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Streamlining Rich Media Communications In A Non-Profit organization: Making Meetings Meaningful

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STREAMLINING RICH MEDIA COMMUNICATIONS IN A NON-PROFIT ORGANIZATION: MAKING MEETINGS MEANINGFUL

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This study is an organizational diagnosis of a highly centralized non-profit organization, which desired to reduce the number of monthly committee meetings. Using an emergent design flexibility strategy, the findings revealed that because the members of the organization were accustomed to receiving frequent rich media communication they may resist a reduction in meetings. Therefore, the study offers four recommendations to reduce the number of meetings to increase member satisfaction. Because of contradictory findings compared to existing research, two areas within the study of leadership are offered for further research.

Communicating is a formidable process because messages contain information wrapped within a social and cultural context. The social and cultural cues of messages are transmitted primarily through non-verbal communication resulting in a preference to communicate seemingly equivocal messages through rich communications media such as face-to-face. Complicating the communications process is some organizations are designed with multiple departments and tiers of personnel creating a need to engage in extensive lateral and vertical communications (Burton & Obel, 2004). This high-centralized complexity is further amplified when the personnel processing the information are volunteers who formally interact on a monthly rather than on a daily basis.

This organizational diagnosis explores the complexity of streamlining communications in a high-centralized non-profit organization to increase the satisfaction of the volunteer workers. The workers served on eight standing committees, which serve as the backbone to organize the activities of the organization so that principal goals and objectives are met. Accordingly, this study presents a brief review of pertinent literature followed by the method of data collection. Next, a discussion of these results and the attendant implications of these results follow.

A REVIEW OF PERTINENT LITERATURE

Research supports that leaders engage in communication processes 75% of the workday (Mintzberg, 1973). This assessment agrees with organizational theorists who view organizations as a system of communications so that the organizing of activities occurs to meet organizational objectives and goals (Stacey, 2001; Weick, 1979). Managers, who are considered highly effective, have demonstrated an ability to match the mode of communication with the task (Daft & Lengel, 1986). Research examining communications supports that skillfully using internal communications serves a vital role in the success and effectiveness of the organization (Hargie, Tourish, & Wilson, 2002). Examples of desirable outcomes that may be associated with utilizing communications effectively are (a) increases in production (Snyder & Morris, 1984), (b) increases in employee satisfaction, (Pincus, 1986),

(c) increases in employee commitment (Putti, Aryee, & Phua, 1990), and (d) decreases in absenteeism (Clampitt & Downs, 1993).

The study of communication media selection has emerged from four principal theories of communications: (a) access/quality theory, (b) media richness theory, (c) social presence theory, and (d) social information processing theory. Access/quality theory espouses that personnel assess the availability and the quality of media when selecting which communication media to use in a given communication exchange (Carlson & Davis, 1998); however, communicators show a preference to prioritize accessibility of the communication media over the quality of the media (O'Reilly, 1982). Therefore, the communicator engages in an assessment of costs and rewards. The costs receive the greatest emphasis and rewards are considered secondary (Allen, 1977; Culnan, 1983; Swanson, 1987). In this instance, accessibility is the cost and the quality of communication is the reward. This favoritism reveals that communicators prefer to engage in less work to communicate the same message.

The underlying assumption of media richness theory (Daft & Lengel, 1986) is that the goal of communication is to reduce equivocality. Communicators achieve this end by transmitting the proper amount of information so that ambiguity and uncertainty are reduced to insignificant levels. The means to reduce equivocality is to increase the richness of the media to meet or exceed the amount of equivocality associated with the message so that proper understanding between the sender and the receiver of the message occurs.

Social presence theory (Short, Williams, & Christie, 1976) demonstrates similar communicative goals as media richness theory; however, social presence theory emphasizes the role of perceived physical presence. The communicator chooses what communication media to transmit the message based on the amount of physical presence the message suggests is necessary so that the sender and the receiver experience a proper understanding.

Social information processing theory (Fulk, Steinfield, Schmitz, & Power, 1987) argues that meanings are socially constructed. Therefore, the members of a group create a

culture that perpetuates social norms of communication, thus, guiding what communication media is appropriate in a given situation. Carlson and Davis (1998) have extended this understanding to include the degree of consideration for self and others. The communicator considers varying degrees of how the choice of media communication may affect the transmission of the message based on how much concern the communicator has for motivational factors associated with self and with others.

Synthesizing these communication media theories produces a series of communication media assumptions. First, the initiator of the communications commonly prefers utilizing the communication media that provides the greatest ease and accessibility. Second, the communicator may alter this selection when considering other moderating variables. The two principal variables are social culture and the degree of concern for self and others. Third, once the communicator has weighed the costs and benefits associated with each of these variables, the communicator chooses a communication media, which demonstrates an appropriate level of media richness to accommodate the levels of equivocality and social expectations associated with the communication exchange.

RESEARCH METHODOLOGY

The consultant (i.e., the author) had established a professional relationship with the host organization, a non-profit organization in the Midwest, because of the consultant's previous service as a speaker on the subjects of leadership and human resource development. The composition of the organization was primarily volunteer workers with less than 1% of the total personnel paid staff (i.e., top leadership and administrative personnel). The mission of the organization is to encourage a change in lifestyle by its members and adherents to improve their emotional and spiritual quality of life.

The leadership of the host organization was seeking some professional counsel because they desired to make some internal changes. A contact between the consultant and the CEO was made and resulted in an explorative meeting in the office of the CEO. After a 30-minute exchange, the CEO determined that the consultant should meet with the leadership board of the organization to discuss having the organization enter the organizational diagnosis process. The consultant met with the leadership board and received permission to begin collecting data.

During the meeting with the leadership board, the consultant requested that the 14 members of the board serve as a focus group and respond to a critical incident question, which targeted pinpointing the areas within the organization the members most wished to improve. Brookfield (1986) recommends this approach when seeking to discover areas of weakness within an organization. The result of the critical incident question revealed that the board unequivocally desired to reduce the number of meetings the eight organizational committees were enacting because some of

the committee members were participating in excess of six monthly meetings, which created fatigue and dissatisfaction. Because of this need, the consultant approached the organizational diagnosis process from an emergent design flexibility posture. Patton describes this design strategy as an "openness to adapting inquiry as understanding deepens and/or situations change; the researcher avoids getting locked into rigid designs that eliminate responsiveness and pursues new paths of discovery as they emerge" (2002: 40). This research method aligns with engaging in organizational diagnosis processes.

Data Collection

A viable approach to capture the current communications climate in an organization is the Corporate Communications Questionnaire by Downs and Hazen (1973). Researchers have consistently utilized this instrument because of its broad scope of exploring communicative components within organizations (Greenbaum, Clampitt, & Willignganz, 1988; Meintjes & Steyn, 2006). The principal modification to this instrument was incorporating the names of the committees within the organization (Appendix). Committee leaders distributed the questionnaires to all eligible members and provided time for members to complete the questionnaires privately and anonymously. The organizational flow charts indicated 69 members were eligible to complete the survey. The committee members returned 66 partially or fully completed questionnaires resulting in a 95.7% return rate. All of the participants were adults ranging in ages from mid-twenties to mid-seventies. Frequencies and means for pertinent questions and individual committees are provided.

After receiving the initial returns of the questionnaire, the consultant scheduled an informal conversational interview with the office manager. During the interview, the office manager communicated that she processes and prepares large volumes of information dense materials. The consultant secured and compared copies of the previous four months of publications to verify the opinions of the office manager. In addition, the office manager provided copies of the governing rules and flow charts of the organization. Finally, the consultant served as a passive observer during organizational gatherings to note how and what types of communication were dispersed.

After analyzing all of the questionnaires, the consultant scheduled an informal conversational interview with the CEO and Moderator (i.e., lead chairperson over the highest-ranking committee in the organization). The questions asked were pertinent to supporting or disconfirming initial assumptions arising from the analysis of the questionnaires.

Lastly, the consultant met with the leadership board to share some of the preliminary findings of the research and to receive the board's feedback from these findings. The goal was to work with the members of the leadership board to discover a viable approach to streamlining the meeting

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process. The members were very active in the exchange process and recommendations were modified accordingly.

DATA ANALYSIS

The quantitative data was analyzed with arithmetic and frequency procedures. The qualitative data from the questionnaire was recomputed to quantitative data and was analyzed as frequencies. The qualitative data collected from informal interviews served as supportive data to guide and instruct the conclusions of the quantitative data analysis.

Based on the frequencies and the arithmetic means of the quantitative data from the questionnaire, the overall communications climate appeared very favorable (Table 1).

Most of the participants' level of satisfaction had remained the same or increased over the past six months. In addition, the majority of the participants were satisfied with their roles. Most of the responses ranged from slightly satisfied to satisfied on the questionnaire. The only item on the questionnaire that generated an indifferent or a dissatisfied response more than 40% of the time was item A8, "Information about how I am being evaluated." However, item B32 "Extent to which my work group is compatible" resulted in a favorable response with more than 95% of the respondents.

Table 1: Frequencies and Means

Question	1	2	4	5	6	7	8	9	10	11	12
Number of Participants	66	62	61	62	66	60	58	64	62	65	62
Mean Score	5.71	1.44	2.49	2.63	2.52	2.72	3.07	2.64	2.69	2.72	2.77

Question	13	14	15	16	17	18	19	20	21	22	23
Number of Participants	60	63	61	65	66	63	64	65	64	64	65
Mean Score	2.72	2.78	2.54	1.86	2.38	2.38	2.73	2.08	2.72	2.39	2.55

Question	24	25	26	27	28	29	30	31	32	33	34
Number of Participants	66	65	65	64	62	66	64	63	63	66	65
Mean Score	2.36	1.89	2.25	2.61	2.73	2.06	2.36	2.27	1.87	2.00	2.23

Question	35	36	37	38	39	40	42	43	44	45	46
Number of Participants	65	64	63	65	65	63	33	33	33	33	33
Mean Score	2.14	2.34	2.44	2.57	4.54	1.38	2.27	2.42	2.58	2.21	2.30

Examining the comments of the qualitative items on the questionnaire indicated that the most frequently and the second most frequently utilized means of communication was in the form of publications (Table 2). However, the participants cited their first and second preferences of communication were through their immediate leader and the senior leadership respectively. Of note, the greatest disparity between the overall means of communication currently in use and the overall means of communication preferred was the use of e-mail (Table 3). Approximately 40% of the respondents indicated their committees were using e-mail for communication. In contrast, approximately 60% of the respondents indicated e-mail as one of their preferred forms of communication.

Table 2: Results of item 50: Usage Frequencies

Grouping	Immediate Leader	Senior Leadership	Grapevine	Bulletin Boards	Publications	E-mail	Other
Frequency of Selected First	17	15	5	2	18*	2	2
Frequency of Selected Second	6	7	4	6	20*	7	1
Frequency of Selected Overall	43	43	40	38	51	27	5

*Highest Frequency

Total Responses: 61 (10 respondents did not have a second most usage selection)

Table 3: Results of Item 51 -- Preferred Frequencies

Grouping	Immediate Leader	Senior Leadership	Grapevine	Bulletin Boards	Publications	E-mail	Other
Frequency of Selected First	24*	16	1	0	11	4	2
Frequency of Selected Second	14	20*	0	0	12	3	1
Frequency of Selected Overall	47	48	34	32	52	34**	6

*Highest Frequency

** Largest disparity between current usage and preferred means of communication (+15%)

Total Responses: 58 (8 respondents did not have a second most preferred selection)

Summarizing the results from each of the committees, the participants of Committee A indicated that they were satisfied with their roles and that their levels of satisfaction either had remained the same or had increased over the previous six months. However, more than 42% were indifferent or dissatisfied with the information of how they were being evaluated and approximately 25% were dissatisfied with information regarding department policies and goals (item A10). In addition, the majority of respondents indicated that they were receiving their information through publications but preferred to receive it through their immediate leaders or the senior leadership.

The respondents from Committee B indicated they were satisfied with their roles and that their levels of satisfaction either had remained the same or had increased over the previous six months. Items A5-7, A11, A14, B21, B27, and B38 generated a majority of dissatisfied responses. The participants' dissatisfaction fell into three categories: (a) personal feedback, (b) horizontal informal communication, and (c) the communication climate of the organization (Downs & Hazen, 1977). Accordingly, 50% of the respondents cited the "grapevine" as their first or second most utilized communications vehicle to acquire information. However, the participants were quite satisfied with (a) the compatibility of the team, (b) the leader's open-mindedness to new ideas, and (c) the organization of their meetings (items B29, B32, and B33).

Members of Committee C indicated they were satisfied with their roles and that their levels of satisfaction had increased over the previous six months. As a whole, the participants were very satisfied with communications. In particular, the respondents sensed their leader trusted them (item B25). In addition, the majority of the participants indicated that the way they were receiving information was the way they preferred to receive information.

The participants of Committee D indicated they were satisfied with their roles and that their levels of satisfaction

had remained the same over the previous six months. Overall, the participants were extremely satisfied with communications. Noteworthy is their high level of satisfaction to their leader's willingness to pay attention to them (item B20). In addition, all of the participants indicated that the way they were receiving information was the way they preferred to receive information.

The respondents of Committee E indicated they were satisfied with their roles and that their levels of satisfaction either had remained the same or increased over the previous six months. Overall, the participants were very satisfied with communications. Noteworthy is that the respondents sensed their leaders trusted them and the respondents received ample information about their benefits and opportunities (items B25 and A15). In addition, the majority of the participants indicated that the way they were receiving information was the way they prefer to receive information.

Participants of Committee F indicated they were satisfied with their roles and that their levels of satisfaction either had stayed the same or increased over the previous six months. In general, the participants were extremely satisfied with communications. Of note, respondents indicated that their leaders trusted them and that written directives and reports were clear and concise (items B25 and B35). Interestingly, 67% of the respondents indicated they have a preference to receive information via e-mail, which is contrasted to only 33% who were receiving information via e-mail.

The composition of Committee G is the result of participants inappropriately marking their designated committee. However, in order to include the comments of these members, they are reported in Committee G. In general, these participants indicated they were satisfied with their roles and that their levels of satisfaction had remained the same over the previous six months. Overall, the participants were satisfied with communications. In addition, the majority of the participants indicated that the way they

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were receiving information was the way they preferred to receive information.

Members of Committee H indicated they were satisfied with their roles and that their levels of satisfaction either had stayed the same or increased over the previous six months. In general, the participants were satisfied with communications. Noteworthy is respondents were satisfied with the organization of their meetings and the compatibility of their group (items B32 and B33). However, 33% of the respondents indicated a level of dissatisfaction with the general communication climate (items B19, B 21, and B23). In general, the majority of the participants indicated that the way they were receiving information the way they preferred to receive information.

Participants of Committee I indicated they were satisfied with their roles and that their levels of satisfaction either had stayed the same or increased over the previous six months. Overall, the participants were satisfied with communications. Noteworthy is that the respondents were satisfied with the organization of their meetings (item B33). However, 33% of the respondents indicated a level of dissatisfaction with how conflicts were being handled through appropriate communication channels (item B27). In general, the majority of the participants indicated that the way they are receiving information was the way they prefer to receive information.

DISCUSSION

The results of the data analysis support that the organization is highly centralized and processes the majority of its information through rich media sources and through densely worded publications. In general, committee members consider communications satisfactory. Trust in leadership and the leadership's trust in the members served a vital role in the satisfaction of committee members. The most utilized form of communication, publications, was not the preferred form of communication, which was through the immediate leader or the senior leadership. However, e-mail appeared to be an underutilized form of communication, which may increase member satisfaction when used properly. Some suggested areas of improvement may increase communication satisfaction and may reduce current workload, which may make the desired goal of the committees, which is to reduce the number of meetings, obtainable.

Media communication theories support that leaders choose a path of ease and accessibility when selecting the media for transmitting communication. The culture and the concern for others moderate this relationship. Therefore, leaders select the communication media that is most readily available and that will get the job done. However, if the culture of the group is resistant to the medium of communication, then the leader may choose a socially acceptable medium that is the easiest to access. Furthermore, the leader may consider team members' ease of retrieving that information. Thus, the leader may place the ease of

retrievability of the members over the ease of transmission on the part of the leader.

Because the organizational culture strongly favors face-to-face communication as supported by the informal conversational interviews and item 51 of the questionnaire (i.e., members show a preference to receive information from the immediate leader or the senior leadership), reducing the monthly committee meetings may result in resistance from the committee members. The following guidelines may temper this resistance. These guidelines are the results from an active exchange in a final meeting with the leadership board.

First, encourage committees to meet face-to-face for the first two or three months to establish the culture of the group. Then, grant the committee leader the discretion to have meetings every two months if the communication load allows and it seems sensible to the committee members. When leaders choose to meet every other month, leaders may wish to consider enacting a leaner form of communication during the off month such as an e-mail or a conference call (Rice, 1992) so that members do not feel disconnected with committee activities. Because committee members demonstrated a considerable interest in the use of e-mail for communications, this form of communication may ease some of the sense of loss that results when meetings are not as frequent. Research has shown that with proper training, e-mail is equitable to phone conversations, in richness of communication, when communicators employ the use of symbols and rich language in their correspondence (Markus, 1994). Additionally, using e-mail or a conference call may negate the negative effects of gathering for a face-to-face meeting such as cost of fuel, securing childcare, and additional time spent in transportation. A further benefit of utilizing these communication media is the leader communicates directly with the committee members rather than communicating through general organizational publications, which is impersonal and the most common practice of the organization.

Second, recommend committee leaders educate their members to direct questions concerning the business of the committee to the immediate leaders rather than to the senior leadership. The results of item 51 support that committee members had a high preference to receive their information from the senior leadership. The downside of such tendencies is that these practices can (a) fatigue the senior leadership, (b) result in miscommunications, and (c) retard the development of trust between the committee members and the committee leaders. Research strongly supports the notion that organizational members are satisfied receiving lean forms of communication from senior leadership such as formalized monthly letters and publications (Bryne & LeMay, 2002; Carlson & Davis, 1998). However, members expect a richer and/or more frequent form of communication from their immediate leaders. The results of the questionnaire demonstrated that the committees in which the members had high levels of trust for their immediate leader

also demonstrated high levels of member satisfaction with communications. Therefore, the development of trust facilitates a perception of quality communications and, conversely, communication fosters trust. Thus, the consultant also encouraged committee leaders to consider supplementing their face-to-face meetings with an occasional lean form of communication to foster trust within their respective committees.

Third, some committees did not demonstrate high levels of communication satisfaction with their members. One should consider whether these committees are comprised of leaders and members who are refined communicators. In these instances, committee members may have higher communication expectations in comparison to other committee members of lesser communication and leadership skills. *Thus, a third recommendation is to perform an informal interview of the members in these types of committees to assess whether the members have suggestions to improve communications within their committees.* The results of these informal interviews may provide additional insight for committee leaders to adjust communication strategies to account for the higher expectations of members.

The fourth and final recommendation is to educate committee members on their specific roles within the committees. Because the overall results of the committees indicated that a significant percentage of the members were unsure or dissatisfied with how they were being evaluated, informing members of their roles may reduce ambiguity and allow them to understand what roles and functions are expected. Reducing role ambiguity may reduce destructive forms of conflict (Rittle, 2007).

FURTHER RESEARCH

The results of this study support that volunteers working in a highly centralized organization have a high preference for communication from their senior leadership. These findings are contradictory to similar research with workers in for-profit organizations (Bryne & LeMay, 2006). Unfortunately, minimal research exists which explores the communication dynamics between non-profit leaders and their constituents. This absence of research demands exploration in this area of fertile research as the non-profit sector continues to burgeon.

Another dynamic, which this study did not actively examine, was the impact of leadership style upon communication expectations. During the interviews in this study, the CEO seemed to exhibit transformational leadership tendencies such as (a) idealized influence, (b) inspirational motivation, (c) intellection stimulation, and (d) individualized consideration. These traits align with transformational leadership theory (Bass, 1985; Burns, 1978). Because transformational leaders place a high emphasis on the consideration of the follower (Yukl, 2006), employees/members may have higher expectations for the accessibility of communications with the senior leadership.

Another leadership style the CEO seemed to exhibit was servant leadership (Greenfield, 1977). This style of leadership emphasizes that the employees' development and their satisfaction are as important as generating revenue and profits. Because of the emphasis on employee development, the employees may have more frequent and richer media communications with the senior leadership because the development of the employee is a high organizational priority. Therefore, the leadership style of senior leaders may influence employee communication expectations in regards to the communication media and the source of communication.

CONCLUSION

This study diagnosed the media communications within a highly centralized non-profit organization. Committees of volunteer members form the communication backbone for the organization. These members desired to reduce the number of monthly meetings. Through a series of interviews and the administration of an adapted form of the Corporate Communications Questionnaire developed by Downs and Hazen (1973), the consultant discovered that the committee members were generally satisfied with the communications. However, the data suggested that reducing the frequency of the meetings could result in some dissatisfaction because the members were accustomed to frequent and rich media exchanges. Accordingly, the consultant offered four recommendations to address some of the difficulties in streamlining the number of meetings to improve member satisfaction.

The first recommendation was to encourage face-to-face meetings for the first two or three months to establish the culture of the group. Then, allow the committee leader to have meetings every two months if the communication load allows and if it seems sensible to the committee members. The second recommendation was to educate committee members to direct questions concerning the business of the committee to the immediate leaders rather than to the senior leadership. Third, in committees with members who exhibited high leadership and communication skills, require committee leaders to perform informal interviews to assess whether the members have suggestions to improve communications within their committees. Finally, educate members regarding their specific roles within the committees.

The results of this study contradicted the results of similar communication studies concerning the committee members' high preference to receive information from the senior leadership. The findings from this study suggest that members of non-profit organizations expect more frequent and richer communications from their senior leadership in comparison to members of for-profit organizations. An additional factor to consider is whether the leadership style of the senior leaders influenced the communication expectations of its members.

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APPENDIX: CORPORATE COMMUNICATIONS QUESTIONNAIRE

Based on Cal W. Downs and Michael D. Hazen ©1973

INTRODUCTION: Most of us assume that the quality and amount of communication in our jobs contribute to both our job satisfaction and our productivity. Through this study we hope to find out how satisfactory our communication practices are and what suggestions you have for improving them. We appreciate your taking the time to complete the questionnaire. You should be able to complete the survey in 10-15 minutes.

Your answers are completely confidential, so be as candid as possible. This is not a test -- your opinion is the only right answer. Do not sign your name; we do not wish to know who you are. The answers will be combined into groups for reporting purposes. Small departments will be combined with other similar departments to insure large enough groups to preserve anonymity. Your assistance is greatly appreciated.

1. How satisfied are you with your job? (Check one)

_____	1.	Very dissatisfied	_____	5.	Somewhat satisfied
_____	2.	Dissatisfied	_____	6.	Satisfied
_____	3.	Somewhat dissatisfied	_____	7.	Very satisfied
_____	4.	Indifferent			

2. In the past 6 months, what has happened to your level of satisfaction? (Check one)

_____ 1. Stayed the same   _____ 2. Gone up   _____ 3. Gone down

3. If the communication associated with your job could be changed in any way to make you more satisfied, please indicate how.

_____

_____

_____

_____

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A. Listed below are several kinds of information often associated with a person's job. Please indicate how satisfied you are with the amount and/or quality of each kind of information by circling the appropriate number at the right.	Very satisfied	Satisfied	Slightly Satisfied	Indifferent	Slightly Dissatisfied	Dissatisfied	Very Dissatisfied
4. Information about my progress in my job.	1	2	3	4	5	6	7
5. Personnel news.	1	2	3	4	5	6	7
6. Information about company policies and goals	1	2	3	4	5	6	7
7. Information about how my job compares with others	1	2	3	4	5	6	7
8. Information about how I am being evaluated.	1	2	3	4	5	6	7
9. Recognition of my efforts.	1	2	3	4	5	6	7
10. Information about departmental policies and goals.	1	2	3	4	5	6	7
11. Information about the requirements of my job.	1	2	3	4	5	6	7
12. Information about government action affecting my company.	1	2	3	4	5	6	7
13. Information about relations with unions.	1	2	3	4	5	6	7
14. Reports on how problems in my job are being handled.	1	2	3	4	5	6	7
15. Information about employee benefits and pay.	1	2	3	4	5	6	7
16. Information about company budget and financial standing.	1	2	3	4	5	6	7
17. Information about accomplishments and/or failures of the company.	1	2	3	4	5	6	7
18. Extent to which my superiors know and understand the problems faced by subordinates.	1	2	3	4	5	6	7

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B. Please indicate how satisfied you are with the following. (Circle the appropriate number at the right.)	Very satisfied	Satisfied	Slightly Satisfied	Indifferent	Slightly Dissatisfied	Dissatisfied	Very Dissatisfied
19. Extent to which company communication motivates and stimulates an enthusiasm for meeting its goals.	1	2	3	4	5	6	7
20. Extent to which my supervisor listens and pays attention to me.	1	2	3	4	5	6	7
21. Extent to which the people in my organization have great ability as communicators.	1	2	3	4	5	6	7
22. Extent to which my supervisor offers guidance for solving job related problems.	1	2	3	4	5	6	7
23. Extent to which the company's communication makes me identify with it or feel a vital part of it.	1	2	3	4	5	6	7
24. Extent to which the company's publications are interesting and helpful.	1	2	3	4	5	6	7
25. Extent to which my supervisor trusts me.	1	2	3	4	5	6	7
26. Extent to which I receive on time the information needed to do my job.	1	2	3	4	5	6	7
27. Extent to which conflicts are handled appropriately through proper communication channels	1	2	3	4	5	6	7
28. Extent to which the grapevine is active in our organization.	1	2	3	4	5	6	7
29. Extent to which my supervisor is open to ideas.	1	2	3	4	5	6	7
30. Extent to which horizontal communication with other employees is accurate and free-flowing.	1	2	3	4	5	6	7
31. Extent to which communication practices are adaptable to emergencies.	1	2	3	4	5	6	7
32. Extent to which my work group is compatible.	1	2	3	4	5	6	7
33. Extent to which our meetings are well organized.	1	2	3	4	5	6	7
34. Extent to which the amount of supervision given me is about right.	1	2	3	4	5	6	7

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B. Please indicate how satisfied you are with the following. (Circle the appropriate number at the right.)	Very satisfied	Satisfied	Slightly Satisfied	Indifferent	Slightly Dissatisfied	Dissatisfied	Very Dissatisfied
35. Extent to which written directives and reports are clear and concise.	1	2	3	4	5	6	7
36. Extent to which the attitudes toward communication in the company are basically healthy.	1	2	3	4	5	6	7
37. Extent to which informal communication is active and accurate.	1	2	3	4	5	6	7
38. Extent to which the amount of communication in the company is about right.	1	2	3	4	5	6	7

C.   Please tell how you feel about your productivity on your job by answering the three questions below.

39. How would you rate your productivity in your job? (Check one)

_____ 1.   Very low   _____ 5.   Slightly higher than most
_____ 2.   Low   _____ 6.   High
_____ 3.   Slightly lower than most   _____ 7.   Very high
_____ 4.   Average

40. In the last 6 months, what has happened to your productivity? (Check one)

_____ 1. Stayed the same   _____ 2. Gone up   _____ 3. Gone down

41. If the communication associated with your job could be changed in any way to make you more productive, please tell how.

_____

_____

_____

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D. Answer the following **only if you are a manager or supervisor**. Indicate your satisfaction with the following.	Very satisfied	Satisfied	Slightly Satisfied	Indifferent	Slightly Dissatisfied	Dissatisfied	Very Dissatisfied
42. Extent to which my subordinates are responsive to downward directive communication.	1	2	3	4	5	6	7
43. Extent to which my subordinates anticipate my needs for information.	1	2	3	4	5	6	7
44. Extent to which I do not have a communication overload.	1	2	3	4	5	6	7
45. Extent to which my subordinates are receptive to evaluation, suggestions, and criticism.	1	2	3	4	5	6	7
46. Extent to which my subordinates feel responsible for initiating accurate upward communication.	1	2	3	4	5	6	7
47. When you hear a rumor about the company, do you know which employee in your department has information?	Yes		Not Sure		No		
48. Do you pass information along the grapevine if you believe the information to be true?	Yes		Not Sure		No		
49. Do you know if information moves from department to department along the grapevine?	Yes		Not Sure		No		

50. Where do you get most of your information? (Please rank the following from 1 (where you receive the most of your information) to 7 (where you receive the least of your information).

_____ a.Immediate Leader   _____ d. Bulletin boards (paper and electronic)
_____ b.Senior Leadership   _____ e. Publications
_____ c. Grapevine   _____ f. E-mail
     _____ g. Other (please explain) _____

51. Where would you prefer to get most of your information? (Please rank the following from 1 (where you prefer to receive the most of your information) to 7 where you prefer to receive the least of your information).

_____ a. Immediate Leader   _____ d. Bulletin boards (paper and electronic)
_____ b. Senior Leadership   _____ e. Publications
_____ c. Grapevine   _____ f. E-mail
     _____ g. Other (please explain) _____

52. For reporting purposes, please check your position.

_____ Senior Leadership Staff   _____ Committee Chairperson
_____ Committee Member   _____ Other

53. Please check your functional committee/department. If you serve on more than one committee, please check the committee on which you based your responses.

_____ Sample A Committee   _____ Sample B Committee   _____ Sample C Committee
_____ Sample D Committee   _____ Sample E Committee   _____ Sample F Committee
_____ Sample G Committee   _____ Sample H Committee   _____ Sample I Other

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