

Wrocław University of Economics and Business
Faculty of Management

Summary of PhD dissertation:

Effectiveness of communicating the strategy inside the company

mgr Ewa Popowicz

Research Supervisor:

dr hab. prof. UE Joanna Radomska

Assistant Supervisor::

dr Jarosław Ignacy

Wrocław, 2022

Research context

Contemporary economies characterised by a technological race, an increase in the diversity of business entities, and the complexity of the implemented processes require cooperation. The designated goals and tasks have been unattainable for an individual, and the organisation's success is often determined by the ability to communicate in inter-functional teams. Employees devote 50 to 80% of their working time to communicating during their work (Kończak & Bylicki, 2018 p. 234). The process, which in any enterprise consumes most of the time of the entire staff, is fundamental for the organisation. Managing a company without proper communication conveys the risk of losing the opportunity to use the optimal potential of employees (Potocki, 2008). Moreover, without improving communication skills, it is impossible to strive for excellence in management (Frydrychowicz, 2009).

There is a relationship between efficiency and communication: performing everyday duties requires cooperation, the effectiveness of which depends on efficient communication (Wilczewski, 2014). Efficient communication processes in the company affect the motivation of employees as well as their satisfaction and commitment to work. In organisations with open and smooth communication, changes are easier to implement. Additionally, employees are more involved in finding and solving problems as well as creating innovative solutions (Potocki et al., 2011; Quirke, 2017).

On the other hand, insufficient communication within the organisation contributes to several negative effects: loss of mutual trust, the emergence of aversion between employees, and the occurrence of difficulties in performing tasks, which result in a delay in the implementation of plans and increase in the level of absences or greater resistance (Elving, 2005). An atmosphere that does not favour communication also disrupts the emergence of innovative solutions and the sharing of knowledge, which often undermines efforts to shape organisational culture, investing in know-how and professional development (Argenti, 2017).

Communicating strategy

There is a growing interest of researchers and practitioners in this process, which is why its thorough understanding and description contribute to the development of management theory and bring benefits related to the long-term functioning of the organisation (Köhler & Zerfass, 2019; Siam, 2017; Zerfass et al., 2017).

Results of annual research for the State of the Sector Report found that "employee engagement around purpose, strategy, and value" has remained the number one priority for more than half (53%) of organisations worldwide since 2016. The result is consistent regardless of size or location (Gallagher, 2022). Effective communication within companies plays an important role, especially in strategic management, and is necessary to implement the strategy. The process of communicating the strategy helps to transform the written concept into planned actions. For a strategy to be successful, employees need to know, understand, remember and implement it. Research indicates that one of the obstacles ensuring effective implementation of the strategy inside the company is the unawareness or ignorance of the strategy, which was reported among up to 95% of employees (Kaplan & Norton, 2010). It is becoming increasingly common to say that misunderstanding the strategy may be an organisation's most prominent problem (Cummings, 2015). Management often needs to communicate the company's goals to employees accurately. The lack of a skilful connection between business strategy and internal communication brings failures in planning and monitoring the development of the enterprise. Ineffective communication of the strategy deprives – often created in time-consuming preparations – of its main advantage and the possibility of its implementation.

The strategy's implementation relies on the employees; thus, to strengthen their morale, identification with the company, and provide knowledge on accomplishing their tasks, they must be well informed (Cornelissen, 2010). In most enterprises, it is expected more than just conscientious performance of duties. Moreover, employees must think independently, be creative, and take the initiative having in mind a common goal (Quirke, 2011). Therefore, employees must understand what contributes to the company's success. This awareness often gives rise to motivation to strive for this success. Almost 84% of employees who understood why their company owed its success in the market wanted to help to achieve it. In a situation where employees understand the overall role of their work, 91% of them work on implementing the company's strategy (Quirke, 2011). Moreover, understanding the strategy helps to make work more meaningful and thus attract, motivate and retain valuable employees. Organisations should care about employees' understanding of the business strategy, but more importantly - that they help in its implementation, providing impeccable service, taking care of continuous development and innovation.

Management increasingly recognises and appreciates the positive impact of strategy communication on employees. According to research, top managers want to communicate strategy more effectively within their organisations (Köhler & Zeffass, 2019; Lee, 2022).

However, the difficulty is formulating understandable messages and delivering them promptly with thoughtful frequency. In addition, implementing the strategy always involves introducing changes and is a continuous process. Communicating them is problematic because it usually involves the transmission of a large amount of information, which overloads employees, mistakenly giving the senders the feeling that the staff has been adequately informed. As a result, the number of messages does not translate into their quality, which consumes time and introduces chaos.

When informing about the company's strategy, senders willingly use creative slogans or vague goals ("*we want to be a leader*", "*we want to set trends*") (Kończak & Bylicki, 2018, p. 230). However, the formulation and transmission of sublime slogans are not enough to engage employees in integrated actions to achieve goals. The strategy is not always formulated and communicated transparent and understandable, making strategic decisions challenging to translate into operational activities. To successfully implement the strategy, the management board faces the challenge of linking operational activities with the strategic direction. The difficulty is to ensure that the decisions made by employees are in line with the statement of the strategy set by the board. This operational compliance with the strategy is crucial. It entails the need to design a logical and consistent information process that will instil in employees the feeling that fulfilling their daily duties impacts the successful implementation of the strategy.

Many studies have confirmed that organisations find it difficult to succeed when lower-level management and non-managerial employees do not have the same information about strategy (Higgins & Diffenbach, 1989; Valentine & Hollingworth, 2015; Yang & Konrad, 2011) and that employees cannot help in strategy execution while being unaware (Kaplan & Norton, 2010). Despite the fundamental role strategy communication plays, there is still a shortage of knowledge in this research stream. In strategic management, great attention is paid to the definition and analysis of strategy, while the process of communicating is neglected (Kernbach et al., 2015). Recent research has shown that managers do not communicate with employees as effectively as possible (Lee, 2022; Welch & Jackson, 2007). However, few empirical studies examine how business strategy information is presented (Kernbach et al., 2015; Köhler & Zerfass, 2019; Zerfass & Sherzada, 2015). There is also a lack of in-depth analysis of how to communicate an enterprise's strategy effectively and how this communication affects the implementation of the strategy (Lueg & Julner, 2014; Yang & Konrad, 2011).

Prior work in this area pointed out that communication with employees is considered the essential type of communication, ahead of communication with customers and suppliers. At the same time, the research proves that senior management achieves the lowest effectiveness in internal communication (Pignata et al., 2015). It is estimated that even those managers who think that they communicate well with their employees and, therefore, clearly communicate the strategy do not achieve their goals. One of the possible reasons is different perceptions and understating among members of an organisation (Shimizu, 2017). However, it can be assumed that effective communication relies on other factors requiring detailed recognition and empirical research.

In practice, leaders usually do not try to receive feedback from employees about the strategy messages sent to them. A similar trend occurs in research - most communication analyses focus mainly on senders (usually top managers) (Al-Ghamdi et al., 2007). Strategy communication is often assessed only from the perspective of people broadcasting the message. And yet, whether a message is effectively conveyed and understood depends on the recipient's interpretation (Shimizu, 2017).

Research problem

Based on the literature review, the following research problem was formulated: **how to communicate the strategy within enterprises effectively**. The research objective of PhD dissertation was to explore the process of communicating the strategy addressed to people employed in the organisation. The implementation of such a research goal proceeded in two directions:

1. Recognising how effectively leaders communicate the strategy to their employees in everyday organisational practice, striving to achieve the goal of information, awareness building, and influencing activities of employees.
2. Illustrating the process of strategy communication by exploring channels and ways of formulating content about the strategy.

Regarding the theoretical frame, this work assumes theoretical recognition of the strategy communication process. In the empirical layer, the goal is based on the exploration of this process using qualitative methods (three case studies). The application goal is to provide managerial implications in the form of identifying various expectations of different participants

in the strategy communication process, identifying barriers hindering the transfer and receiving of information, and proposing actions to improve the communication of the strategy within enterprises.

It should be emphasised that due to the nature of the study, the assumption of the work was not to formulate universal generalisations as to the process of strategy communication in enterprises but rather to capture various approaches, practices, and solutions and determine the effectiveness of these specific practices concerning the chosen case studies.

To achieve the objectives of the study, the following research questions were formulated:

1. For what purpose does the management board communicate the strategy inside the company?
2. How are strategy messages addressed to employees formulated?
3. What methods of communication are used by the management to communicate the strategy internally?
4. Which channels broadcast messages about the strategy inside the company?
5. How do employees evaluate the communication of the strategy?
6. What are the effects of communicating strategy within the company? / What are the goals of the strategy communication inside the company?
7. What are the barriers to effectively communicating strategy inside companies?
8. What factors are conducive or disturb to an effective strategy communication process inside companies?

In the research process, the definition of strategy communication inside the organisation was adopted, explained as informing and explaining the organisation's mission, development direction, and goals to employees. Such communication aims to motivate all employees to consciously and actively support the organisation in implementing the strategy. In line with the study, such an interpretation combines the theory of praxeology and the theory of communication. According to the praxeological paradigm, effective action means achieving the goal set by its initiator (Kotarbiński, 1982). However, according to the theory of communication, in order for an action to be effective, a message must be received and understood (Górski, 2006; Kalla, 2005).

Organisation of work

In order to achieve the research goal and answer the research questions, a structure consisting of four chapters was used. The first chapter is devoted to internal communication. To accurately recognise the topic, the concept of communication was presented, as well as the functions it performs in the social process were described, and the models and elements of communication adopted in the literature were discussed. This chapter presents the communication process and identifies several information disruptions that may occur at each stage. Based on the literature review, a proposal on how to assess the effectiveness of communication was also presented, with particular emphasis on its practical purpose, which refers to the achievement of a specific objective defined by the sender. This chapter also describes what conditions are conducive to achieving communication effectiveness. The second part of the chapter is devoted to communication inside the organisation. It presents the meaning and objectives of communication in enterprises and identifies the challenges of implementing this process. The channels and tools used in the organisation to communicate were shown, and the proposed criteria for their evaluation were discussed.

The subject of the second chapter is the strategy communication. First, the definitions of the strategy, conceptual challenges and ways of communicating were presented. Next, the methods and benefits of measuring employee strategy communication were discussed. At this point of the dissertation, the impact of informing employees about the strategy on the functioning of the company was also emphasised. Finally, the barriers that affect the process of communicating strategy inside the company were presented. This chapter also contains an original proposal to categorise the goals related to communicating strategy and their relationship concerning the possibility of achieving effectiveness.

The third chapter concerns the research process. It provides a detailed review of the literature to identify the research gap, presents the characteristics of the research problem, describes the study's subject and explains the research procedure's methodological assumptions, with particular attention to the justification for the choice of qualitative methods. It also includes the steps taken to ensure the quality and reliability of the research project. It presents how empirical research is organised, including criteria for evaluating secondary data, categories of data collected through observations, and questionnaires developed for individual in-depth

interviews. The research procedure and the method of data analysis are also presented, with particular emphasis on the coding process and analysis of multiple case studies.

The fourth chapter presents the results of research conducted in each enterprise. It summarises the research results concerning the research problem posed and the research questions of the work. The objectives not previously indicated in the literature, which the management board formulates to communicate the strategy, were identified, and the degree of implementation of the assumed communication goals was discussed. The empirical research also highlighted additional effects of strategy communication that the employees revealed. In addition, a model of the strategy communication process inside the company was proposed, which considers four categories of factors affecting its effectiveness. These are the characteristics of the sender, management processes, communication methods, and the recipient's characteristics. This chapter also contains a summary of the obtained conclusions with the research results available in the literature, managerial implications, and evaluation of the qualitative research carried out. The summary also presents the limitations of the research method used and directions for further research.

The conclusion contains a discussion of research methods that helped to solve the scientific problem formulated in the dissertation. In this section, attention was paid to the study's originality against the background of literature, emphasising original solutions and the increase in new knowledge in the strategy communication process inside the organisation. Key conclusions from theoretical and practical perspectives were also listed. The scope of work was summarised, outlining the contribution to the discipline.

Research design

The study assumed the analysis of four elements of the communication process inside the organisation by the classic model of the persuasive act of H. D. Laswell and the existing barriers that may appear at any stage of this process. The sender, in this case, the management board, communicates the strategy to the recipients - employees - through selected means available in a given enterprise. The management board has a specific goal to cause a particular effect, e.g., to shape attitudes and induce or strengthen behaviours (Dobek-Ostrowska, 2004). The effective means of the communication process is considered to be a message prepared by the sender considering the recipient's needs as a basis for goals achievement (Zalewska-Turzyńska, 2012). The reception of a given message and its impact depends on the interpretation of the recipient

(Shimizu, 2017). Therefore, the research assumed the recognition of how the management board defines the effectiveness of strategy communication and how they try to ensure this effectiveness.

The study was based on the use of qualitative methods, which allows description, understanding, and synthesis of the phenomenon and the interpretation of the meanings that individuals assign to specific aspects (Creswell, 2013). Qualitative research is considered particularly appropriate for research questions that examine the views and preferences of employees (Welch, 2012). They allow for inductive data analysis based on individual experiences and interpretations of respondents and illustrate the complexity of the process that takes place within the organisation (Creswell, 2013; Czernek, 2016). In addition, the choice of qualitative method is justified by the following conditions:

1. **Insufficient research and lack of well-established theories:** so far, little is known about the effectiveness of strategy communicating within enterprises, and previous research results are insufficient (Köhler & Zerfass, 2019).
2. **It is difficult to create standard measurement tools:** the nature of the content communicated in individual organisations varies (Radomska, 2011).
3. **Relying on the quantitative measurement will not reflect the comprehensive nature of the communication:** the process of strategy communication takes place in companies in a different way, and its elements and assessment are influenced by various factors (Cespedes, 2014; Lawrence, 2015; Radomska, 2014; Shimizu, 2017).
4. **Context:** the detail of the messages conveyed in individual organisations varies (Radomska, 2011).

To answer the research questions, a multiple-case study was chosen. The following research techniques were used to collect the data: desk research - obtaining secondary data; field research - observation, individual in-depth interviews. In the field of data analysis, coding and cross-cases analysis were used.

The results of different data collection techniques were gathered in order to ensure reliability. In addition, the analysis of the phenomenon from the perspective of two groups of respondents presents the complexity of the internal communication process, strengthening the reliability of the results. Researchers point out that responses obtained only from the management board can be biased for various reasons, such as (Favero et al., 2018):

- managers may be prone to declare behaviour consistent with what they think they should be doing and what they are not practicing,
- management can answer survey questions based on subjective assessments of their activities, but these assessments may vary from a different perspective.

In qualitative research, the researcher plays a key role and influences the entire course of the study (Creswell, 2013; Czernek, 2016; Kvale, 2011; Olejnik et al., 2018) by transferring personality, experience, character, worldview, prejudices and assumptions to the project, which significantly determines each stage of the scientific research (Czernek, 2016). Bearing in mind the limitations above, the analysis also includes objective data sources, i.e., documents and materials collected from the surveyed enterprises (secondary data, where the form and the content are not influenced by the person performing the analysis).

Selection of cases

The case studies were based on the theoretical case selection, taking into account particular attention to the diversity and the possibility of conducting intensive research within each case. The method of selecting the companies invited to the study was made according to the Flyvbjerg classification (Czakon, 2016), distinguishing the following criteria:

1. **Availability of data** with the indication that the research population included companies that, as part of the invitations sent, confirmed taking communication activities to familiarise their employees with the organisational strategy and agreed to take part in the study.
2. **Maximum differentiation of cases** (diversity) in terms of the size of the enterprise (i.e., small, medium, and large). The division was based on the classification adopted by the Regulation of the Commission of the European Union (EC) 800/2008.

Selection of key informants

The selection of specific informants considered the selection criterion differentiating in the form of the position held, i.e. the management level – leaders in creating and communicating the strategy and employees – people responsible for implementing the strategy. Thus, the following two groups are distinguished:

1. **The first group (message senders):** people who represent the top management. CEOs, founders – people who built an organisation from scratch and are directly responsible for its development and functioning.
2. **The second group (recipients of the message):** employees who have been employed in a given organisation for more than three years.

The expected number of respondents was determined while collecting and analysing the qualitative data, and this was determined by the emergence of repetitive category patterns (category saturation).

Research results

Critical analysis of the literature allowed to distinguish three types of goals that management can achieve by communicating strategy: informing, building awareness and influencing employees' actions. The results of empirical research allowed for the exploration of detailed goals for which the top management wants to communicate strategy-related topics. Categories yet to be recognised have been classified into one of four groups:

1. **Involvement of employees in development activities:**
 - gaining support for strategic plans by explaining clearly what the strategy is and what is the contribution of a particular employee/unit in its implementation,
 - encouraging the formulation and implementation of forward-looking ideas serving the strategy,
 - making employees feel more responsible and more independent in making the decision and allows the leader to focus on strategic tasks.
2. **Influencing the daily activities of employees that are conducive to the implementation of the strategy:**
 - shaping attitudes related to customer service, maintaining the desired standards in contact with other stakeholders, and ensuring a coherent image of the company,
 - shaping the organisational culture and promoting values among employees manifested in everyday cooperation as part of the company's internal activities and supporting the achievement of the organisation's goals.
3. **Ensuring that the company consistently develops in the indicated direction:**
 - provide employees with a clear message about the essence of the company's activity,

- ensuring consistency so that each task carried out in the company is related to the implementation of the strategy,
- setting the strategy framework, i.e., indicating the areas in which the company wants to engage and those it does not want to deal with.

It is worth mentioning that in each of the analysed cases, the strategy communication goals set by the leader were achieved, although the requirements for strategy communication differed depending on the size of the organisation. The highest expectations were formulated in a large enterprise, which also translated into more intensive and well-thought-out strategy communication processes than in other organisations.

In terms of the developed materials on the strategy, a certain regularity can be observed – each of the companies tried to present its strategy precisely, using sub-points, instead of extensive text descriptions and with numerous graphic elements referring to the content. The forms of strategy presentation used are pdf documents, presentations, materials shared on the intranet, and videos.

Communications methods

The research results confirm the previous findings related to the preferred form of internal communication (Ali et al., 2021; Gallagher, 2022; Lee, 2022). Although two of the three surveyed companies invested in extensive tools for organising communication (intranet), in each case, the main form of contact was meetings. In small and medium-sized enterprises, these meetings were organised live. In a large enterprise, through conversations in the Microsoft Teams platform. It is also worth pointing out that in a large company, the leader delegated tasks related to communicating the strategy directly to his employees (general directors who played a vital role for a given local company and head of area managers). In small and medium-sized enterprises, leaders preferred to pass this information on their own (even if it involved numerous business trips). Many respondents appreciate the role of the leader in communicating the strategy and its elements. It can be indicated that employees prefer to learn about it from the person who heads their organisation.

Effects of strategy communication

An important finding from the analysis of interviews was identifying positive effects brought by employees' knowledge of the strategy. These include:

1. **Increasing loyalty to the employer** – the opportunity to participate in activities that affect the company's development and bring employees satisfaction and curiosity resulting from the continuation of jointly designed and implemented initiatives.
2. **Indicating prospects for professional development** – communicating long-term goals makes employees feel clear about their workplace, see career development opportunities, and at the same time, give them the motivation to be associated with their employer for longer. In addition, knowing the plans for the organisation's future, employees feel calm about their workplace.
3. **Giving meaning to everyday activities** – setting and openly communicating strategic goals gives employees the feeling that their work makes sense, focuses on specific effects, and contributes to the organisation's functioning.
4. **Improving cooperation with other areas/units in the company** – knowledge about the strategy increases employees' awareness of how different departments contribute to its implementation, facilitating cooperation between employees and reducing inter-organisational competition (e.g., for common resources).
5. **Providing a broad view of the organisation** – knowledge of the strategy allows employees to take a holistic look at the organisation and understand the contribution of individual areas to the implementation of the strategy, their role in the implementation of strategic goals.

Empirical research in the three companies also provided insights that the needs of employees to receive information about it differently are mainly dependent on their position in the organisation. Middle and senior managers declared their willingness to receive comprehensive plans related to the strategy. Less need or interest is identified in the case of executive employees. Nevertheless, the conclusions of literature and empirical research provided clear evidence that the strategy in the form of general assumptions should be presented to employees regardless of their position. The message should include an explanation of the role of individual areas in implementing the strategy. The research results also confirmed the previous findings related to the preferred form of communication about the strategy: direct conversation.

Factors influencing the process of communicating the strategy

A strong effect of the conducted research was also the classification of factors conducive to and hindering the communication strategy. They have been identified within each of the elements that make up the communication process. Factors distinguished on the sender's side are:

- leadership style,
- communication skills,
- awareness of the role of communication,
- formulating plans for the future,
- openness to sharing information.

As part of the methods of transmitting information, the following aspects were distinguished:

- the frequency of the form and adaptation of the information sent,
- verification of understanding,
- cascading of content
- exposure to the message.

The characteristics of the sender that affect the communication process are:

- the position in the organisation,
- interest in information about the strategy,
- awareness of the organisation's strategy and its role in its implementation,
- perception of messages,
- diversity of employees.

In addition, as part of the strategy communication process, it was also decided to include an additional element that plays an essential role in familiarising employees with the strategy, which are management processes, more precisely:

- the method of strategic management,
- the need to modify the strategy,
- employee participation,
- internal communication,
- communication climate,
- employee evaluation,
- shaping employee competencies.

Final remarks

The final result of the research was the development of a model of strategy communication within the company and the factors determining its effectiveness. The summary of the research results included a confrontation of the research results with the literature and a reflection on the rigor of the methodological research. What is more, being aware that the obtained results were determined by the characteristics of the selected research facilities and the time in which the study was conducted, the limitations and directions of further research were indicated.

Bibliografia

- Al-Ghamdi, S. M., Roy, M. H., & Ahmed, Z. U. (2007). How employees learn about corporate strategy: An empirical analysis of a Saudi manufacturing company. *Cross Cultural Management: An International Journal*, 14(4), 273–285.
<https://doi.org/10.1108/13527600710830313>
- Ali, B. J., Anwar, G., Gardi, B., Othman, B. J., Aziz, H. M., Ahmed, S. A., Hamza, P. A., Ismael, N. B., Sorguli, S., & Sabir, B. Y. (2021). Business Communication Strategies: Analysis of Internal Communication Processes. *Journal of Humanities and Education Development*, 3(3), 16–38. <https://doi.org/10.22161/jhed.3.3.4>
- Argenti, P. A. (2017). Strategic Communication in the C-Suite. *International Journal of Business Communication*, 54(2), 146–160. <https://doi.org/10.1177/2329488416687053>
- Cespedes, F. v. (2014). It Doesn't Matter If Competitors Know Your Strategy. *Harvard Business Review*, 3–5.
- Cornelissen, J. (2010). *Komunikacja korporacyjna*. Wolters Kluwer.
- Creswell, J. W. (2013). *Projektowanie badań naukowych. Metody jakościowe, ilościowe i mieszane*. Wydawnictwo Uniwersytetu Jagiellońskiego.
- Cummings, S. (2015). TIM Lecture Series – Communicating Strategy: How Drawing Can Create Better Engagement. *Technology Innovation Management Review*, 5(8), 44–48.
<https://doi.org/10.22215/timreview/922>

- Czakon, W. (2016). Zastosowanie studiów przypadku w badaniach nauk o zarządzaniu. In W. Czakon (Ed.), *Podstawy metodologii badań w naukach o zarządzaniu* (III). Wydawnictwo Nieoczywiste.
- Czernek, K. (2016). Wprowadzenie do badań jakościowych w naukach o zarządzaniu. In W. Czakon (Ed.), *Podstawy metodologii badań w naukach o zarządzaniu*. Wydawnictwo Nieoczywiste.
- Dobek-Ostrowska, B. (2004). *Podstawy komunikowania społecznego*. Wydawnictwo Astrum.
- Elving, W. J. L. (2005). The role of communication in organisational change. *Corporate Communications*, 10(2), 129–138. <https://doi.org/10.1108/13563280510596943>
- Favero, N., Andersen, S. C., Meier, K. J., O'Toole, L. J., & Winter, S. C. (2018). How Should We Estimate the Performance Effect of Management? Comparing Impacts of Public Managers' and Frontline Employees' Perceptions of Management. *International Public Management Journal*, 21(1), 105–130. <https://doi.org/10.1080/10967494.2016.1236763>
- Frydrychowicz, S. (2009). *Komunikacja interpersonalna w zarządzaniu*. Wydawnictwo Forum Naukowe.
- Gallagher. (2022). *State of the Sector 2021/22*.
- Górski, A. (2006). *Podstawy i techniki komunikowania społecznego*. Wydawnictwo Forum Naukowe.
- Higgins, R. B., & Diffenbach, J. (1989). Communicating corporate strategy-The payoffs and the risks. *Long Range Planning*, 22(3), 133–139. [https://doi.org/10.1016/0024-6301\(89\)90015-0](https://doi.org/10.1016/0024-6301(89)90015-0)
- Kalla, H. K. (2005). Integrated internal communications: A multidisciplinary perspective. *Corporate Communications*, 10(4), 302–314. <https://doi.org/10.1108/13563280510630106>
- Kaplan, R. S., & Norton, D. P. (2010). *Wdrażanie strategii dla osiągnięcia przewagi konkurencyjnej*. Wydawnictwo Naukowe PWN.
- Kernbach, S., Eppler, M. J., & Bresciani, S. (2015). The use of visualization in the communication of business strategies: An experimental evaluation. *International Journal of Business Communication*, 52(2), 164–187. <https://doi.org/10.1177/2329488414525444>

- Köhler, K., & Zerfass, A. (2019). Communicating the corporate strategy: An international benchmark study in the UK, the USA, and Germany. *Journal of Communication Management*, 23(4), 348–374. <https://doi.org/10.1108/JCOM-10-2018-0106>
- Kończak, J., & Bylicki, P. (2018). *Marka korporacyjna i jej komunikacja*. Public Dialog.
- Kotarbiński, T. (1982). *Traktat o dobrej robocie* (6th ed.). Ossolineum.
- Kvale, S. (2011). *Prowadzenie wywiadów*. Wydawnictwo Naukowe PWN.
- Lawrence, T. (2015). Global leadership communication: A strategic proposal. *Creighton Journal of Interdisciplinary Leadership*, 1(1), 51–59. <https://doi.org/10.17062/CJIL.v1i1.8>
- Lee, Y. (2022). Dynamics of Symmetrical Communication Within Organizations: The Impacts of Channel Usage of CEO, Managers, and Peers. *International Journal of Business Communication*, 59(1), 3–21. <https://doi.org/10.1177/2329488418803661>
- Lueg, R., & Julner, P. (2014). How are strategy maps linked to strategic and organizational change? A review of the empirical literature on the balanced scorecard. *Corporate Ownership and Control*, 11(4 Continued 5), 439–446. <http://www.scopus.com/inward/record.url?eid=2-s2.0-84909601483&partnerID=40&md5=a2ec2d985bb0cd4ad3db58b69fabfcb>
- Olejnik, I., Kaczmarek, M., & Springer, A. (2018). *Badania jakościowe. Metody i zastosowania* (II). CeDeWu.
- Pignata, S., Lushington, K., Sloan, J., & Buchanan, F. (2015). Employees' perceptions of email communication, volume and management strategies in an Australian university. *Journal of Higher Education Policy and Management*, 37(2), 159–171. <https://doi.org/10.1080/1360080X.2015.1019121>
- Potocki, A. (2008). *Instrumenty komunikacji wewnętrznej w przedsiębiorstwie*. Difin.
- Potocki, A., Winkler, R., & Żbikowska, A. (2011). *Komunikowanie w organizacjach gospodarczych*. Difin.
- Quirke, B. (2011). *Komunikacja wewnętrzna krok po kroku*. Oficyna.
- Quirke, B. (2017). Making the connections: Using internal communication to turn strategy into action, second edition. In *Making the Connections: Using Internal Communication*

- to Turn Strategy into Action, Second Edition*. Gower.
<https://doi.org/10.4324/9781315249971>
- Radomska, J. (2011). *Partycypacja pracowników w procesie zarządzania strategicznego (rozprawa doktorska, 2011)*. Uniwersytet Ekonomiczny we Wrocławiu.
- Radomska, J. (2014). Formalizacja w komunikowaniu o strategii w świetle badań empirycznych. *Marketing i Rynek*, 5, 529–535.
- Shimizu, K. (2017). Senders' Bias: How Can Top Managers' Communication Improve or Not Improve Strategy Implementation? *International Journal of Business Communication*, 54(1), 52–69. <https://doi.org/10.1177/2329488416675449>
- Siam, M. R. A. (2017). The effect of communication strategy on the relationship between strategy execution (organisational level) and organisational performance: a middle level managers' perspective at higher education institutions. *Journal for Global Business Advancement*, 10(2), 158. <https://doi.org/10.1504/jgba.2017.083412>
- Valentine, S., & Hollingworth, D. (2015). Communication of organizational strategy and coordinated decision making as catalysts for enhanced perceptions of corporate ethical values in a financial services company. *Employee Responsibilities and Rights Journal*, 27(3), 213–229. <https://doi.org/10.1007/s10672-014-9253-2>
- Welch, M. (2012). Appropriateness and acceptability: Employee perspectives of internal communication. *Public Relations Review*, 38(2), 246–254.
<https://doi.org/10.1016/j.pubrev.2011.12.017>
- Welch, M., & Jackson, P. R. (2007). Rethinking internal communication: A stakeholder approach. *Corporate Communications*, 12(2), 177–198.
<https://doi.org/10.1108/13563280710744847>
- Wilczewski, M. (2014). Audyt komunikacyjny w badaniu efektywności procesu komunikacji wewnętrznej przedsiębiorstw. *Studia i Materiały Wydziału Zarządzania UW*, 2014(1), 98–110. <https://doi.org/10.7172/1733-9758.2014.17.9>
- Yang, Y., & Konrad, A. M. (2011). Diversity and organizational innovation: The role of employee involvement. *Journal of Organizational Behavior*, 32(8), 1062–1083.
<https://doi.org/10.1002/job.724>

Zalewska-Turzyńska, M. (2012). *Komunikowanie się w organizacji - studium prakseologiczne*. Wydawnictwo Uniwersytetu Łódzkiego.

Zerfass, A., & Sherzada, M. (2015). Corporate communications from the CEO's perspective: How top executives conceptualize and value strategic communication. *Corporate Communications*, 20(3), 291–309. <https://doi.org/10.1108/CCIJ-04-2014-0020>

Zerfass, A., Verčič, D., & Volk, S. C. (2017). Communication evaluation and measurement: Skills, practices and utilization in European organizations. *Corporate Communications*, 22(1), 2–18. <https://doi.org/10.1108/CCIJ-08-2016-0056>