

Appendices

Interview guide

For managers

The change

Are there any changes taking place in the company at the moment? If yes, can you describe it?

How were you informed before the change?

By whom, how and when?

Can you describe how you dealt with and planned to communicate the change?

How do you communicate the change to your employees? Did your work position change because of the change?

The personal perception of the change

What do you feel about this change?

On a personal level, do you understand and support the change?

Why is it beneficial for you and your colleagues you think?

How do you think your colleagues perceive the change? What is the atmosphere around you like now?

How do you think the other employees perceive and embrace the change?

When the change was announced, did you see any reactions straight away?

Rumors, concerns and resistance

Have you noticed any difference in the working relationship between the employees after you informed about the change?

Have you noticed any rumors being spread among the employees before and during the change process?

Is there anything the management could have done differently help to prevent them?

Feedback

Do you actively look for feedback from employees? If yes, how does it work?

Is there anything you encourage employees to give?

Is feedback something you wish to receive more often?

How does it look at the company, employees tend to express themselves when not happy?

Internal communication

How does the internal communication work at the company?

What communication channels do you use when you communicate to the employees?

Do you plan in advance when you must hold a meetings or send an email, or how do you put it up?

Do you consider the importance of the communication channel when communication? The impacts and perception of the information based on the channel used?

Would you have preferred to communicate in a different way, or just another channel during this change?

For employees

The change

Is it some changes taking place right now in the company? If yes, can you describe it?

Will your job role change due to the change?

How were you informed before the change? By whom, how and when?

The personal perception of the change

What do you feel about this change?

On a personal level, do you understand and support the change?

Why is it beneficial for you and your colleagues you think?

How do you think your colleagues perceive the change? What is the atmosphere around you like now?

How do you think the other employees perceive and embrace the change?

When the change was announced, did you see any reactions straight away?

Rumors, concerns and resistance

Have you noticed any difference in the working relationship between the employees after you got informed about the change?

Have you noticed any rumors being spread among the employees before and during the change process?

What are they and could the management do anything different to prevent them?

Feedback

Do you usually give feedback to your managers?

Do you feel that it's OK to give feedback?

Do you think they see it as something positive that someone gives them feedback?

Do you think employees in general at ABB feel comfortable to provide feedback to their managers and colleagues?

Internal communication

What does the daily communication look like, what channels are being used?

What challenges do you see with the internal communication at the company?

Do you find it important what channels your managers use for communication? How does it affect you?