: Results and Discussion

Conclusion

The research expects to prove the hypothesis that utilizing effective organizational communication skills will help to improve productivity, employee morale, and cohesiveness in any organizational environment. Applying the communication strategies and techniques discussed in this research will improve upon professional, collaborative as well as personal communication. The data collected from the literature review, survey questionnaire and the review of existing materials (various corporate personnel policy manuals, trainings conducted through real-life scenarios) all were factors that helped to promote the understanding of effective communication. From the data results an Addendum was compiled that includes suggested recommendations that could help to identify ineffective communication patterns in the workplace today.

Nine employees completed the questionnaire survey in regards to effective communication in their workplace. Fifty-six percent agreed that effective communication does exist in their current workplace, while 44% percent felt that they were not qualified to serve as facilitators based on a lack of communication skills and needed training. Results indicate that the level of education and position status were also factors in the level of communication skills training offered. Thirty-three percent of the employees who have BA degrees and in management positions are extended more opportunities to attend skill-base trainings; while the 42 percent who have some college and are high school graduates are not afforded the same opportunities for training. The 4.5 percent who have Master Degrees hold upper management positions.
Part V: Lessons Learned

Summary of Findings

Following are findings that resulted from the research through the review of existing materials (corporate policies), the literature review, and survey information collected. These findings will be included as an Addendum which will outline and identify effective communication strategies and techniques. The findings will be included in the Artifact which will help improve upon the current strategies in place.

- Communication effectiveness is probably one of the most important tools in an organization that helps to ensure the success or failure of an organization; however, it is not a stand-alone factor. There are so many other deciding factors that surround it which education and work experience, having the right personality and being the right fit for the position.

- Applying the right form of communication media to the circumstance whether it requires a face-to-face meeting or via email depends on the nature of the communication.

- Integrating communication concepts and matching the right topic to the presentation flow will help to verify that the intended communication that was being sent by the Sender is interpreted in a way that the Sender wants the communication to be received.

- Utilizing effective communication Strategies will improve the delivery of the message from the Sender and make Communicators more conscientious to ensure that their approach and methodology is received with the expected outcomes.
References


Corporate Personnel Policy Sources

- Conifer Health – Personnel Policy – retrieved from coniferhalh.com/privacy-policy
- Deloitte Consulting, Corporate Policy – retrieved from Deloitte.com
PART VI: ADDENDUM

APPENDIX A

CURRENT WORKPLACE COMMUNICATION METHODS

In researching current workplace communication methods, a comparison of current
communication theories and methods of today were compared to the theories of Perrow (1992).
From the Perrow Model it was derived that knowing how to apply and when to apply the
appropriate communication strategies and techniques is key to organizational success in
communication. Most of us feel that when we talk, we are communicating. Research shows that
communication occurs when two people or more are able to convey a message, Sender ---
Receiver. The Receiver interprets the message and provides Feedback and Confirmation is
given to confirm that the understanding of the message was received with the expected intent of
the message conveyed. It was indeed interesting to compare the methodologies of today with the
methods and concepts of Old. The findings, from experts of today support Perrow’s concepts
from many years ago. Today, communications experts agree that there is a repertoire of specific
skills involved in successful communication. These same steps were identified by Perrow in his
concepts on communication model which proves the hypothesis and helps to answer the
Research question, “Why Communication is Important to Organizational Success”. 
APPENDIX B

ENHANCED COMMUNICATION STRATEGY OUTLINE (ARTIFACT)

- Applying the right form of communication media to the circumstance whether it requires a face-to-face meeting or via email depends on the nature of the communication.

- Integrating communication concepts and matching the right topic to the presentation flow will help to verify that the intended communication that was being sent by the Sender is interpreted in a way that the Sender wants the communication to be received.

- Utilizing effective communication Strategies will improve the delivery of the message from the Sender and make Communicators more conscientious to ensure that their approach and methodology is received with the expected outcomes wanted to be achieved.
APPENDIX C

CURRENT US CORPORATE PERSONNEL POLICIES

Clearly, in the workplace of the twenty-first century, there will be ineffective communication barriers along with its surrounding factors mentioned throughout this study that will continue to exist in our workplace. However, it is our hope that we can keep them to a bare minimum. While we may not have all the answers, we can take action to try and curtail the patterns of unproductive communication behavior patterns in our workplaces. Based on my research findings and the survey questionnaire results, I have included excerpts of the corporate policies manuals from multi-US corporate workplaces in order to substantiate my recommendations that I would like to suggest be added in addition to these policies. Recommendations will be listed as an Addendum following the Corporate Policies:
APPENDIX D

INTERVIEW CONSENT FORM

WASHBURN UNIVERSITY

Interview Introduction and Consent Form

My name is Pamela Banks and I am in the Graduate Program at Washburn University. I am interviewing you as part of my graduation Internship project titled Why Communication is Important to Organizational Success. The purpose of this interview is to talk to adult men and women in the US Corporate Workplaces seeking improvement in their communication effectiveness in the workplace to gather information on the Research Question. Your participation will help us better understand the correlation between Communication Effectiveness and Ineffective Communication.

If you agree to participate, which I hope you will, you will be asked open ended questions about how gender along with its other surrounding factors such as tenure, being unionized, being the right fit, and other factors have an impact on job promotion in the workplace as mentioned above. The interview will take about 15 minutes and we can go over any information you wish to share. I guarantee that the information that you provide will be confidential unless you authorize its release. Although individual opinions and experiences are of interest in this research, and linking your identity to your answers will give more credit to the research, I will not use your name on anything except the questionnaire form unless your permission is granted to do so; otherwise, I will use only your organization’s name, location, and your employment position or title. A code number may be used as an identifier so your name will remain
anonymous. Although all studies have some degree of risk, the potential in this research is quite minimal. The information will be anonymous unless you give permission to use your name.

Upon completion of this interview, a copy of the interview transcript will be sent to you to ensure the accuracy of the information that you provided. If you are interested in getting a copy of a final report on this research, I will be more than happy to email it to you.

If you have any questions prior to your participation or at any time during the interview, please do not hesitate to ask.

**AUTHORIZATION:** I have read the above and understand the nature of this research. I understand that if I have any questions, I can contact the researcher Pamela Banks; email: pamela.banks@coniferhealth.com or, 785-817-3870 telephone: I agree to participate in this interview and understand that the information that I give will be used for academic purposes and my confidentiality is guaranteed. If in any event, the researcher wants to publish this work, they will seek my consent prior to publishing. I understand that my name will not be used unless I grant permission to reveal my identity.

**Please check one or more of the boxes that apply:**

- [ ] Use my name
- [ ] I want to remain anonymous
- [ ] Send me a copy of this interview transcript to verify accuracy
- [ ] Send me a copy of the final research report
- [ ] Contact me after the interview if you have further questions.

  My email is: ____________________________

  My phone is: ____________________________

**Interviewee’s Name (Print):** ____________________________

**Interviewee’s Job Title:** ____________________________

**Interviewee’s signature:** ____________________________ Date: ____________________________

**Researcher’s signature:** ____________________________ Date: ____________________________
Appendix E

Data Collection Instrument – Survey Questionnaire

*Communication* is defined as the imparting or exchanging of information or news.

**Research Question:** Why is Communication Important to Organizational Success?

**Qualitative content**

2. How many years have you been employed with this company? Please circle your selection.

   1 – 3 years
   
   3 – 5 years
   
   5 – 10 years
   
   10 and above years

3. Do you feel that effective communication is present in your workplace? If yes, please explain:

   __________________________________________________________
   
   __________________________________________________________

4. Have you ever been offered opportunities to facilitate or run a meeting? _____________

   __________________________________________________________

5. Do you feel you have the qualifications to be a Facilitator?

   __________________________________________________________

6. Do you think that Effective Communication is needed in your workplace? If so, how?

   __________________________________________________________

**Quantitative Content**
7. What is your age range? _____ 23 - 35   _____ 35 - 45   ____ 45 – 65

8. What is your highest level of education? _______ high school _______ some college _______ BA _______ MA _______ PhD

9. What is your current job title? ____________________________________
SAMPLE COPY OF COMPLETED QUESTIONNAIRE SURVEY INTERVIEWS

APPENDIX F - (CONSENT FORM) CONSENT TO PARTICIPATE IN RESEARCH

My name is Pamela Banks, I am a Graduate Student at Washburn University. I am doing this Research for my Graduate Study Project. I will be using this Questionnaire in my research to gather information on the Research Question. If you agree to participate in this study, you will be asked to do the following:

1. Complete a demographic survey of (regarding age, race, education, etc.).
2. Complete a survey that will ask detailed qualitative questions regarding your experiences with ineffective/effective communication in your workplace.

Any information obtained in connection with this study will remain confidential. At the completion of the study you will receive a Starbuck’s gift card (value of $5.00) to thank you for your active participation in the study. Please note that your participation in this study would help us better understand the correlation between effective communication and ineffective communication in the workplace. You can choose whether to participate in this study or not. You may refuse to answer any questions you do not want to answer and still remain in the study. “By signing this consent form, you are not waiving any legal claims, rights or remedies because of your participation in this research study.” If you have any questions or concerns about the research, please feel free to contact: Pamela Banks at............ I understand the procedures described above. My questions have been answered to my satisfaction, and I agree to participate in this study. I have been provided a copy of this form.

Name of Participant (please print)  Date
Abbott Laboratories

U.S. DIVERSITY & INCLUSION POLICY

At Abbott, we have a passion for diversity – in our people, products, technologies and markets. Maintaining a diverse workforce and an inclusive work environment is fundamental to our business strategy because Abbott employees provide us with a range of perspectives and insights that help us better understand and connect with the people we serve.

Having a diverse, inclusive workforce helps drive innovation, which is essential to solving health care challenges. Abbott supports diversity at the highest levels of our company, beginning with our chairman and CEO Miles White and our Executive Inclusion Council. Abbott is committed to fostering the diverse talents of all employees – and to using those diverse talents to ensure engaged, committed and innovative work teams. It makes good business sense.

Moreover, we support employees with a diverse set of tools that help them succeed at work and in their personal lives. We offer a formal, broad-based mentoring program, employee inclusion networks, a comprehensive menu of work-life offerings and global culture surveys – all to support our employees in reaching their full potential and contributing to Abbott’s success.

Abbott’s diversity and work-life initiatives have earned numerous awards and recognitions. They include being named to Diversity Inc. magazine’s “Top 50 Companies for Diversity,” Hispanic Business magazine’s “Best Companies for Diversity,” and Working Mother magazine’s “Working Mother 100 Best Companies.”
Equal Employment Opportunity

It has been, and will continue to be, the policy of Abbott to be an equal opportunity employer. In keeping with this policy, Abbott will continue to recruit, hire, train and promote into all job levels based solely upon job-related qualifications without regard to race, color, religion/creed, age, sex, national origin, ancestry, gender identity or expression, sexual orientation, disability, marital status, veteran or military status, genetics or citizenship status. This also applies to all personnel actions such as compensation, benefits, transfers, and promotions, reductions in force, company-sponsored training, education, tuition assistance, work/life services, and social recreation programs.

Conifer Health

Date of last Review, December 2012

Employee Relations

We strive to make the work conditions, wages and benefits we offer to our employees competitive with those offered by other employers in this industry. If you have questions or concerns about work conditions or compensation, you are strongly encouraged to talk with your supervisor.

Our experience has shown that when employees work with supervisors, the work environment can be exceptional, communications can be clear, and attitudes can be positive. We believe that the Company has demonstrated, and will continue to demonstrate, our commitment to employees by responding effectively to employee questions and issues.

Equal Employment Opportunity

The Company believes a strong commitment to equal employment opportunity is more than a legal and moral obligation – it also is a sound business practice to realize the potential of every individual. In order to provide equal employment and advancement opportunities to all individuals, employment decisions with the Company will be based on merit, qualifications and abilities. Except where required or permitted by law, employment practices will not be influenced or affected by an applicant's or employee's race, color, religion, sex, sexual
orientation, national origin, age, disability, genetic information, or any characteristic protected by law. This policy governs all aspects of employment, including selection, job assignment, compensation, counseling, discipline, termination, access to employee services, benefits and training. As required by law, the Company will make reasonable accommodations for qualified individuals with disabilities.

- If you have questions and concerns about any type of unlawful discrimination in the workplace, you are strongly encouraged to bring these issues to the attention of your immediate supervisor or your Human Resources Representative. You can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to corrective action, up to and including termination of employment.

Conifer Health website: http://www.coniferhealth.com
**Deloitte**

Date of Last Review, October, 2014

1 **Introduction** - This policy covers the broad outline of our organization's commitment to provide equal employment opportunities and details the procedures to report a complaint.

Defined terms may be noted in the body of this policy or, if italicized, may be found in the Definitions section.

2 **Equal Employment Opportunity Statement**

- Deloitte LLP and its subsidiaries located in the U.S (U.S.-based Firms) are equal opportunity employers. Each U.S.-based Firm recruits, employs, trains, compensates and promotes without regard to race, religion, creed, color, citizenship, national origin, age, sex, **gender, gender identity/expression**, sexual orientation, marital status, disability, genetic information, veteran status or any other legally protected basis, in accordance with applicable federal, state or local law.

- Each U.S.-based Firm will make reasonable attempts to accommodate the expression of religious beliefs, as long as that expression does not harass or intimidate coworkers or place an undue hardship on its business or that of another U.S.-based Firm. Employees seeking a religious accommodation should contact Talent Relations.

- As federal contractors, the U.S.-based Firms also provide an affirmative action program for minorities (race/ethnicity), women, disabled and Vietnam-era veterans and persons with disabilities (see APR 202 Affirmative Action Policy Statement (U.S.)).
• In response to a request from a qualified individual with a disability, each U.S.-based Firm will make a reasonable accommodation that would allow such individual to perform the essential functions of his or her job, unless doing so would create undue hardship on its business or that of another U.S.-based Firm. *Employees* who wish to make such a request should contact *Talent Relations*.

• The U.S.-based Firms provide equality of benefits between i) their respective *Personnel* with spouses and their *Personnel* with domestic partners (same or opposite sex). ii) between spouses of their *Personnel* and domestic partners of their *Personnel*, and iii) between dependents and family members of spouses and dependents and family members of domestic partners in accordance with federal, state or local laws, rules or regulations and the U.S.-based Firms' administrative practices. If the U.S.-based Firms offer or make available a benefit that covers, applies to, or is made available to or for the benefit of spouses of their respective *Personnel*, such benefit shall be deemed to cover, apply to, or be available to or for the benefit of domestic partners of their *Personnel*, unless disallowed by law.

Deloitte website: http://www.deloitte.com