Change Communications in an IT Implementation

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Abstract

This research examines the role of perceptions, and how they differ across stakeholder groups, in an organization undergoing an IT implementation. Specifically, it uses a framework informed by the Technology Acceptance Model (TAM) to provide a foundation for comparison across groups in one organization. The research draws on literature in the change communications and organizational change management fields to determine key themes of effective change programs. The research uses a single-case study approach, focusing on a self-completion survey administered to a sample of employees at a North American real estate company during their implementation of SharePoint 2014 in June 2014. This case shows the importance of understanding employee perception, especially perceptions of ease of use and usefulness of a new technology, in the success of the change program. It also shows the importance of understanding stakeholder groups in any communications program.

Keywords: change communications, IT implementation, Technology Acceptance Model, communicating IT change, perceptions, change management, perceived usefulness, perceived ease of use

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Change Communications in an IT Implementation

Change is to become something else, a piece of life that is constant in its need for you to be different. Whether one sees change as good or bad, it's a given that it will happen at some point in every person's life. In this sense, organizations are no different. They must be open to restructuring, pivoting and revising their business, processes and goals in order to stay competitive. A major part of the success of an organization today is the information technology (IT) that it uses to enable its workforce to accomplish business plan goals and objectives; a modern organization cannot be tied to the same technology for decades on end. As a result of this, employees must learn these new platforms in order to do their job properly. In a 2000 survey from the Canadian government, more than 10% of workplace stress triggers came from "having to learn computer skills" (Statistics Canada, 2003). The workplace stress can lead to fatigue or low motivation, which contributes to an overall decrease in employee morale, organizational culture and productivity (The Chicago School of Professional Psychology, n.d.). The role of effective management of change assist employees and employers alike in their achievement of healthy workplaces that are able to deliver on business plans.

While organizational change management concerns the overall organization, the role of the individual is paramount to the success of the process. The individual employee is the focus of many studies, as they are the user of the new technology and as such, hold a choice between adoption and non-adoption of the technology. And, because humans are inherently social, this choice can affect the choices of their work colleagues and peers in the organization. Thus, the perceptions of the individual are incredibly important to consider in regard to a change communications program that aims to be successful at implementation of a new technology. What the employees thinks about the IT, the communications and the organization can hinge the

success of the new technology.

Existing research in the areas of change communications and organizational change management focus on a number of themes outlined further below, but the role of perception is not closely studied in terms of the communications function. This research seeks to answer whether perceptions of change communications differ between stakeholder groups at an organization undergoing an IT implementation, by employing a framework guided by the Technology Acceptance Model (TAM); it will also question whether the perceived ease of use (PEU) and perceived usefulness (PU), key filters from TAM, affects the perceptions of the stakeholder groups, positively or negatively.

The literature on change communications and organizational change management both identify that effective communications is integral to a strong implementation, but the fields do not overlap in the tools they provide communicators. As such, this research attempts to fill a gap in the existing research, by demonstrating the importance of understanding the perceptions of the user toward the IT being implemented, and the change communications, as a key to the success of the program. "Perception is the way we all interpret our experiences. It is a marvelous and difficult part of human behavior; managers must realize that all individuals have differing perceptions" (Otara, 2011, p. 21). It is often stated that 'perception is reality' and in this case, it may be key to understanding the motivations of the employee during a major change initiative and how the communications function should work. If an employee perceives that a technology is not useful, easy to use, or helps them in their work, they may never shift to make a reality of them using it.

The field of communications and organizational change management are broad and very diverse. Due to the pace of research and the breadth of the materials, it is outside the scope of

this paper to provide a truly comprehensive review of all corners of change communications and organizational change management. The focus of this research is on the overarching findings from key change communications literature, as well as organizational change. In particular, the change communications review focused on general practices for practitioners, or on those specific to change communications in a technological setting. Similarly for organizational change management, the review focused on key studies and general practices provided to managers to give a snapshot of the 'framework' available. It will also examine the TAM literature, specifically the work of Davis (1982) to inform the creation of the research tool and language to the sample. This is a foundational piece of research that set out to understand the role of the user in the successful adoption of a new IT, but has not been incorporated into a change communications program that the researcher could find.

It is the aim of this research to provide a possible set of guiding principles for communications practitioners who are leading an organization through an IT implementation, using best practices that were not created in a silo, but that are informed by both the key research in the organizational change management field and the IT field. By blending these areas into one focus, future communications plans may be better structured to provide the optimal mix of principles for the successful implementation of the new technology.

The best practices and key literature will be explored in fuller detail in the subsequent chapter, as well as an outline of the methodology for this case study of a North American real estate company undergoing an implementation of the 2014 SharePoint platform, to become a common intranet across 11 regions. The case study used a self-completion survey to solicit feedback from a sample of employees on their views toward the platform, the impact of those perceptions on the change communications, and their overall views of the change program. The

paper will examine these findings in detail and highlight key learnings that help fill the gap in perceptions in change communications. It will also highlight areas for future research and limitations of this study.

If as a society, we will continue to create new technologies to solve the problems of the modern workforce, we must provide an integrated communications framework that helps practitioners give their audiences what they need to effectively transition to a new platform. By understanding the role of perceptions and how they differ across stakeholder groups, and especially those of the IT itself, change communications can be prepared to actually answer the needs of the organization and not just the 'same old' messages that no one is reading. Instead of a 'one-size-fits-all' approach, the change communications can deliver what is needed by each group, based on their perceptions of the technology and the views of the audiences themselves. Communicators can stop telling people what we think they want to know, and start telling them what they actually need to know.

Literature Review

Information technology (IT) is an ever-changing function of modern organizations. New ideas, platforms, applications and systems are constantly being created, launched and updated in order to stay ahead of the curve. For organizations, this means that their IT systems are also changing rapidly – as of July 2014, over 1.3 million applications were available for Android users on Google Play and 1.2 million applications through the Apple Store. In terms of organizations, advanced technology can assist in their survival. The modern firm needs to update their technologies regularly to stay competitive in the global economy and to further innovation in their internal processes. Change management's role in successful organizations has never been more important as companies navigate through major IT implementations,

change programmes and the need for increased productivity from their employee bases.

Change management in IT implementations, and the communications planning for these changes, are crucial to the success of any project (Lewis, 2006a). Technological changes can be stressful and complex for those experiencing them, particularly within the organization. Employees have typical daily routines and with an IT change, major disruptions to these routines can occur. Employees can become protective of their IT patterns, creating an issue for any projects that may alter these systems. As Beaudry and Pinsonneault (2010) state, "[t]echnological artifacts trigger emotional reactions from individuals when they interrupt the sequence of events in one's routine" (p. 690).

Change management is a philosophy to transition individuals to a desired future state, whether it be to an adopter of a technology, a new role within an organization, or even through a major life incident. The change management function can be held in a number of divisions within an organization, from communications, to human resources or with external consultants, which lends a number of different perspectives on how it is instilled internally. Research on change management is diverse, with success factors based around major themes, such as the role of leadership, the implications of corporate values, creation and recreation of identity (both personal and corporate), and the importance of dialogue throughout a change.

Change communications is a related field of study, but stems from the communication practitioners' point of view for the most part. While there are a number of important and consistent points to consider, its relative newness in the area of change management has led to a number of gaps, including a lack of tactical lessons, models and cases, as well as a lack of consistency. Most interestingly, change management research seemingly finds that effective communications is paramount to the success of a change--and yet, the sources

cannot give a definitive roadmap of how to actively use it. As Lewis (2006a) discusses in her study on popular press books on change communications, communications 'gurus' provide few tools for communications practitioners, but there are large pools of themes that readers could theoretically pick from to form the basis of their communications.

It is also important to consider the role of resistance in this field of study as its own area of focus. Resistance is a constant theme in change management, as a number of studies focus on overcoming it. User traits like anxiety, fear, distrust and self-preservation show up in many of the IT implementation studies, all of which need to be addressed and mitigated through communications to ensure that the project will be realized.

Due to the diverse nature of the literature sources for this research, the range for publication dates is as much as 40 years ago, to within the last year. Change communications literature is sparse in certain aspects, so some sources have become classic pieces of reference in current research studies and are included because of their impact in the field. Everett Rogers (1962) began the discussion of organizational change is the definitive work Diffusion of Innovations, which has since been republished five times, highlighting the longevity of its application to the field. Rogers' (1962) discussion of adoption levels of new ideas and technology was the beginning of the study of organizational change. Phillips (1983), a consultant at McKinsey, published the first change model in his work Enhancing the Effectiveness of Organizational Change Management, which discussed what he calls "the non-adaptation penalty" (p.184). Since these two works, the literature has expanded with authors ranging in disciplinary background from communications and organizational change professionals, to experts (academics) in the various fields of research. The main disciplines focus on business and organizational studies, human resource management and information

technology.

Sources were located using a variety of techniques, including database, keyword and bibliographic searches. Key publications include MIS Quarterly, Corporate Communications, Journal of Change Management, Organization Science and Organization Dynamics. Among the search criteria, important keywords included: change communication, change management, IT implementation, user resistance, communicating change, user adoption, implementation communication, resistance, change resistance, communication, and organizational change. In order to be included, sources were required to be focused on organizational change and change communications generally, in an information technology setting or adoption of new innovation or idea. Sources were excluded based on the main focus of their research studies, such as the effects of very specific variables of change (gender, work environment), focus on post-adoption use, or the focus of the change studied (pay, restructuring, job-related) and its deviance from the IT application.

The literature review will first discuss organizational change to introduce the topic. From there, the review will discuss the findings on change communications, as an important extension of the organizational change field. It will move into an examination of factors contributing to user resistance and success factors to adoption, before discussion of the theoretical underpinnings in the literature. As well, the review will provide a summary of the findings in relevant studies and discuss the gaps in the existing research, highlighting the opportunity for novel contribution and validating the importance of this study to the field of change communications, specifically focused on IT implementations.

Organizational Change

Within organizations, change is often the subject of research projects due to its impact on the business processes, successes and failures. One of the first pieces of literature that

introduced the concept of organizational change was Rogers (1963) and his work, Diffusion of Innovations. Rogers argues that "diffusion is the process by which an innovation is communicated through certain channels over time among the members of a social system" (p.35). There are four main elements of the process of spreading a new idea: the innovation, the communication channels, time, and a social system. Diffusion of Innovations (DOI) relies on human capital and the interaction of people in a social system for an innovation to 'spread'. As will be discussed further below, the importance of communication channels, time and peer groups can determine whether or not a technology or idea will be accepted. DOI is woven throughout the change management and communications literature as a foundational piece for other research to build from. Despite its influence, Hameed, Counsell and Swift (2012) noted that "one of the major limitations of DOI is that it applies an individualist approach and takes no account of the influence of organizational and environment factors" (p.363). It is focused on the individual viewpoint; thus, depending on the research focus, it may or may not have a strong frame of reference for specific studies. From a change communications perspective, DOI offers a wealth of knowledge to inform examination of a change communication process and success factors, due to the strongly individual nature of communications (one person to another).

"Organizational change [refers to] structural, economic, technological, or demographic [changes], and it can be planned and managed on a more or less rational model... [t]ransition...extends over a long period of time and cannot be planned or managed by the same rational formulae that work with change" (Bridges, 1986, p.25). Transitions, and the change process, are important aspects to consider when examining organizational change. Van de Ven and Poole (2005) note that, "time is a fundamental issue that confronts all scholars of

organizational change. To understand a change process, it is critical to understand how it unfolds over time and how time and timing affects it" (p.1394). Changes are not static and should not be considered as such, in order to be successfully managed. Folkman and Lazarus (1985) studied undergraduate university students during an academic examination to determine the stages of coping. Importantly for organizational change, they found that a "stressful encounter is a dynamic, unfolding process, not a static, unitary event" (p.167). In other words, the concept of processes and time is key for organizational change to be considered successful for parties involved.

The relationship that employees have with their organization also impacts their capacity to persist through a change program. Organizational values, corporate identity, personal histories and self-definition are common themes in the sources on organizational change (Amis, Slack & Hinings, 2002; Cheney, 1983; Chreim, 2002; Lewis, 2007). Organizational values are defined by Enz (1988) as “the beliefs held by an individual or group regarding means and ends organizations ‘ought to’ or ‘should’ identify in the running of the enterprise, in choosing what business actions or objectives are preferable to alternate actions, or in establishing organizational objectives” (p.287). Organizational values can define the response to a change since values emphasize the design and processes of an organization and the structure of the organization itself (Amis et al., 2002, p.437). An organization can set the tone for the change by demonstrating its values in the changes it undertakes. "If they [changes] are viewed as largely consistent with the values held within the organization, then the change is likely to be embraced" (Amis et al, 2002, p.437).

Another theme from the sources was the role of identity in organizational change. Dutton, Dukerich and Harquail (1994) defined identification as “the degree to which a member

defines him/herself by the same attributes that he or she believes define the organization" (as cited in Chreim, 2002, p.1118). There are two types of identity discussed in the sources: corporate and individual. These are interrelated, as our individual identity within an organization becomes a corporate identity as well. "Our corporate identities serve to enhance the 'self', granting us status and even prestige" (Cheney, 1983, p.146). Corporate identity allows employees to feel an assumed "we" while in the workplace. This feeling of involvement can impact how the change program should be managed. "Simply put, an individual who is inclined to identify with an organization (or an organizational subunit) will be open to persuasive efforts from various sources within that unit" (Cheney, 1983, p.146). Identities assist in a sense of belonging, which is important for the reliability of the employee. In terms of an organizational change, Chreim (2002) finds that "individuals strive for some consistency in their self-definition and this consistency can be provided when their identifications do not have to be completely destroyed" (p.1126). Taken further, if organizations provide individuals with the opportunity to have their self-identities align with the organizational identity, organizations have an opportunity to give their employees what they need through a change, in order to maintain their identities that they have created (Chreim, 2002, p.1126).

Related to identity, personal history is significant to the field of organizational change. In her research on stakeholder models of change implementation, Lewis (2007) discussed the consideration that should be given to the personality of the stakeholders involved in a change program. While this is also relevant to user resistance, the idea of understanding stakeholders' backgrounds and needs during a change program is important to the overall literature. "Stakeholders (implementers included) are not blank slates at the outset of change initiatives. The abilities, preferences, tendencies, and desires possessed by stakeholders set important

contingencies on how these communicative interactions play out" (Lewis, 2007, p.199). Moreover, the personal histories of stakeholders will influence how they manage change, their tolerance, and their "level of jadedness and enthusiasm" toward the program itself (Lewis, 2007, p.190). A common thread through the sources was the reminder that stakeholders are human, with real emotions, values, identities and histories that will play a part in the organizational change initiative. This is particularly of consequence when considering how to communicate internally through these changes.

To summarize, organizational change is a varied and diverse discipline, but several themes are important to consider in this research. The concept of processes and time are important to the change itself, as changes are not static moments in time. Organizational values are the guiding pillars for what the organization does and can define how employees respond to change. Changes need to be in line with the values that the organization has expounded. It's also important for individuals to find confluence with their self-identity and the organizational identity. Finally, the role of history and the personality of the user needs to be considered in a change program as they influence the adoption or resistance of the new technology. Organizational change concepts cannot exist on their own for a successful programme, but they must be linked with effective communications, which are explored below.

Change Communications

As Richardson and Denton (1996) state, "what we do not understand is always more frightening than what we know" (p.204). This is true for much of our daily lives, not the least of which concern our situations in the work place, where we spend the majority of our time. Changes that happen there, as discussed above, can have a major impact in a number of aspects

of the user's life. "Communication process and organizational change implementation are inextricably linked processes" (Lewis, 1999, p.44). While this is expressed throughout the change communications literature, it is often studied in isolation from organizational change management; the actual communications processes have received less attention from scholars (Lewis, 2000a, p.45; Lewis, 2006a). This gap in the literature has led to a diversity of opinions on the correct processes for communicators to undertake during the change process, despite the generally understood and recognized role that communications plays in the process. Bordia, Hunt, Paulsen, Tourish and DiFonzo (2004) state that "communication not only reduces uncertainty but also increases a sense of control over personal circumstances related to change and job satisfaction (as cited in Nelissen and Selm, 2008, p.358).

The literature on change communications suffers from a lack of quantitative data and instead has foundations mainly in qualitative studies that have not produced a model for future usage, or clear steps on how to successfully implement a plan. Lewis (2006a) undertook a study on the popular press books focused on change in organizations to study what is available for communications practitioners, and whether scholarly knowledge is reflected in the 'guru' literature. She found that there was conflicting language and advice, and that mainstream communications books lack a 'toolkit' for practitioners. One of the key critiques was centred on the vague advice that communicators are given, such as "communicate often, without providing much guidance on channels, frequency, mix of types, or specific message strategies" (Lewis, 2006a, p.123). This study focused only on books available through Amazon.com and their most popular lists, so the results are not without limits, but they offer interesting perspective on the information available to communicators. The study identified the main seven themes running through the books: asking for input (participation), use informal networks, disseminate

information, manage the style and content of communication, formulate and follow a plan, create and communicate vision, and use threats, punishments and intimidation (Lewis, 2006a, pp.123- 128). Some of these points were found in the scholarly literature as well, outlined further below. Lewis (2006a) made an important point for future communications, stating that "a strategy of 'cherrypicking' the advice...is likely most wise" (p.134). It allows the communications for the change to be 'customized', in a sense.

Elving (2005) outlines two goals for successful change initiatives: "The first goal of organisational [sic] communication should be to inform the employees about their tasks and about the policy and other issues of the organisation [sic]. The second goal is communication with a [purpose] to create…community within the organisation [sic]" (p.131). He goes onto argue that one of the main purposes of change communications should be to inform employees about the change and how their work will be altered, which will begin a readiness for change (p.132). Supporting this, Harkness (2000) noted that the role of change communications should involve other internal divisions, like human resources and marketing, to ensure that the communications planning is incorporating all levels of organizational life. Further to notion of integration and specificity to each organization, Daly, Teague and Kitchen (2003) state that "organisations [sic] require different approaches to their employee communication, which reflects such factors as the type of business, size, organisational [sic] culture, managerial style, financial resources, staff and the stability or volatility of the business environment" (p.154).

Most of the sources focused on the individual level within an organization, due to the personal effect and often very individualized responses to initiatives. Common points that appeared throughout the studies included: the medium, the richness of the communication, the participation from the recipient or feedback loop, the mitigation of rumors, expression of the

vision, role of management, and the timeliness of the communication that have an effect for the individual (Daly, Teague, & Kitchen, 2003; DiFonzo & Bordia, 1999; Elving, 2005; Gallivan, 2001; Goodman & Truss, 2004; Jiang, Muhanna & Klein, 2000; Johansson & Heide, 2008; Lewis, 1999; Lewis, 2000b; Matos Marques Simoes & Esposito, 2014; Richardson & Denton, 1996; Russ, 2008; Smeltzer, 1991).

The channel for the message is incredibly important for the recipient, depending on the complexity of the change initiative. "Evidence suggests that a key component of implementation activity is related to the dissemination of information, which concerns the downward dispersal of knowledge, ideas, training, facts, and requests or directives for action concerning the change" (Lewis, 1999, p.48). Smeltzer (1991) points out that the usual channels for the usual messages needs to be considered, since breaking the norms can cause a high degree of anxiety and skepticism (p.10). "Management must tradeoff between richness, time allocated, and accuracy. As the lower levels of richness are used, less time will be necessary but accuracy probably will be diminished" (Smeltzer, 1991, p.13). Goodman and Truss (2004) also found that the channel has great weight in the communication process. "[T]he choice of media should fit the significance and complexity of the message as well as the stage in the change process" (p.218). The more routine the change, the more routine the communications should be (i.e. email, bulletin board). The more complex the change, the richer the communication medium (i.e. face-to-face or group) needs to be. By allowing personal interactions, the sender can read nonverbal cues and the receiver has the opportunity to ask questions (Smeltzer, 1991). This notion of richness is further explored theoretically by Richardson and Denton (1996):

> Routine messages should be sent on relatively lean channels, or there is a data glut. Non-routine messages should be sent on very rich channels, or there is data

> starvation. Large scale changes and implementation of company strategy are non- routine and should be communicated through a rich medium, preferably face-to- face (p.207).

The role of the employee, and their input, has been the focus of several studies found in the literature. Johansson and Heide (2008), Lewis (1999), Lewis (2000a), Matos Marques Simoes and Esposito (2014), Russ (2008) and Schein (1993) all discuss involving employees during the change communications, as it achieves several key goals. Participatory communications "leverages dialogic communication so as to involve most or all stakeholders through solicitation of their ideas and input about the change and the implementation process" (Russ, 2008, p.200). This type of communications elevates the process from simply transmitting and receiving to a joint construction of meaning between the implementer and the potential user (Matos Marques Simoes & Esposito, 2014, p.325). It builds common ground internally, or as Schein (1993) states, "dialogue, then, is at the root of all effective group action" (p.42). Lewis (1999) discusses how participation can lead to increased commitment, increased accuracy in perceptions of the change, improvement in system design from a user perspective and decreased resistance (p.50). Lewis (2000b) discusses this point further, that "[r]esearch reveals that feedback serves a number of needs for individuals and for organizations including improving performance, reducing uncertainty, enhancing self-image, and managing self-preservation goals" (p. 146). This opportunity for users to add their views, experiences and issues is necessary in order to reduce the resistance to the change overall. Goodman and Truss (2004) highlight that strong communications depend on the feedback loop to allow the sender and the receiver to check their mutual understanding of the message.

Richardson and Denton (1996) raise the point that there is a greater incident of negative and inaccurate rumors when there is limited communications and feedback occurring. DiFonzo and Bordia (1999) discuss the issue of rumours in their research, as an important piece of the change management program. "[R]umors [sic] are a symptom of the uncertainty that often accompanies organizational change and persist or even flourish when poor communication strategies fail to adequately assuage this uncertainty" (DiFonzo & Bordia, 1999, p.297). Smeltzer (1991) found that because organizational change is a topic of high interest for employees, rumours are more likely to spread. "Once the rumors [sic] are traveling across the grapevine, they may be more difficult to eliminate" (Smeltzer, 1991, p.14). The issue of rumours is more far-reaching in change communications than simply gossip. They stem from the timeliness of communications and the role of management during the program--if both are not in harmony, the change communications will not be successful.

DiFonzo and Bordia (1999) focused on two case studies, one successful and one unsuccessful, in their research which pertains to this topic:

> When information gets communicated via the grapevine, management inevitably loses control over its content. Employees, facing anxiety and uncertainty regarding issues of high relevance to them, may then conjure scenarios that are often worse than reality and even attribute malevolent intentions to management. Management's attempts at denying rumors and innuendo are, at this point, not likely to succeed as they have lost the trust of employees (p.299).

The change communications plan must be able to respond to employee issues quickly

in order to mitigate rumours that could put the implementation in jeopardy. Employees desire more information during a time of change, but DiFonzo and Bordia (1999) note that this is usually the exact moment that management can't give it. The role of the manager is of high value during a change program, as Nelissen and Selm (2008) discuss in their research. "Employees who are satisfied with management communication score high on positive responses and low on negative responses" (p.314). This study suffered from limitations by employing a one point in time measurement, but it provides empirical evidence in a field of research that is often lacking it.

Armenakis and Harris (2002) focused on the key components of a change message and found five key pieces: discrepancy, efficacy, appropriateness, principal support and personal valence (p.170). Efficacy aligns with the technology acceptance model, explored further below, and discusses that “individuals will only be motivated to…change to the extent that they have confidence that they can succeed” (Armenakis and Harris, 2002, p.170). The appropriateness of the change is important to the success of the project, as the employee may not agree with the proposed change; messages should reinforce the appropriateness. Principal support discusses that a lack of resourcing of a project can make people skeptical, thus a company must have the right commitment to seeing the project through. Further, demonstrating to employees what’s “in it for them”, or personal valence, echoes other literature on the concept of equity. “If an individual’s self-interest is threatened a proposed change will likely be resisted” (Armenakis and Harris, 2002, p.170-171). Finally, they discuss the component of ‘discrepancy’.

> Discrepancy addresses the sentiment regarding whether change is needed and is typically demonstrated by clarifying how an organization's current performance

> differs from some desired end-state. In order for individuals to be motivated to change, they must believe that something is wrong and something needs to change (Armenakis & Harris, 2002, p.170).

The clarity of the project, and thus its vision, is an important part for employees to be able to rally behind. Armenakis & Harris (2002) go further in their research focused on coaching a president of a company, finding an overlap between strategic vision and the change message. "Leadership visions are designed to mobilize organizations toward the attainment of some future state that is expressed in terms that generate enthusiasm" (Armenakis & Harris, 2002, p.174). This is a key point for the content of any communications for change programs, as this vision can help to overcome resistance from users. Coetsee (1999) puts it simply that a vision then helps people commit and also serves as a focus (goals) and guides behaviour (values) for achieving the organization's mission (p.213).

Gallivan (2001) noted that there are differences in what the goals or objectives are for the program, and what was interpreted by employees. An articulation of the end goal of the project is not only useful, it is required for the success of the change management; Gallivan (2001) found that stakeholders will interpret and evaluate any change initiative based on their own experience when they aren't given end-goal visions. "Clear communication that is well understood by the message recipients is a necessary and critical condition for any change initiative to succeed" (Gallivan, 2001, p.261).

The gaps that exist in the change communications literature present important opportunities for future research, as they concern employee evaluations of success (Lewis, 2006b), the relationship-building aspect of communication (Van Vuuren & Elving, 2008) and

the actual toolkits for practitioners to use while communicating (Lewis, 2006a). Further, the main focus of research in this field is based out of qualitative data, leading to a lack of empiricism to judge the success of a program. There are a number of tools and tactics that can be implemented, though, as illustrated in above literature. As Johansson and Heide (2008) state, "the general recipe that is offered for a successful change program is to keep employees well informed" (p.293), and motivated to change.

In summary, one of the issues that faces change communications is that it is studied in isolation from organization change management. There are limited to no models for communicators to implement their own change programmes. Communicators are often given vague advice that is not easily put in place. Major themes include the importance of the channel, a feedback loop, communicating the vision or objectives of the project, mitigation of rumours, and a focus on the individual during the change communications. These concepts can help communicators reduce user resistance to change, which will be discussed further below.

Resistance and Adoption of IT Changes

As briefly explored above, user resistance to technology underpins the success or failure of any project. User resistance is the subject of a multitude of research studies, leading to the theoretical frameworks that will be discussed in more detail in the next section. "Resistance to IS [information systems] is recognized as a critical issue that often prevents organizations from reaping the benefits of its implementation" (Lapointe & Rivard, 2007, p.91). Kim and Kankanhelli (2009) mirrored this sentiment in their research, finding that user resistance is the salient reason for project failures. By examining how users evaluate changes and make the decision to resist them, IT implementations may be able to rework their project plan to work in advance of the users themselves. It is because of this danger of failure that the

breadth of research on this topic exists--it can cost organizations large amounts of time, money and resources just to end up with a failed project. Resistance is a natural experience, but far from simple (Laumer & Eckhardt, 2012).

Lewis, Laster and Kulkarni (2013) found in their research on pain messages in change communications that "threats during change can range from increases in stress, workload, hassles, and job insecurity to threats to personal relationships, political and personal capital, and real or perceived loss of competence in one's job" (p.28). Hirschheim and Newman (1988) and Jiang, Muhanna and Klein (2000) also found that lack of felt need, uncertainty, lack of involvement in change, loss of status, redistribution of resource, lack of management support, poor technical quality, and change in decision-making approach also impacted users' resistance to a new technology. The perception of inequality is further explored by Joshi (1991), who found that equity concerns were major considerations for employees. From Joshi (1991), "changes that are considered favorable are not resisted and may even be sought after and welcomed, while changes considered unfavorable are likely to be resisted" (p.229). Joshi (1991) and Kim and Kankanhalli (2009) both find that the individuals' views on the costs and benefits to their IT change can influence whether they will resist or proceed.

In Beaudry and Pinsonneault's (2005) research, they introduce stages of appraisal, primary and secondary:

> Primary appraisal occurs in a specific context and it is, therefore, likely to be influenced by some social and institutional factors such as what peers and superiors think of the technology...in secondary appraisal, users assess how much control they have over the IT event and what their adaptation options are given the resources available to them (p.499).

Whether the user sees the IT implementation as a challenge (positive) or a threat (negative) will impact their coping methods, through 'user adaption'. This research is strengthened by a strong review of the existing literature and studies of major North American banks through two system changes. User perception is further researched by Cenfetelli (2004) through research on inhibitors and enablers to technology usage. One key point to address is that objective features of the technology are still subject to perceptions from the user. "In other words, a user can either fail to perceive an actual attribute that exists (e.g., simply does not notice it), or believe the system has an attribute even when it objectively does not" (Cenfetelli, 2004, p.476). This perception has an impact in the appraisal of the technology itself, and how they will in turn adapt to it for future use. The importance of the human perspective in user resistance cannot be understated.

Beaudry and Pinsonneault's (2010) framework for classifying the emotions of IT implementations reinforce these human responses to IT change. They classify four key emotions that guide the reactions to IT projects: challenge, achievement, loss and deterrence. These emotional responses are linked to the above noted user resistances to change, as they can provide key ways to understand and effectively communicate with users for a successful project implementation. Folkman and Lazarus (1985) found that the emotional response of each individual is different at each stage, reflecting different cognitive appraisals and different coping methods. Reinforcing the importance of this in terms of IT change, Smeltzer points out that "employees in one group may react quite differently to a change...than employees in another group. However, the same change must be communicated to diverse groups" (p.9). Further, an individual's own experience will inform their likelihood to resist a certain

technology. Martinko (1996) found that negative prior experiences with IT can lead to rejection of new ones (p.317).

Tornatzky and Klein (1982) found that adoption of an innovation can depend on the communicability of it, or "the degree to which it can be conveyed by others" (p.36). If the innovation cannot be effectively communicated to a broad audience, the likelihood of their adoption and implementation is limited. Suo (2013) found that key success factors for adoption include project execution, implementation preparation, vendor relationships, and a clear understanding on the impact of the IT function. Orlikowski (1995), in her oft-cited working paper on the implementation of Lotus Notes, found that a "strategy of implementing and using...technology that focuses first on enacting some initial planned organizational changes, and then builds on these to enact emergent changes in response to the opportunities and conditions occasioned by the planned changes" would be most successful. It allows for the course correction of the change process, since she also notes that the experience of the implementation will affect the end use of the technology (Orlikowski, 1995). The social influence of peers has a role in the adoption as well. Kim and Kankanhelli (2009), Eckhardt, Laumer and Weitzel (2009), Martinko (1996), and Venkatesh and Davis (2000) found that positive or negative opinions from colleagues within the organization can influence a user to change their own perspective.

A final thought to consider in regard to user resistance is the growing literature suggesting that it might not be as negative as originally perceived. "[Resistance] can nevertheless be functional for organizations if it prevents the implementation of systems that, by increasing stress or turnover or by eroding performance levels, would have negative impacts" (Lapointe & Rivard, 2005, p.463). Resistance can bring to light issues in the system

that may have gone unnoticed. Ferneley and Sobreperez (2006) echoed this sentiment, arguing that resistance may be a manifestation of user unease with a flawed system (p.245). This research brings up the question of positive versus negative resistance, and its role in the implementation of a new technology.

In summary, user resistance is a fundamental issue that faces implementations of new technology. It can lead to the failure of the project and the complete rejection of the technology. The amount of research on this topic exists because it is so prevalent in technology changes. Employees can experience a broad range of threats, uncertainty, loss of equity and more. The concept of equity is of great importance for the success of a project. User perception is a key concept for implementing new technology, as will be discussed further below.

Technology Acceptance Model (TAM)

Technology Acceptance Model (TAM) provides an interesting perspective for change management specific to technology implementations. TAM, which has been expanded recently into TAM 2, suggests that users decide their acceptance based on two important factors: perceived usefulness and perceived ease of use. "From multiple disciplinary vantage points, perceived usefulness and perceived ease of use are indicated as fundamental and distinct constructs that are influential in decisions to use information technology" (Davis, 1989, p.323).

Despite the age of the original article, consistent findings in the user resistance literature suggest that these two factors remain of the highest importance to the research in the field. "Users may be willing to tolerate a difficult interface in order to access functionality that is very important, while no amount of ease of use will be able to compensate for a system that doesn't do a useful task" (Davis, Bagozzi & Warshaw, 1989, p.1000). Further research from Venkatesh and Davis (2000) informed the expanded version of TAM 2, which incorporates the role of

social influences. The research finds that people may choose to perform a behaviour if someone in their group things they should do it, which has an important conjunction with Rogers' DOI processes.

Summary of Literature and Key Limitations

Overall, change management and its off-shoot, change communications, have a plethora of research studies to consider. However, there are key limitations in the field of change communications, notably the lack of empirical data that can be used to inform a consistent model or theory of communicating. This gap in the research is surprising, given the consistent prominence of effective communications in change management. The research focuses primarily on case studies and other qualitative research, such as literature reviews and examinations of popular press publications. Communications practitioners are left to wade through the available content and "cherrypick" which pieces they choose to apply (Lewis, 2006a).

Given the newness of IT implementation research, there is an opportunity for novel data to be produced that will examine the role of change communications in an IT implementation. There is a breadth of information available on user resistance and strategies to mitigate it, but without the tie to change communications, these strategies are difficult to use effectively. The role of communications is clearly required in these projects and yet is not embedded as it needs to be. These gaps demonstrate the need for further research focusing on the role of change communications in an IT implementation, the success factors of these projects, and the employee perspective on the process.

This research will seek to understand how perceptions of change communications differ between stakeholder groups in an organization undergoing an implementation of a new

technology. The research will be focused on a particular case study of one company's IT implementation and the employee views on the change process. The literature has shown that the role of the individual, and the human, is paramount to the success of the change communications, and the mitigation of resistance to a new technology. The theoretical framework from TAM will provide guiding language for the structure of the research tool, as well as a method to contrast responses against. TAM's language and key factors of perceived usefulness and ease of use provide a strong foundation to consider change communication process against, as a potential way to frame messages and communications planning. By studying the employee's views on how change was communicated in their particular case, the data will be able to suggest key areas of import for the employee during the change process, and may suggest areas that require less attention from communications practitioners during an IT implementation.

Methods and Research Design

The successful change management of IT implementations is a critical component of the use of a new platform by employees. Understanding the perception of the change communications by key stakeholders and employees, as well as how the perceived ease of use and usefulness of the technological platform impacted the perceptions of the change communications can assist future change management programs to be successful, particularly from the individual perspective. The study will seek to understand how perceptions of change communications differ between stakeholder groups in an organization undergoing an implementation of a new technology. Further, understanding the following sub questions will provide a richer appreciation of the role of change communications and the influence of the Technology Acceptance Model (TAM) for successful implementations:

- How was change communicated during the 2014 SharePoint implementation?
- Did the perceived ease of use and usefulness of SharePoint affect the perception of the change communications program, positively or negatively?

Research Design

This research project employed qualitative research to analyze the implementation of a SharePoint 2010 platform as a new intranet across a North American real estate company. This study adopts a case study design to allow for an in-depth and holistic review of the change communication principles and processes employed within the major IT implementation. In order to inform the design of this study, Robert K. Yin (2014) and John W. Creswell (2014) were consulted to develop the design of the data collection. The theoretical lens of the Technology Acceptance Model (TAM) was applied to the data collection to inform questions around perceived ease of use and usefulness of the new technology, and whether those affected the perception of the change communications program on an individual level. This chapter will discuss the parameters for choosing the case study research design, including the benefits and limitations; the sample population; the methods employed for data collection and the reasons for these choices; and, the data analysis used. The chapter will close with a summary of these findings.

Embedded Single-Case Study

The approach chosen for this project was the embedded, single-case design, which allows for the analysis of multiple units or subunits within an organization (Yin, 2014, p.53). Creswell (2014) states, “cases are bounded by time and activity, and researchers collect detailed information using a variety of data collection procedures over a sustained period of time” (p. 14). The case, in this instance, is a large North American real estate company, bounded by

approximately 1,100 employees (employees, contractors, part-time) who were introduced to the SharePoint 2010 platform for their first comprehensive, unified intranet in June 2014. This was the first time that the company had used one common platform for its multiple regions. Accordingly, the subunits of analysis were determined to be the full-time employees in various stakeholder groups in the company, including employees at various levels of hierarchy, from intern/summer student, to C-level executive, and further filtered on whether or not they were directly involved in the move to SharePoint 2010.

An embedded single-case design gives the opportunity for the researcher to study the organization as a whole and the embedded units within it, which will provide more extensive lines of inquiry (Yin, 2014, p. 55), aiming to provide tangible data that could inform future research or implementations. Further, the single case was determined as the qualitative method due to the critical nature of the research; it was used to "determine whether the propositions [of the theory] are correct or whether some alternative set of explanations might be more relevant" (Yin, 2014, p.51). In this case, the use of TAM as a critical lens to the change communications helped to understand the perceptions of the various levels of employees and what they considered to be successful in the change communications.

An online survey, with both qualitative and quantitative data from a sample of full-time employees, was used to collect data to answer the research question. "The case will not be seen the same by everyone. Qualitative researchers take pride in discovering and portraying the multiple views of the case. The interview is the main road to multiple realities" (Stake, 1995, p.64). The goal of the research was to garner a deep, rich understanding of the differences in the perceptions of the change communications from the views of the various levels of employee groups and the impact of the perceived usefulness and ease of use in the views of the change

communications employed.

Organization of Research Study

The specific data collection method was an online self-completion survey. The data collection occurred from June 18 to July 2, 2015. The self-completion survey was developed in a predominantly quantitative manner, with several open-ended text-based questions that contributed to the qualitative data. The survey was created through Survey Monkey, an online web survey provider. As Fowler (2009) discusses, two fundamental premises of the survey is: A) "by describing the sample of people who actually respond, one can describe the target population" (p.11) and, B) "the answers people give can be used to accurately describe characteristics of the respondents" (p.11). The hope of this research, then, is that the survey data allowed the researcher to describe the employees of the company through the sample chosen, and that their answers accurately reflect their perceptions about the change communications.

Online Self-Completion Survey

Target Population. The company studied employed approximately 1,100 people at the time of survey, through part-time, contract and full-time levels of employment. In order to ensure that the sample was strategic (Miles, Huberman, & Saldana, 2014, p.32), contract and part-time employees were excluded from the sample due to their temporary role within the company and their more limited opportunities to participate in the change process. The SharePoint platform was launched on June 29, 2014; therefore, only employees who had a start date of April 1, 2014 or earlier were included to ensure that all respondents were recipients of the change communications. This population was chosen to reflect the general views of the foundational employee base of the company, at the time of the project implementation, who would have full access to the change communications program in the company.

Sample. The sample of employees was randomly selected, in order to ensure that each employee in the 11 regional offices had the equal probability of being chosen (Bradley, 1999). Due to the number of employees available, a random sample allowed for precision for a true random group to be chosen (Creswell, p.158, 2014).

The sample was drawn from the list of active, full-time employees who began at the company April 1, 2014 or earlier, which totaled 737 people. From this, employees without an email address were excluded for inability to communicate the survey to them; the researcher was also removed from the list, bringing the population to 711 employees. Fowler (2009) discusses that the sample scheme should be chosen from a complete list of individuals in the population and include a set of people who do something that enables them to be sampled (i.e. those employed at the time of project implementation) (p.19). Based on a 95% confidence level and a 5% confidence interval, a random sample of 250 employee recipients for the online survey was determined.

This was chosen based on Fowler's (2014) discussion of sample sizes, in particular that "most sample size decisions do not focus on estimates for the total population; rather, they are concentrated on the minimum sample sizes that can be tolerated for the smallest subgroups of importance" (p.45). Further, from Sandelowski (1995) on sample sizes:

> "an adequate sample size in qualitative research is one that permits-by virtue of not being too large - the deep, case-oriented analysis that is a hallmark of all qualitative inquiry, and that results in - by virtue of not being too small - a new and richly textured understanding of experience" (p. 183).

This sample is a reasonable subgroup of the population for a qualitative research study

such as this, which will allow a close examination of employee perceptions of the communications, while not being too large to lose the focus of the research question. It will provide an adequate picture of the perceptions at the case company being studied due to its ability to capture a variety of stakeholder groups, in order to critically appraise the role of TAM in the communications during an IT implementation.

Data collection. Data in the survey were collected through a structured online survey that had both closed- and open-ended questions that allowed participants to expand on any questions that allowed further comment that they wished to. Using Survey Monkey, data was presented to the researcher in spreadsheet format and in-platform downloadable data responses, either through filters created by stakeholder groups or by the overall response to a particular question.

Development of survey instrument. A survey was designed to capture the perceptions of a sample of full-time employees from all regions of the company, and across stakeholder groups. Questions were developed and informed by the literature review and the TAM theory that was used throughout the research, as well as from background on the SharePoint 2010 platform.

Survey Monkey is a web-based survey platform that has been used internally at the company for other survey instruments, confirming that employees would be familiar with the survey instrument.

Based on major themes from the literature review, including organizational change, change communications and the TAM model, the survey measurements were conceived to capture the perceptions of employees on how they were communicated with during the implementation of the platform, as well as whether their views on the perceived ease of use and usefulness of SharePoint impacted their feelings toward the platform and implementation.

The survey was pre-tested in order to ensure that wording and structure made sense to the reader and to time the survey completion to inform respondents of an accurate time to complete. In order to ensure that the survey was suitable for the case environment, it was sent to six employees at the company being studied, from a variety of divisions. Based on their feedback, slight changes to question structure and wording was made. Introductory emails, survey emails, and the survey itself were also shared with members of the Human Resources, IT and Corporate Communications teams to ensure that the language was in line with any internal policies and was clear for recipients. Minor word choices were adapted to fit the case company language and tone.

There are a number of risks associated with a survey, such as low response rate. The research program used a clear cover letter to encourage participation in the survey, a follow-up reminder email one week before the deadline, as well as the support of the company management toward the project.

Content development of survey. The survey was introduced with general information questions on their tenure with the company, their stakeholder group, their involvement with the SharePoint project, and their start date with the company, in order to ensure that employees who were not present during the implementation were not included in the sample.

The first section focused on the respondent's perceptions on the SharePoint platform, including questions on past use, their feelings toward past experiences, perceptions of how useful and easy the platform would be for users and confidence in their abilities to use the platform.

The second section focused on the communications preferences for work-related information. These questions mainly examined channel preferences, how they share information, the number of communications they send and receive, and general tendencies with their own communications.

The third section focused on the SharePoint 2010 implementation, with questions that examined users' feelings toward the project, understanding of the vision and reasons of the project, level of anxiety and excitement toward the project, how they received information about the project, the depth of the information and general sentiment to the project.

Open-ended questions were included throughout the sections to allow for increased information from the respondent, should they choose to include it. Table 1 demonstrates the relation of each question/statement to the major theme from the literature in the previous section.

TABLE 1: Relation of survey questions to literature

Survey Question / Statement	**Theme Related to Literature**
(65) Do you think that the training offered was enough? (37) Did you feel that you had sufficient time to prepare for Compass? (44) To the best of your memory, how often did you receive communications about the move to Compass? (15) How much notice do you prefer to have in advance of major technology changes?	Time to process
(49) The move to SharePoint makes sense for our company.	Consistency with organizational values
(11) How likely are you to ask a colleague for help with a new technology? (12) How likely are you to help a colleague with a new technology?	Feeling of community in workplace

(3) Which of the following most closely matches your job title / role?	Corporate identity maintenance
(1) How long have you been employed with COMPANY?	Corporate loyalty
(32) What was your feeling toward the SharePoint implementation at first? (33) What is your level of anxiety when you're given a new technology to use? (34) What is your level of excitement when you're given a new technology to use? (38) From the list below, please choose the statement that best describes you.	User personality
(16) How many times have you used SharePoint as a tool at work? (17) Were you aware that Compass is hosted on SharePoint? (18) Before Compass, I was comfortable using SharePoint. (22) Before Compass, I was excited that SharePoint was chosen to be the intranet platform. (23) I felt disappointed that SharePoint was chosen to be the intranet platform. (48) I liked our old intranet just fine.	Personal history with technology
(13) Considering a typical day, how many email do you receive?	Personal preferences with communication

(14) What is your preferred first source of information for major projects in your company? (5) What is your preferred method to receive information at work? (7) What is your least preferred method of receiving information? (9) For important announcements and projects, what is your preferred method of communications?	
(35) Do you like learning new technologies? (54) I had a routine with the old platform – I wish I could have kept it.	Personal tendencies
(51) I wish I could have given more input into the change to SharePoint. (52) I wish I could have postponed the change for another year or two. (58) I had no say in the move to SharePoint. (59) I wish employees were consulted on the move to SharePoint. (60) I wish I could have given more feedback during the change to Compass.	Asking for input / participation
(10) How likely are you to share information with your colleagues about important projects and announcements? (11) How likely are you to ask a colleague for help with a new technology?	Use of informal networks

(12) How likely are you to help a colleague with a new technology?	
(43) Approximately how many communications did you receive about the change? (44) To the best of your memory, how often did you receive communications about the move to SharePoint? (45) Do you think this was enough information? (55) Communication about the move to SharePoint were regular and informative. (64) Did you receive training in advance of using SharePoint?	Disseminate information
(50) The SharePoint change was explained to me clearly. (56) Most of my information about Compass came from my colleagues. (57) The communications and messages were easy to understand. (55) Communications about the move to SharePoint were regular and informative.	Style and content of communications
(39) Why did your company move to SharePoint? (40) Did you receive any communications with the reasons for the new platform? (41) Did you receive any communications with the vision for the project?	Vision communicated

(49) The move to Compass makes sense for our company. (50) The SharePoint change was explained clearly to me. (53) The vision of the project was clear from the start.	
(42) What were the primary ways that you received information about the SharePoint implementation? (46) What other methods might have been used to communicate with you?	Communications medium / channel
(36) How did you first hear about the proposed move to Compass? (45) Do you think this was enough information? (44) To the best of your memory, how often did you receive communications about the move to Compass? (55) Communications about the move to SharePoint were regular and informative.	Timing of communications
(55) Communications about the move to SharePoint were regular and informative.	Mitigation of rumours
(55) Communications about the move to SharePoint were regular and informative.	Responsiveness to issues

Further, Table 2 discusses the relation of the survey question /statements to the keywords from Davis (1989), in order to ensure that the data collected will be able to be reflect the

influence of the TAM model.

TABLE 2: Relation of survey question to TAM Model		
	Keywords (Davis, 1989)	**Survey question / statement**
Perceived Usefulness	Work more quickly, critical to my job, increase productivity, job performance, effective, makes job easier, useful	• SharePoint has enhanced my work performance. • Before Compass, I thought that SharePoint would help with my job performance. • Before Compass, I believed that SharePoint would be a helpful platform to perform my work tasks. • Before Compass, I believed that SharePoint would be a helpful platform to perform my work tasks. • Before Compass, I thought SharePoint would enhance my job performance.
Perceived Ease of Use	Easy to learn, clear, understandable, flexible, easy to use, easy to become skillful	• I found Compass easy to use. • Before Compass, I believed that SharePoint would be easy to use. • Before Compass, I believed that SharePoint would create difficulties for users. • Before Compass, I believed that SharePoint was user friendly. • Before Compass, SharePoint seemed to be frustrating to use.

		• Before Compass, I was confident that SharePoint would be easy to learn. • Before Compass, I thought SharePoint wouldn't require much training to use.

A sample of the survey is included in Appendix B.

Survey Procedure

A list of all full-time employees who were working at the company from April 1, 2014 or earlier was obtained from the human resources division. Each name on this list was given a number (Participant #1, #2, #3, etc.) and input into an online randomizer (Research Randomizer, www.randomizer.org). Employees that did not have an email address (23 in total) were excluded from the sample, in order to be able to reach the employee. The researcher's name was also excluded from the list of potential respondents. From this, a sample of 250 was drawn of the 711 employees remaining following the filters.

Prior to sending the survey link to the sample group, the Corporate Communications Manager sent an email with background on the research project, the researcher and the criteria for the recipient to be included in the survey to the entire employee list. It was clearly outlined that the company was not the driver of the research project but was participating voluntarily with a University of Alberta graduate research project. It was also noted that the data was being used for research purposes only and not for IT departmental purposes.

The researcher then emailed the sample list, with all required contact information for the project, the informed consent process and the deadline to participate. It was clearly indicated that the survey was voluntary and anonymous. Participants were given two weeks to complete the survey, with one reminder sent by email during the last week of the survey.

Data Analysis. Drawing from Creswell (2014), the data was first organized and prepared, then read through completely to discover the general ideas that were presented by the respondents, credibility of the information and potential gaps that are present (p.197). Using Saldana (2013) and his work on coding, the researcher proceeded with First Cycle coding methods: attribute coding, descriptive coding, in vivo coding and values coding, in order first overview the data collected, inventory the contents and adjust to the language of the company employees (p.64). This blend allowed the researcher to draw general information while adjusting the codes accordingly. As Saldana (2013) points out, "data are not coded – they're recoded" (p.58). Second Cycle coding (Saldana, 2013) allowed for further refinement of the coding analysis, and included focused coding, pattern coding and axial coding, particularly in terms of the TAM lens.

The TAM model was used to create a filter for the employee perceptions of the change communications program, so the pre-review of the data collected first examined phrases or words that associated with the perception of the easiness or usefulness of SharePoint were highlighted for future coding to associate with the subsequent perceptions of the change communications program. This coding included the words or phrases: easy to use, difficult to use, hard to use, user friendly, restrictive, not user friendly, training. These codes provided the foundation for future analysis, but were flexible, as Creswell (2014) discusses that traditional approaches allow codes to emerge from the data analysis, rather than fitting the data into pre-

existing codes (p.199). As shown in Tables 1 and 2, the various keywords that provided coding for responses are outlined and include both TAM and the themes from the literature review.

Validity and Reliability. In terms of validity of the survey, there are several points to consider from Creswell (2014). First, history is an important facet of this research study, as approximately one year had passed from the implementation to the study date. In this time, employees have changed and the users have had time to adjust to using the SharePoint 2010 platform, or may have had negative interactions with the platform since the launch. “Because time passes, events can occur that unduly influence the outcome…” (p.174). The survey attempts to address this issue by separating the questions into two sections: perceptions before using SharePoint 2010 and perceptions during the implementation. By asking the respondent to consider before they began using the platform, the researcher attempted to remove the issue of history to the respondents. Further, the survey was organized in a coherent manner that attempted to create a logical flow, by beginning first with general communications, to views before using the platform, to views during the platform to encourage respondents to consider these as separate periods of time. "Coherent grouping can facilitate respondents' cognitive processing, e.g., by specifying the meaning of a question more clearly or making retrieval from memory easier" (Krosnick & Presser, 2010, 292). By creating a coherent flow, the respondents will have an easier time retrieving their memory of the event.

Another potential issue is the selection of the respondents. “Participants can be selected who have certain characteristics that predispose them to have certain outcomes” (Creswell, p. 175, 2014). By using a random sample of participants, the researcher is attempting to avoid any potential biases of those either positively or negatively predisposed toward SharePoint 2010 that may influence their responses to the survey. Characteristics are therefore distributed equally

throughout the group being studied.

By providing questions that allow the respondents to self-select their stakeholder group and role in the implementation, it provided different data points to consider in the outcomes. “If themes are established based on converging several sources of data or perspective from participants, then this process can be claimed as adding to the validity of the study” (Creswell, p.201, 2014).

Further, the process of the case study was documented to ensure that the design was reliable and that the procedures of the case study are repeatable by another researcher (Yin, 2014).

Summary of Methods and Methodology

The case study research design was chosen for this research project due to the depth and breadth that it provided the researcher in examining employee perceptions of the change communications during the SharePoint implementation, as well as the impact of the perceived ease of use and usefulness of the technology.

This research project employed an online survey to gather the data for the research. The survey was administered to a random sample of full-time employees, who had been employed for at least three months before the launch of the new platform.

Data was validated through the use of multiple collection methods, rich descriptions, and clear documentation of the case study process. These research methods provided a solid foundation to inform the research question and address gaps in the existing literature on change communications and perceptions from employees.

The next chapter will discuss the data findings and the research outcomes from the instruments employed in this project.

Findings and Discussion

This study seeks to find whether the perceptions of the user varied from stakeholder group in the case being studied, and further, whether the usefulness and ease of use of the platform had an effect on the user's views of the change communications program. The study will seek to answer the following questions:

- How do perceptions of change communications differ between stakeholder groups in an organization undergoing an implementation of a new technology?
- How was change communicated at the organization during the 2014 SharePoint implementation?
- Did the perceived ease of use and usefulness of SharePoint affect the perception among employee stakeholder groups of the change communications program at the organization, positively or negatively?

This chapter will examine the results of an online survey that was distributed to a sample of 250 employees at a large, North American real estate company located in Calgary, Alberta, from June 18 - July 2nd, 2015. The chapter will first analyze the overall results of the survey, which had 101 responses (approximately 40%). It will then discuss the results pertaining to the Technology Acceptance Model (TAM), to set the foundation for the employee responses. Finally, the chapter will discuss the variations between stakeholder groups (10 in total) to analyze whether there are any significant similarities or differences across the different groups. Open-ended questions that relate to the research question were coded by their use of words from the TAM model, as set out in Table 2 in the above chapter (i.e., work more quickly, easy to use, effective, useful, easier, enhance, clear, understandable, etc.).

Data Collection

The survey was administered to a sample of 250 employees during a two-week period

from June 18 to July 2, 2015 through Survey Monkey, an online survey tool. Of the 250 people, there were 101 usable complete survey responses. Respondents were from across North America and were provided with one reminder email in the last week of the survey to solicit feedback. A total of 41 "automatic replies" for absences were received between the two email distributions (survey and reminder), with notices of various vacations, absences or maternity leaves. Six people responded to the researcher via email, to notify that they had either completed the survey or would be unable to because of an absence or personal matter.

Questions were organized by section, or "Page" in Survey Monkey, based on the theme of the questions being posed to the respondent, ranging from general communications preferences, information sharing tendencies, views on SharePoint as an IT platform, baseline TAM questions, perceptions on the implementation itself, the impact of SharePoint on their work, and training.

Open-ended questions had non-response rates of 12% to 21%, demonstrating that respondents were not providing additional input than their close-ended responses. For most closed questions, the response rate remained high, perhaps demonstrating that respondents preferred to keep to questions that did not require any additional information. Further, it is possible that respondents did not have addition suggestions for certain open-ended questions (i.e., what would you have done differently?). There is not a significant pattern of non-response outside of the open-ended questions, and does not appear to affect the findings, as most open-ended questions were structured to solicit additional information/elaboration to a response.

General Survey Results

Figure 3 demonstrates the overall breakdown of the stakeholder groups who responded. The majority of responses came from Managers, followed by Coordinator/Contributor, Associate / Specialist, Senior Manager, and Director. The data demonstrates that members from each

stakeholder group responded, including C Level Executive and off-site personnel (labourer and sales teams).

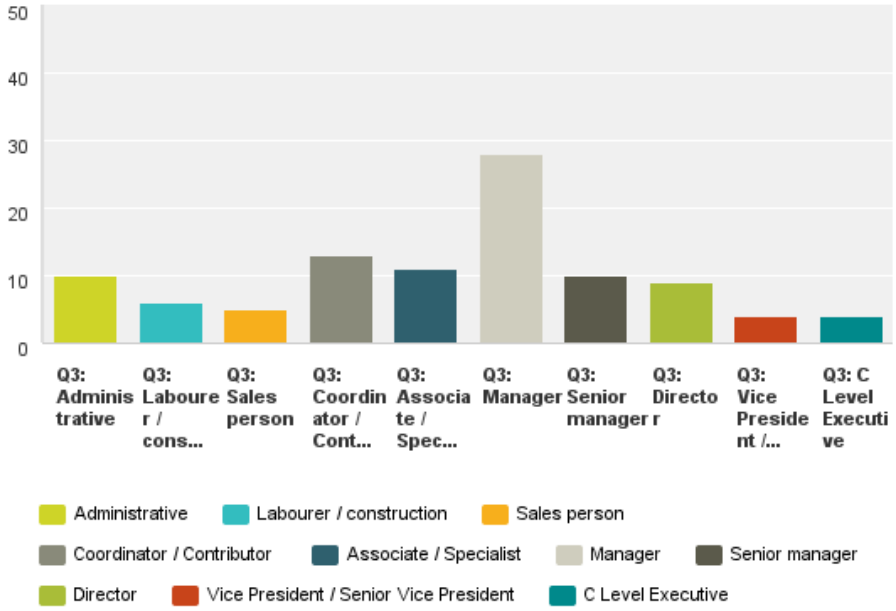

Figure 3: Stakeholder groups of respondents. This table demonstrates that all stakeholder groups in the company responded to the survey.

Most respondents have been employed at the company for 2-5 years, with the next major group at less than two years, putting tenure fairly low in the sample. The majority of respondents (84) were not directly involved in the SharePoint project, with 12 responses indicating that they were slightly involved in the project and only four indicating that they had worked directly on the project. Having such a high number of respondents not directly involved increases the validity of the survey results, as these respondents approached questions without the bias of working directly on the project. Further, 86% of respondents recalled the SharePoint implementation in 2014, with only 13% saying no or that they were unsure. This response increases the validity of the data, possibly diminishing the issue of lack of memory in the responses.

Overall Communications Preferences

In order to provide foundational results for the analysis, the survey solicited the preferences in terms of communications at work day-to-day. Further, the communications preferences also examined the likelihood for people to share information with their colleagues and help them with technological issues.

Preferred Communications Methods. Figure 4 highlights the communications methods that were preferred to receive information at work.

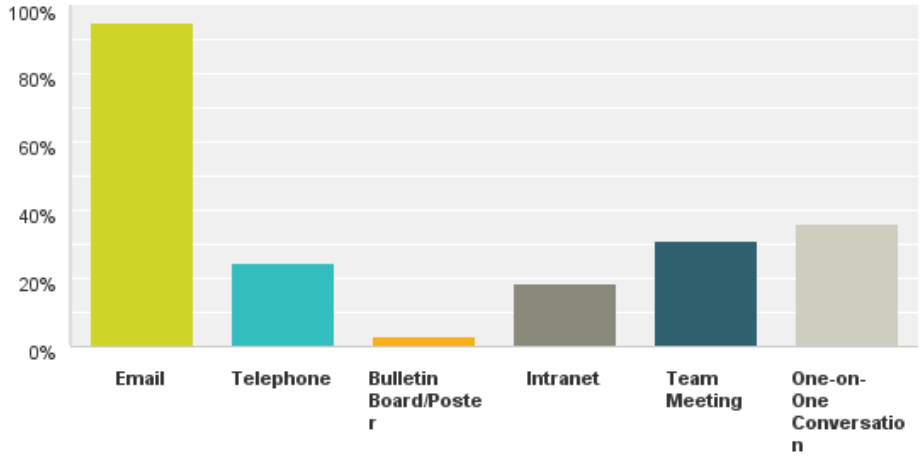

Figure 4: Most preferred communications methods of respondents.

There is a clear emphasis on email as the most preferred source of information, followed by one-on-one conversations and team meetings. Email was preferred by many for its ease of access through multiple platforms (computer, mobile), unobtrusiveness, ease of reference and history, speed, organization, ability to access information at their discretion. Team meetings and one-on-one conversations were also preferred for the immediate clarity that is achieved in a conversation, immediacy ("sometimes emails don't get read"), better team environment, ability to ask questions, accountability, and the creation of emotion and excitement.

Least Preferred Communications Methods. Figure 5 illustrates the communications

methods that were least preferred to receive information at work.

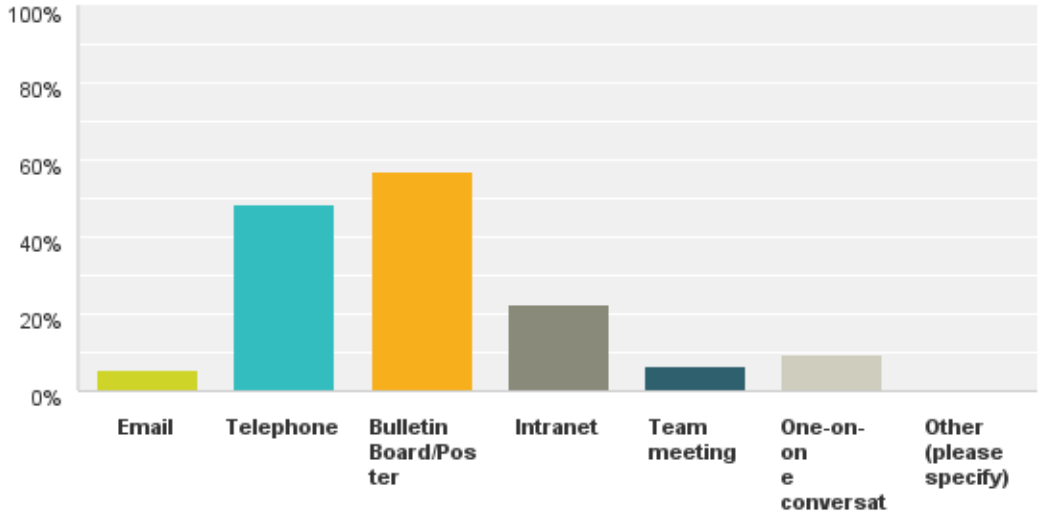

Figure 5: Least preferred communications methods of respondents.

Bulletin board or poster, telephone and intranet were among the highest indicated. Bulletin boards/posters require a follow-up from the reader, through writing something down or taking a picture with their phone; that they aren't personal enough, lack of immediacy and visibility, lack of history, information changes, and the inability to ask questions. The intranet was least preferred due to the effort of the user to seek out information, or the job function (construction or sales) limits the ability to go online. One respondent indicated the following:

> I use the intranet to find certain information I use daily (flow, community schedule updates) and occasionally a day off request. Other than that, I rarely use [it]. I know others find it very useful, but I generally enter the various platforms through a single link or hot button (Participant response, 18 June 2015).

Communications for Important Initiatives. For important announcements and projects, the responses mirrored the communications preferences indicated above. 84% preferred email as

their main source, followed by team meeting (36%), one-on-one conversation (25.7%) and intranet (15%). One respondent indicated the following, "[i]t is helpful when important messages are communicated in two ways so they are not missed" (Participant response, 29 June 2015). For information about major projects in the company, 71% of respondents indicated that email was a preferred source of information, followed by team meeting (29.9%). Different users access information in different ways, depending on their job function, daily schedules and preferences for communications. This provides an important learning for communicators that the "silver bullet" does not exist, but rather, multiple channels are required in order to ensure all groups are communicated with successfully. The channel of communication or message is very important to the recipient, as discussed in the literature review in Chapter 2. If the change is complex, the level of anxiety and skepticism can increase, which can lead to a likelihood of rejection of the technology. Unsurprisingly, the respondents mirrored this in their answers, by indicating that while they prefer a lean channel, email, for communications, they also highly ranked team meetings and one-on-one, much richer means of communication. Despite these channels being less convenient and provide less access later on, the richness of question-and-answer was showcased as important.

Role of Information Sharing. Employees were very likely (51.4%) or completely likely (34.38%) to share information with colleagues about important projects or announcements. Similarly, when asked how likely respondents were to help a colleague with a new technology, they were very (46.39%) or completely likely (35.05%) to do so. Employees were also very likely (47.92%), moderately likely (22.92%) or completely likely (21.88%) to ask a colleague to help them with a new technology. These responses reinforce the theme of the social systems through an organizational change.

Time to Process Change. Another key concept is related to time to process a change, as changes are not "static, unitary events" (Folkman and Lazarus, 1985, p.167). However, the case studied provided an interesting response, indicating that less than one month was preferable (40%), followed by one to two months (39%), and shown below in Figure 6. It was anticipated based on the literature reviewed that employees would prefer to have more than just a few weeks to prepare for a major change. It provides an outcome for future communications within that particular company, that one to two months advance notice is acceptable for most employees, with even a few weeks providing enough time for certain changes. It also reinforces that there is no 'silver bullet' for change communications.

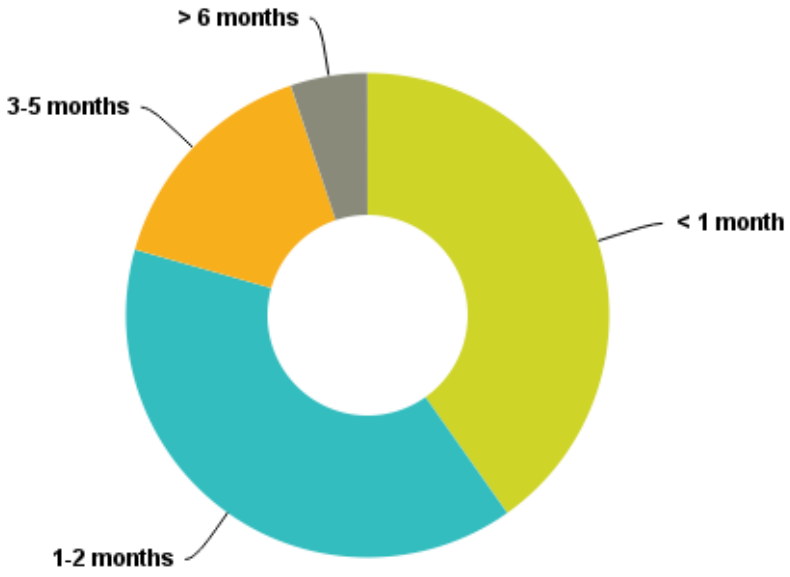

Figure 6: Preferences for advance notice to a major technology change.

Stakeholder Groups' Views on SharePoint Platform and TAM Model

In order to provide a basis to analyze responses, a set of questions solicited initial views

on the SharePoint platform, before using it. The questions were framed in a manner that asked respondents to recall "before SharePoint" or "before using the intranet", in order for them to attempt a recollection and differentiate that point in their mental history. In order to compare across stakeholder groups, a Comparison Rule was created in Survey Monkey that sorted the data based on the response to Question 3 (which title most closely aligns with your role). A Comparison Rule is a tool available in Survey Monkey that allows the researcher to cross-tabulate results, by choosing two or more responses to compare to each other (Survey Monkey, 2015). By selecting Question 3, it allowed the responses to be cross-tabulated by self-identified stakeholder group, making it immediately visible the different relationships from the stakeholder groups.

Stakeholder History with SharePoint. Across stakeholder groups, 67% of respondents had used SharePoint at some point in their past, varying from one previous time to more than five times. The group with the lowest history with the platform was the Labourer/Construction group, with 66% indicating that this was their first time using SharePoint. Salespeople (60%) and Coordinator/Contributor (50%) groups also had less history with the platform. Administrative (44%), Senior Managers (55%) and Vice President/Senior Vice Presidents (75%) had some of the highest history with the platform, indicating usages of more than five times. C Level Executives (66%) and Associate / Specialists (44%) were the two stakeholder groups with the highest number of responses to "I can't remember if I have used SharePoint before this".

Most of the respondents were aware that the new intranet was being hosted on SharePoint, with only the Salespeople indicated that they were completely unaware that it was hosted on it. The Labourer group was split between knowing and not knowing what the host platform was. Both of these stakeholder groups are located outside of a main office and may not

have had the same level of, or access to, information as the other stakeholders (bulletin boards, one-on-one conversations), enforcing the role of location for effective communications.

Stakeholder Views on SharePoint Platform. Across the stakeholder groups, there was a fairly consistent response of neutral to slightly positive the level of comfort using SharePoint. However, Associate / Specialists and Senior Managers were most positive with using the platform before it was implemented. Three stakeholder grounds indicated at least once that they strongly disagreed with this statement: Coordinators (8%), Directors (12.5%) and Vice President / Senior Vice Presidents (25%). C Level Executives indicated that they either disagreed (33%) or were neutral (66%) to this statement.

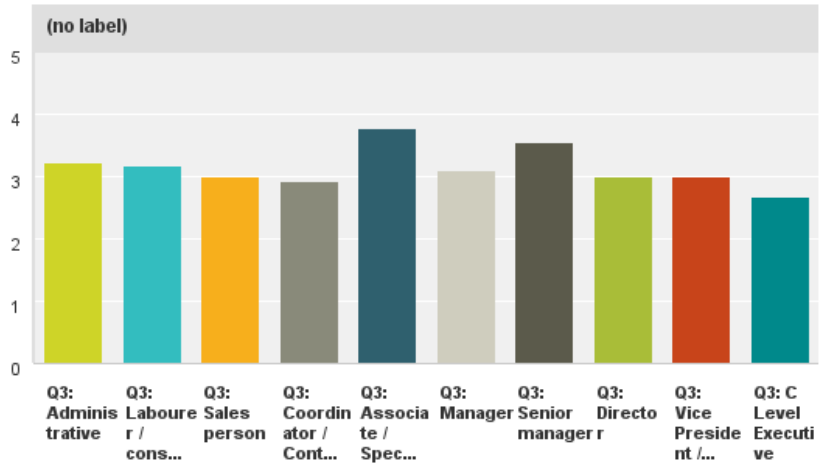

Figure 7: Responses to statement, "I was comfortable using SharePoint."

These responses could indicate a personal history with technology, and in particular this platform, which could influence the way the change was perceived by them, which will be examined further below.

Stakeholder Perceptions Related to TAM

Questions were posed to determine the base level for TAM perceptions across

stakeholder groups on the perceived ease of use (PEU) and perceived usefulness (PU) of the platform. The responses provide a level of analysis to compare stakeholder groups' views on the actual implementation to their TAM responses.

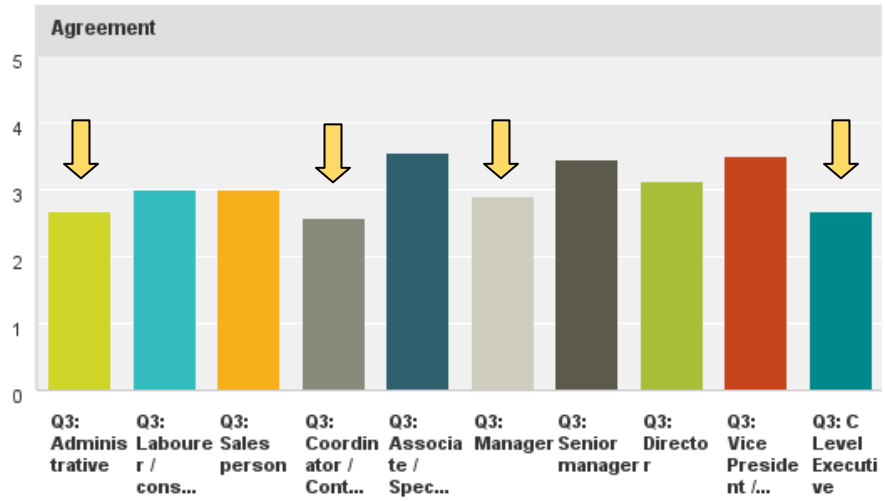

Figure 8: Responses to statement, "I believed SharePoint would help my job performance." This statement relates to the perceived usefulness of the IT.

Foundational TAM Views. As seen in Figures 8-11, which examine foundational views of Perceived Usefulness (PU), Coordinators/Contributors, Administrative, Managers and C Level Executives had the lowest rankings across the stakeholder groups. The Coordinator/Contributor and Administrative roles ranked the lowest across the questions.

The groups with the highest beliefs in the PU of the platform include Associate/Specialist, Senior Managers and Vice President/Senior Vice President (with Director close throughout), all more strategic groups that perform fewer tactical job functions and more strategic roles. Labourer/Construction scored PU fairly high, surprisingly, despite being one of the groups with the least amount of time on the platform due to the nature of their role; the Labourer group outranks the Director group in Figure 9. The Associate/Specialist and Vice

President/SVP ranked the highest across the tables for belief in the PU of the platform.

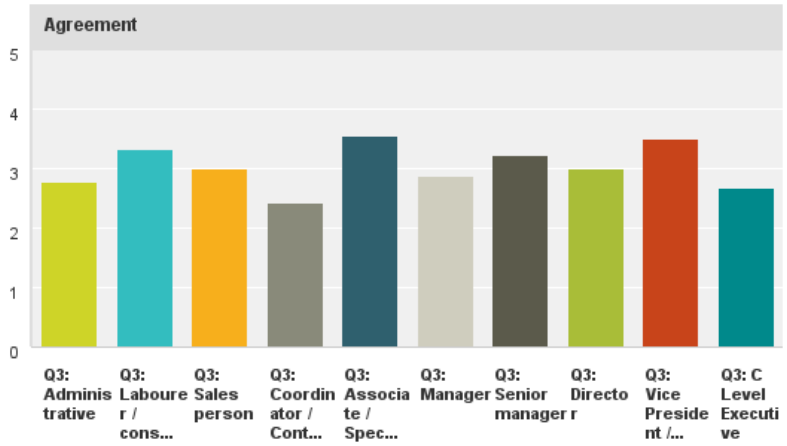

Figure 9: Responses to statement, "I thought SharePoint would enhance my job performance." This statement relates to the perceived usefulness of the IT.

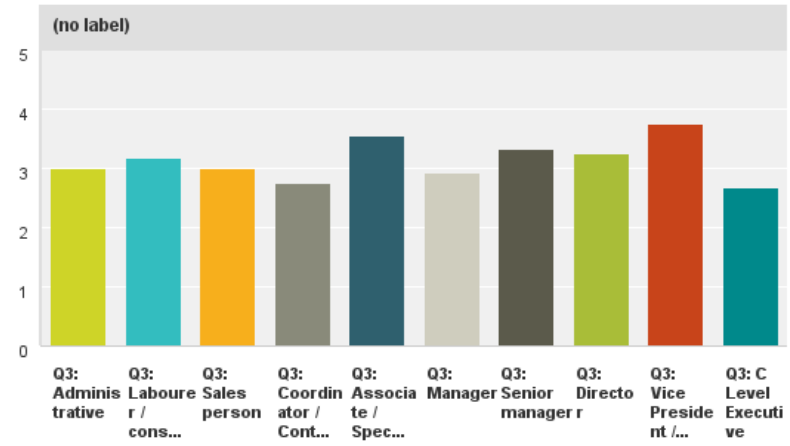

Figure 10: Responses to statement, "I thought SharePoint would be helpful to my work tasks." This statement relates to the perceived usefulness of the IT.

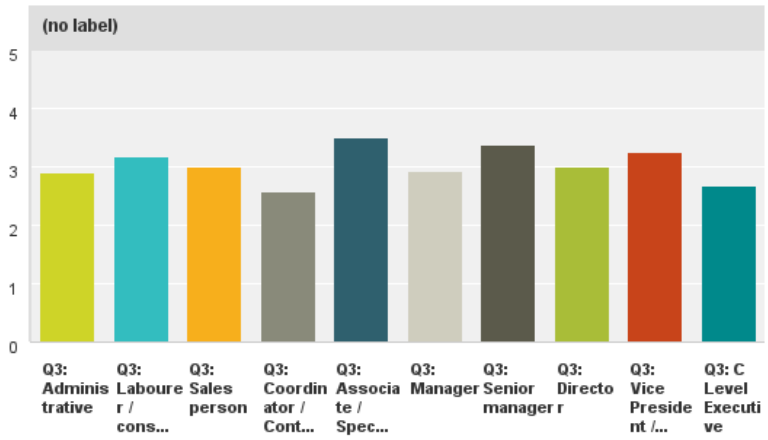

Figure 11: Responses to statement, "I thought SharePoint would make me more effective in my job." This statement relates to the perceived ease of use of the IT.

In establishing the bases for the Perceived Ease of Use (PEU), six questions were raised to solicit the feedback from stakeholders. Figures 12 through 18 highlight the beliefs of stakeholder groups on the PEU of the platform before using it in the first place. A number of interesting variations appeared in the PEU section of the survey. First, Associate/Specialist remained the highest on the rankings of PEU for SharePoint, except for one Figure 13, where they agreed with the statement that SharePoint would create difficulties for users (or low PEU). Similarly, Vice Presidents/SVPs also lowered their agreement in Figures 12 and 13, but were once again in the more agreeable stakeholder group for the remainder of the statements, showing that they have a higher PEU than other groups. Generally throughout, the same groups that ranked PU the highest (Associate/Specialist, Senior Manager and Vice President/SVP) ranked PEU the highest.

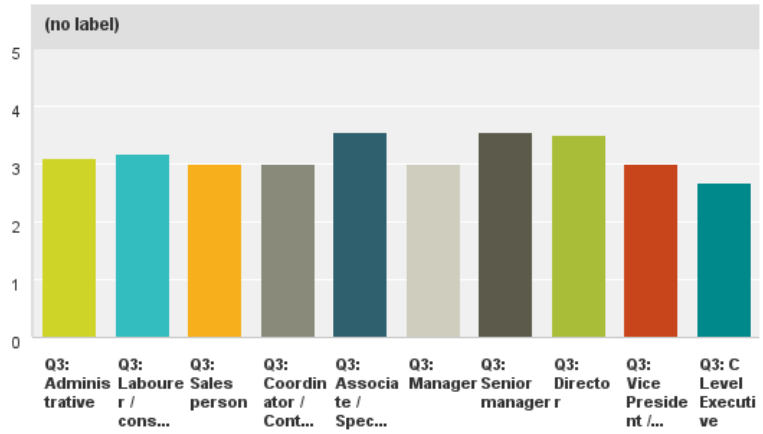

Figure 12: Responses to statement, "I believed SharePoint would be easy to use." This statement relates to the perceived ease of use of the IT.

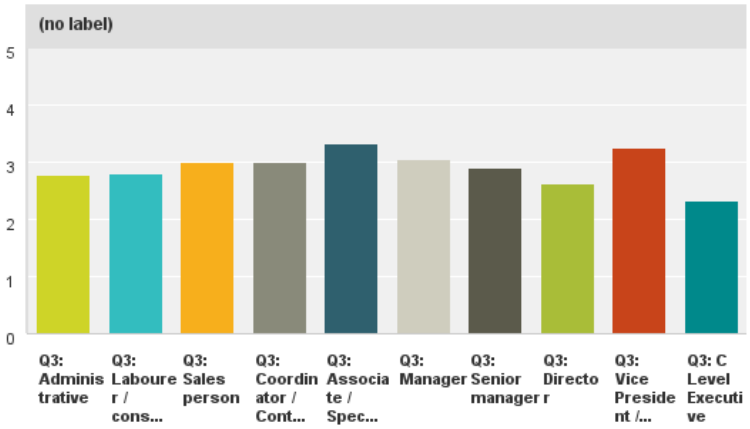

Figure 13: Responses to statement, "I believed SharePoint would create difficulties for users." This statement relates to the perceived ease of use of the IT.

In Figure 12, the negative stakeholder groups mirrored those that were more negative toward the PU: Administrative, Coordinator/Contributor, Manager and C Level Executive, with the addition of the Salesperson to this group. However, these same groups did not necessarily continue this into the question of whether SharePoint would create difficulties for users (Figure 13); Administrative and C Level Executives actually ranked that favourably toward the platform,

perhaps demonstrating that their own personal views of the platform were put aside when considering their peers' ability to use it.

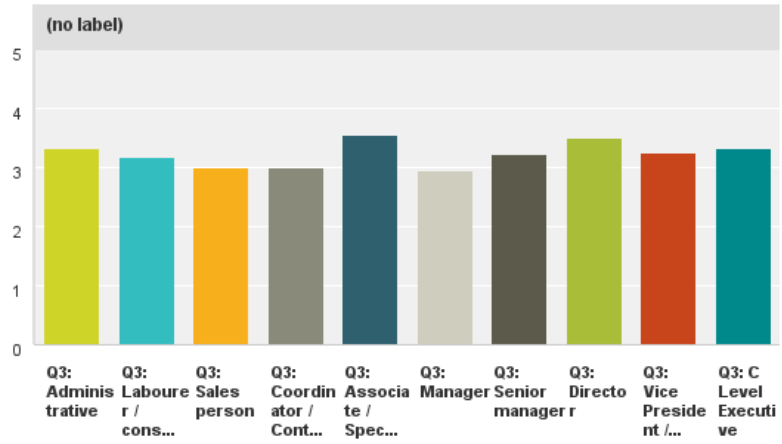

Figure 14: Responses to statement, "I believed that SharePoint was user friendly." This statement relates to the perceived ease of use of the IT.

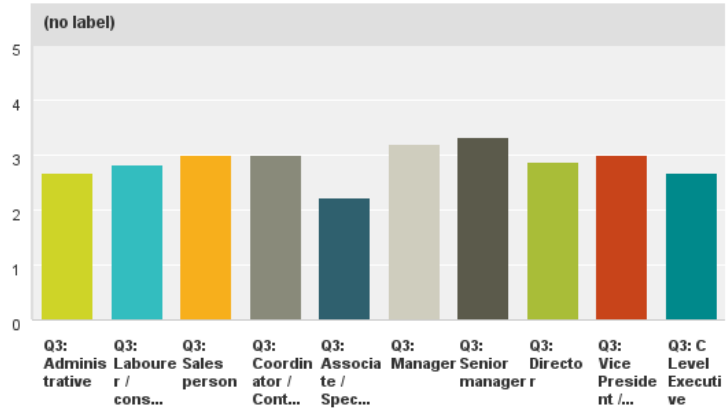

Figure 15: Responses to statement, "SharePoint seemed frustrating to use." This statement relates to the perceived ease of use of the IT.

As to whether SharePoint appeared to be user friendly (Figure 14), again Coordinator/Contributors and Managers appeared more negative/neutral, but C Level Executives and Administrative groups ranked it more positively. As to whether SharePoint seemed

frustrating to use, C Level Executives and Administrative groups showed more favourable toward the platform, versus the Managers, Senior Managers, Coordinators/Contributors and Salespeople, who seemed to believe that it would be frustrating for their work processes.

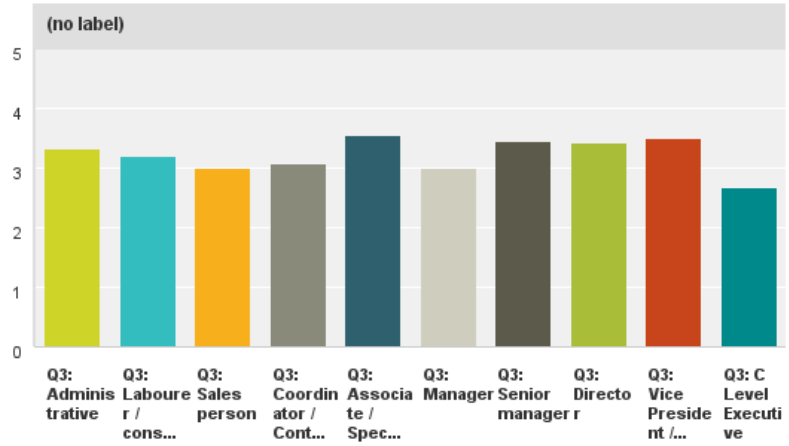

Figure 16: Responses to statement, "I was confident SharePoint would be easy to learn." This statement relates to the perceived ease of use of the IT.

In terms of learning and education, Associate/Specialists, Senior Managers, Directors and Vice President/SVPs ranked SharePoint more positively and easier to learn (Figure 16) than Salespeople, Coordinator/Contributor, Managers and C Level Executives.

Overall, the differences in the stakeholder groups from the initial TAM perspectives are subtle, to say the least. In general, most groups erred on the side of neutral, with shades of negative or positive. With the exception of the Associate/Specialist, most groups were very closely ranked across the questions and themes. However, these subtleties do offer some areas for consideration in the research. In general, Administrative, Coordinator/Contributors, Managers and C Level Executives had more doubts to the usefulness of the platform to perform their work tasks (PU), but for the most part, were less worried about their ability to use the platform (PEU). This lends itself to a discussion on the right tool for the stakeholder group in

question; perhaps SharePoint was not positioned in the communications to be useful to very tactical positions or to very senior positions, but still appeared to be easy to learn and implement into daily work life. Associate/Specialists remained the most positive in terms of whether the platform would help with their work tasks, but were also the most positive in terms of the perceived ease of use of SharePoint. Senior Managers, Directors and Vice Presidents/SVPs were similarly positive generally in both areas.

Post-Implementation TAM Views. When asked whether the platform had enhanced their work performance (usefulness), most responses were neutral to negative, particularly those of the negative stakeholder groups, as seen in Figure 17 below.

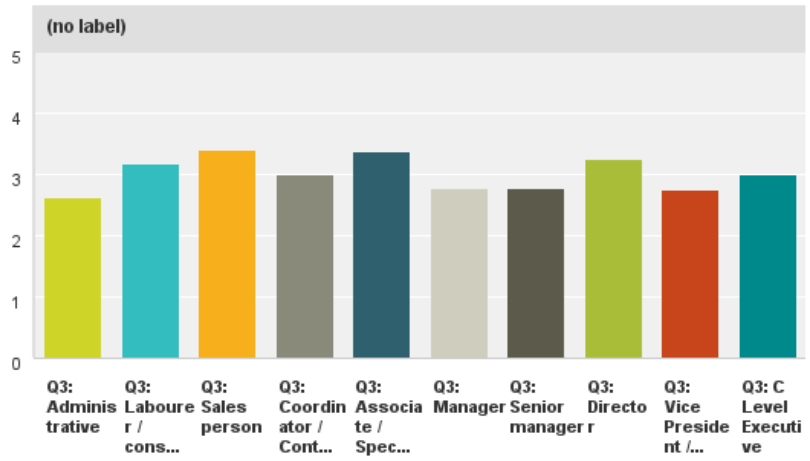

Figure 17: Responses to statement, "SharePoint has enhanced my work performance." This statement relates to the perceived usefulness of the IT.

Administrative and Managers are the most negative groups in this regard, marrying with their original perceptions that the platform would not be helpful to their work tasks. This may point to the influence of the original perceptions on the outcome of the usefulness of the platform, in that those that do not see it as useful at the outset may never change their views. Since even the negative stakeholders indicated that SharePoint was easy to use, the main focus of

the change communications may be on the usefulness of the platform through the implementation and into the maintenance period. Interestingly, Salesperson and Labourer were positive that SharePoint had enhanced their work performance, perhaps signaling that while their original perceptions might have been more negative, they are actually getting use of our the collaborative tool - particularly since they are located out of the main office.

Stakeholders' Perceptions on SharePoint Communications

Most respondents heard about the move to the new SharePoint platform by email, followed by a team meeting, intranet, one-on-one conversation and poster. The primary ways that stakeholders received information about the SharePoint implementation. When asked if they felt they had sufficient time to prepare for the change, 75% stated "yes", with only 3% stating "no" and 19% stating that they couldn't remember if they had enough time. Time is a fundamental feature of preparing for a change, as discussed above. The more negative stakeholder groups, though, all agreed that they had enough time to process, with no significant themes across these groups.

Vision of the Project. When considering the vision of the project, respondents were asked three questions related to the reasons why the company made the decision to move, whether they recalled receiving the reasons and what the vision was to the best of their memory. Across all stakeholder groups, the top reason was "better platform for work processes" (65%) and "easy to use for everyone" (33%). However, only 30% of stakeholders recall receiving any communications with the reasons for the platform; 61% of respondents couldn't remember ever receiving any communications on the reasons for moving to SharePoint, and 8% stated that they did not receive any reasons at all. Two of the three groups who stated "no" included the positive stakeholder groups (Associates and Senior Managers), with Managers as the only other group

stating “no”. When asked if they recalled receiving any communications with the vision for the project, again, most stakeholder groups couldn’t remember (53.9%), but it was closely followed by affirmative responses (35.9%). Of the six respondents who chose to state the vision to the best of their memory, all were neutral-to-negative stakeholder groups (Administrative, Labourer, Coordinator, Manager, Director), suggesting perhaps that these stakeholder groups were more attuned to the communications due to their neutral to negative perceptions of the technology to come (expecting the worst so watching for it). Responses included:

- “One of the reasons may have been for more room allowance/space for more items and articles” (Administrative)
- “email stating some of the benefits of [the new platform]" (Labourer/Construction)
- “to tie all of the divisions of the company together in one easy to use site.” (Coordinator/Contributor)
- “Improve communications and efficiency” and “enhance our work community” (Manager)
- “an easy place to access information and gain cross company information” (Director)

There was not a common vision expressed by all stakeholders, however, there were some themes (easy, cross-company, easy to use). This could point to an unclear vision communication from the change program, or to a lack of memory on the part of the respondents. Figure 18 shows that most stakeholder groups felt that the vision was clear, barring the Manager stakeholder group.

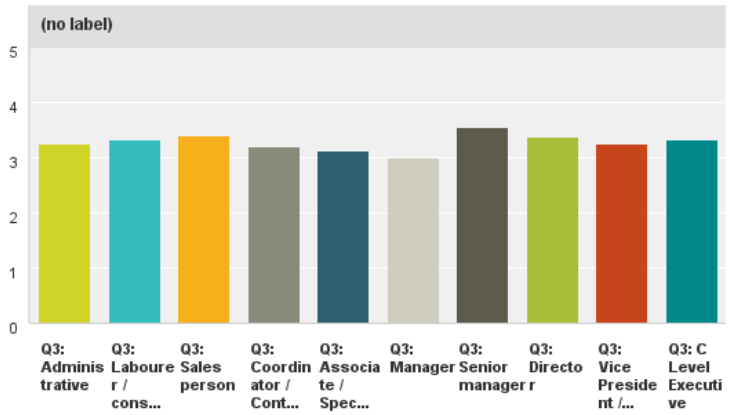

Figure 18: Responses to statement, "The vision of the project was clear from the start." This statement relates to the vision of the project and how it was communicated.

Frequency and Style of Communications. Generally, no stakeholder group, positive or negative, could recall the number of communications received about the change, or the frequency of the messages (57% responded with "can't remember"). However, 72% of respondents across stakeholder groups thought that the number of communications was enough information, regardless of positive or negative perceptions. However, Coordinators/Contributors and Managers were the only two stakeholder groups to indicate that this wasn't enough information, likening back to their position in the neutral to negative stakeholder group. Interestingly, when asked whether the communications were regular and informative, two of the negative stakeholder groups (Administrative and Coordinator/Contributor) were the most positive groups in agreement with the statement, highlighting that the initial perceptions from TAM may not influence certain areas of objectivity (frequency, clarity of messages, etc.) As seen in Figures 19 and 20, again some of the most negative groups were resoundingly positive toward the statement "The communications and messages were easy to understand", with Administrative, Coordinators/Contributors and Salespeople scoring highly in both questions.

Managers stayed consistently around the neutral response for both of these questions. Surprisingly, the more positive groups (Associate/Specialist and Senior Manager) ranked these questions lower than their more negative counterparts, reinforcing the thought that the perceptions may not affect things like message clarity, and more tactical issues like frequency and channels.

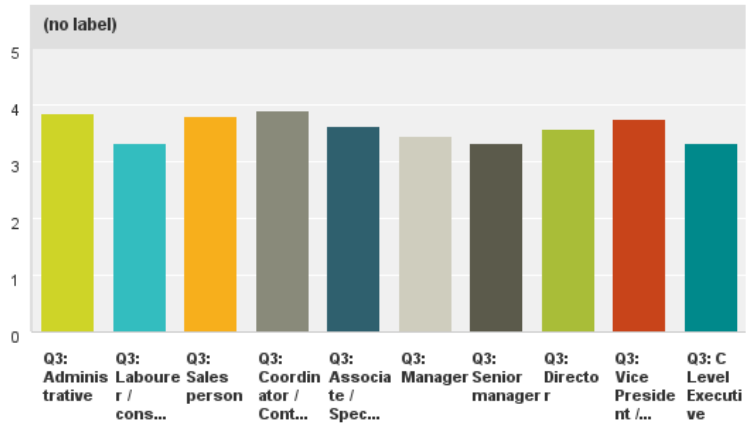

Figure 19: Responses to statement, "The communications and messages were easy to understand." This statement relates to the clarity of the message communicated to respondents.

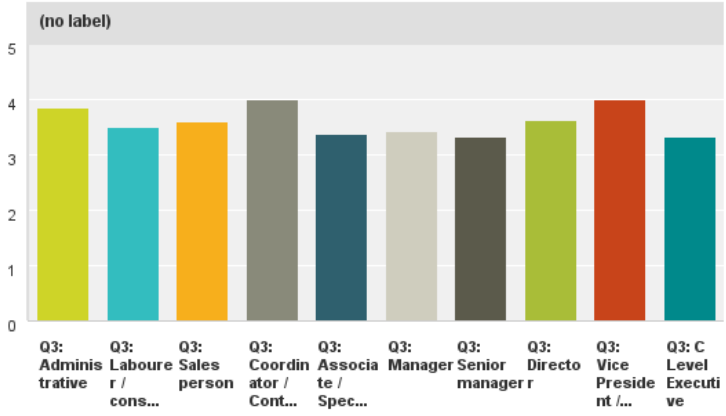

Figure 20: Responses to statement, "Communication about the move were regular and informative." This statement relates to the frequency and clarity of the communications being received.

User History and Views to New Technology. Respondents were asked to share their feelings toward the new platform at the outset of the project. Across all stakeholder groups, the same two feelings were the highest ranked: curiosity and indifference. When asked to rank their level of anxiety when given a new technology, most responses were "don't care/not at all anxious", only slightly followed by "a little anxious". Managers were the only stakeholder group to have a high ranking of "a little anxious", which may lend itself to the negative expressions toward PEU and PU above; however, Managers highly ranked liking to learn new technologies. Associate/Specialists were the most positive group in ranking whether they were excited with new technology, with 62.5% ranking themselves as “very excited”.

The role of past technology experience and user preferences also aligned with the baseline perceptions of the earlier TAM questions. Those groups that were less positive about the move to SharePoint also indicated they preferred their old platform to the new one (Administrative, Labourer/Construction, Manager, C Level Executive), and that they wished they could have kept their routines with the old platform (C Level Executives, Managers, Labourers/Construction and Administrative groups), shown in Figures 21 and 22.

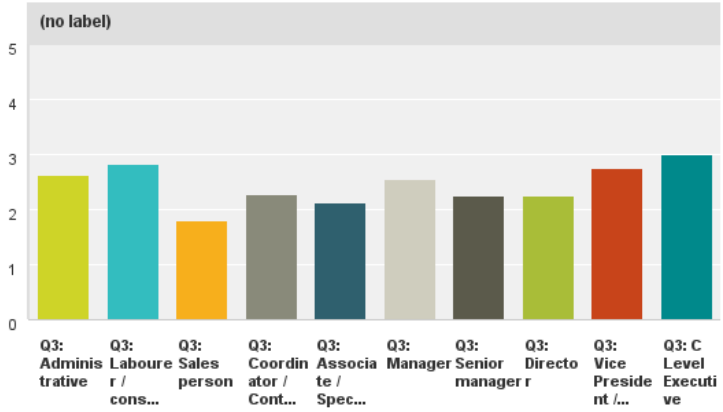

Figure 21: Responses to statement, “I had a routine with the old intranet – I wish I could have kept it.” This statement relates to the history of the respondent with the previous technology.

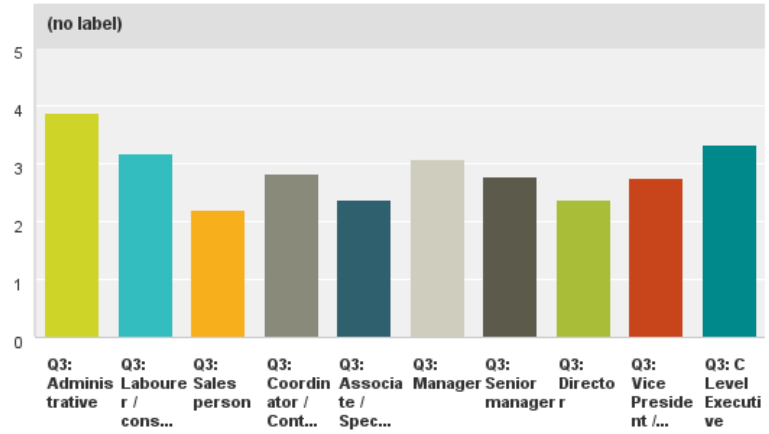

Figure 22: Responses to statement, "I liked our old intranet just fine." This statement relates to the history and personality of the respondent with technology.

Administrative, Coordinators, Managers and C Level Executives were the most positive toward the statement "I liked our old intranet just fine", and Associates/Specialists and Directors were the least positive, reinforcing the relationship to the baseline of TAM perceptions

Feedback, Input and Training. Throughout the literature, the feedback loop is highlighted as a key point for change communications to ensure that the users are feeling heard and that the program can adjust as needed. In the case of the company being studied, there was strong agreement that respondents had no say in the move to SharePoint. However, there was a limited response to the statement, "I wish employees were consulted on the move to SharePoint," except for the Labourer/Construction group. Most groups, including those that were generally more negative toward the platform, indicated that they would not have wanted to be consulted or to have given more feedback during the change to the new platform. Again, only Labourer/Construction indicated a neutral-positive position on more input; this is not surprising, given that they occupy a job function primarily out of the office and are often not consulted on projects that they will be using. One comment received said that training on the construction site

was the only thing they would have done differently, and one labourer/construction respondent stated, "Creating more consistent communication between the head office employees and construction site employees." The consideration of the location of the employee is something to be included for future change programs.

Once using the platform, most groups were positive toward the ease of use of the new intranet, including the negative stakeholder groups, as seen in Figure 23. This could point to the importance of training and follow-up training after the launch of the platform to ensure that users are continuing to be engaged and shown the ease of actually using the platform.

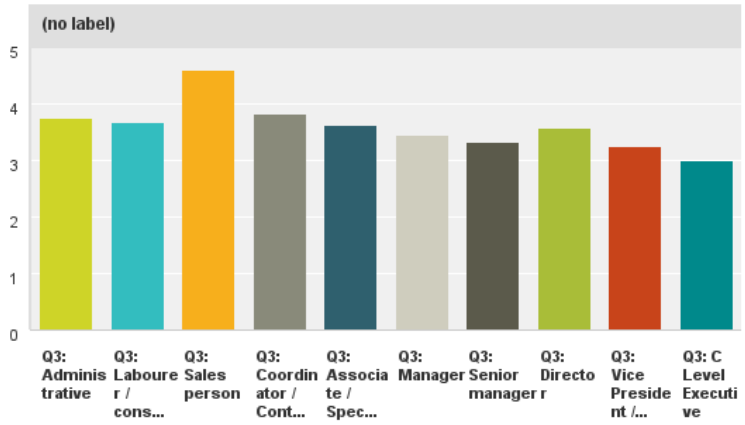

Figure 23: Responses to statement, “I found SharePoint easy to use.” This statement relates to the perceived ease of use of the IT.

Discussion and Summary

The data above highlight some of the major themes that stemmed from the self-completion survey distributed to the company being studied. The goal of the survey was to help answer whether the perceptions of stakeholder groups differ during a change to a new IT platform, and also whether their views of the platform influenced these perceptions.

Role of TAM in Change Communications. One of the major themes that arose from this study is the confirmation that, in general, the initial perceptions of the user/employee does influence, in some way, their perceptions of the change programme for a new IT platform. In this case, there were two stakeholder groups who emerged to be *neutral-negative* (Administrator, Coordinator/Contributor, Manager and C Level Executive) and *neutral-positive* (Associate / Specialist, Senior Manager, Vice President / Senior Vice President).These groups emerged at the outset of the survey results when setting the baseline TAM perceptions for the rest of the data. There were some questions that resulted in slightly different results, but these were irregular and minor. Those employees who believed that SharePoint would not be useful or easy to use ended up confirming that it was not useful for them once they began to use it. Similarly, those that were positive toward it at the outset felt that it had enhanced their work performance. The critical timing of communications is demonstrated here: if the communications plan doesn't get in front of the doubts of the user, it may not be possible to turn these negative views around when it comes time to use the platform.

The mix of the stakeholders in each of the positive and negative groups is interesting to consider, as the neutral-negative groups includes two disparate subsets of the organization: the Administrator and the C Level Executive. In fact, the neutral-negative group includes two lower level employees groups and two higher level groups. Lewis, Laster and Kulkarni (2013) discussed the role of threats in change communications, listing "increases in stress, workload, hassles, and job insecurity to threats to personal relationships, political and personal capital, and real or perceived loss of competence in one’s job" (p.28). While on the surface, it may not appear that an Administrator and a C Level Executive would have much in common during a change process, it is important to consider that both might be experience related pain messages. The C

Level Executive would likely see a new IT platform as a "hassle" in addition to the myriad of other duties facing them during the workday.

The Administrator and Coordinator might see the new platform as a threat to their competence, lack of felt need, uncertainty to their job or simply an increase in workload. Certain stakeholder groups may feel these more than others, due to the nature of their job and their view on whether or not the platform will be assistance to these tasks. For most executives, a new sharing platform won't likely decrease the amount of work for them to do on a daily basis, and similar for a receptionist, it won't decrease the number of phone calls received in a day.

For Associate / Specialist, Senior Managers and Vice Presidents, the slight differences in their roles may lend to the platform providing useful things to their work life. Collaboration, communal information, and policies and procedures in one place may assist these roles, simply because of the difference in their job functions. While these roles have tactical elements, they are generally more focused on strategic items that involve more collaboration, information and planning. Therefore, they may see a new IT tool as exactly that: a tool for their day-to-day work needs.

Further, the role of self-definition and the individual plays a role here. It may be that a new technology presents a positive or negative change to the job role of the user, resulting in a positive or negative view toward it in the first place. In this case, the organization should strive to bring in technologies that reinforce, positively, the identities of their employees through their technological changes.

While these findings did not result in a cut-and-dry framework for the use of TAM in change communications, it does provide excellent learnings for communicators in the future. By first understanding their audience in terms of the outlook they have on the platform being

implemented, the communications can alleviate some of the pain messages that certain stakeholder groups may experience in the lead-up to the new technology. Communications should then consider what the perceived usefulness and ease of use of the technology might be for the organization in question, and anticipate how to address these issues in the message content and planning. Further, if a communication cannot express why a new technology is useful, it provides a feedback point to other divisions on whether it will be useful to company at all. As pointed out in the literature in Chapter 2, resistance in this sense can bring to light issues that may have gone unnoticed by the IT function and may be a harbinger of bigger issues to come. By instilling the TAM filter to a communications plan for new technology, the communications process can be another form of vetting the system before bringing it to the employee, reducing unneeded stress and uncertainty for the organization. The TAM framework provides an excellent check-and-balance on a new IT implementation.

An important side note to the TAM framework is that it appeared that certain objective functions of the communications plan were not influenced by the negative or positive perceptions of the platform. To clarify, neutral-negative stakeholder groups responded positively toward questions about the frequency of communications, the message content, the amount of communications received; the neutral-positive groups indicated more negative responses to questions on frequency and clarity of messages. It may point out that these features that can be objectively measured (i.e. the number of emails received, the structure of the email, etc.) will be considered objectively by the recipient. The impact of TAM perceptions did not influence the perceptions on these areas of the communications programme.

Impact of User History and Preferences. Another key finding is the depth that user preferences and history with a technology should be considered before embarking on the

communications of a new technology. As discussed in the literature in Chapter 2, "stakeholders (implementers included) are not blank slates at the outset of change initiatives. The abilities, preferences, tendencies, and desires possessed by stakeholders set important contingencies on how these communicative interactions play out" (Lewis, 2007, p.199). By first understanding the views of the audience, the communications messages can then be tailored to address the concerns of those that have used the IT in the past, perhaps with negative effects.

In this case, the groups that were less positive about the move to SharePoint also indicated that they preferred the previous platform to the new one and they wished they could have kept their old routines. This history element is incredibly important in the creation of the communications programme in any organization. By understanding the past platforms and the positives that users enjoyed with them, the communications function can tune messaging to address these elements in terms of the new technology. As stated earlier, people have daily routines that are intimately tied to IT processes; to disregard these for a new platform would be to disregard a users' individuality. Instead, efforts should be made to include some of these past features in new technologies if possible, and to find similar-but-different processes for users to replace their routines with.

Feedback and Input Loop. One of the key expectations at the outset of this study was the role of feedback in the case study. It was expected that the respondents would mirror the literature and find that they wanted and desired more feedback than they were provided with. However, this results did not prove this hypothesis out. The respondents not only found that they had not been consulted on the move to SharePoint, but they didn't want to be. Nearly all of the stakeholder groups were satisfied with the level of consultation that they received, acknowledging that it was non-existent, going directly against what the literature presented to the

researcher. This raises a question on the level of feedback that a "good" change process should have - something that the literature does not discuss in-depth. It reinforces that notion that most of the change communications literature provides little in the way of a framework, but just broad ideas to incorporate. Further, this research is limited by the lack of follow-up question to this series in the survey; a future question surrounding the level of engagement and consultation desired from the employee would be extremely useful for creating the communications plan. By simply asking whether they were consulted, and if that was enough, left the researcher with more questions than were answered. Consultation is a theme that is present through the change management literature and needs to be clearly defined in future works.

Only one group responded positively toward wanting more feedback, which was the Labourer group. This group makes sense in their desire for more feedback, given that they are located off-site and away from the main office. They do not have the rich input loops that the office employees have, whether they use them or not. The average labourer may not enter the office more than once per month, versus the nearly 20 days a month for an office worker.

The location of the employee is something that the communications process needs to take into account in how they structure their plan to share the new technology. For those employees who are not privy to the in-person communications that others are, they need more tailored information that will assist them in understanding the role of the technology in their work tasks and how it can assist them to have an enhanced work life.

By not having a strong participatory dialogue in this particular case study, the organization forgot about some of the stakeholder groups that needed more attention than others. Feedback in the middle of the process may have pointed to more training for one group, or the need for more clarity in another area, in order to course correct the communications. As it stands,

certain groups were left out of the dialogue and now a year later, still feel that they need more attention.

Vision of the Project. This finding was another that was counter-intuitive to the literature, similar to the feedback loop. Throughout, the importance of the vision of the project to the success of adoption was made clear by various studies. Armenakis and Harris (2002) clearly outlined it as the piece of the project that employees could rally behind. In this case, respondents indicated a wide range of visions for the project, with no clear consensus on what it actually was. However, when asked if the vision "was clear from the start", there was a strong affirmative response. It begs the question, how can the vision be clear if you can't recall what it was? To further question, over half of the respondents couldn't remember ever receiving any communications with the vision in it.

This may present a few interesting points to consider from a communications perspective. One, perhaps the frequency of communications about the vision should be more than other messages, in order to ensure that it is being read by users. It begs the question, though, does vision actually have an impact in the change process? In this case, it didn't matter if the respondent was negative or positive; two of the three groups who stated they had not ever received reasons for the move to SharePoint included positive stakeholder groups. But, they still were positive toward the move, the usefulness of the platform and the impact it had on their work performance. It did not appear to impact the adoption of the platform in their instances.

Some respondents chose to write what they could remember the vision to be, in an open-ended question; all those who chose to respond were members of the neutral-negative group. From this, it may be that those that are negative are watching more closely for these pieces of the change communications, in order to be able to critically analyze them or to disagree with them.

The stakeholder groups who were neutral-negative were in that position without ever receiving a communication with the vision of the project.

It is difficult to provide a generality about abolishing the importance of the project vision based off this case, due to the limited size of the sample. However, it does provide an alternative view to the literature whether the vision is as critical as originally thought to the success of adoption.

Role of the individual. This case study also demonstrates the vital nature of the individual in the communications process through a major change. By considering the initiative from the individual level, a number of important facets of the change programme can be considered successfully, such as the communications channels, timing and as mentioned above, user history and feedback. Responses to change are individual in nature, after all. This case showed that successful elements of this change process were those that kept the individual in mind: the channels (using preferred versus disliked), the timing (shorter in line with the personality of the company, not the literature), and apparently, the limited feedback loop. However, it is not apparent whether these choices were made intentionally, or are merely a coincidence so it would be difficult to highlight this case on these merits. Regardless, the responses from the stakeholders do show that these elements were successful in their eyes.

This research reinforces the positive effects of focusing on the individual and not the organization during a change to a new technology. If, taken further, the communications had also included the views from the audience on the new platform and their past history, certain stakeholder groups may have been provided with tailored messaging that could have alleviated their stress or uncertainty toward the change. By using the information provided in a TAM framework for the planning of the communications process, the communications function may

be able to deliver to multiple groups with layered messages that are aligned with their perceptions. Further, by employing the use of the informal networks as a communications channel itself, the messages may be even more successful.

Employees are people who have real emotions tied to the technology they are using every day. Keeping this in mind through the change communications planning, implementation and follow-up can only assist in making the process successful for the organization.

Limitations and Further Questions

One of the main limitations of this study is the sample size and focus on only one organization. Given this, these results cannot be generalized for another organization to consider on its own, without inclusion of other key research studies. It also raises a number of follow-up questions that another study may seek to take up in the future. In particular, a more fulsome survey tool that focuses on the users' views on the successes and failures of the change communications would be useful. A deeper analysis into the feedback loop, especially on the "right amount" of consultation to employees, as well as the role of the vision to the adoption of the technology, would be able to answer some of the questions raised here. As well, further analysis into the variances between stakeholder groups and the pain points for them during a change programme would help to answer why the stakeholder groups sorted themselves as they did, with the interesting mixes in the neutral-negative and neutral-positive groups. By understanding more deeply why those stakeholder groups felt negatively or positively toward the new technology may help to better understand how the communications function can address those target audiences in their messages.

Summary of Findings and Discussion

In general, there are common themes that emerge from the analysis, including the role of

the TAM framework and user perceptions of the platform in influencing the outcomes of the change program. Overall, the same four stakeholder groups were identified consistently for their neutral-negative or neutral-positive responses, highlighting that there are differences in how stakeholder groups perceive the change to a new IT platform. Administrative, Coordinate/Contributors, Managers and C Level Executives had a tendency to be more negative about their initial perceptions of the platform and this was shown through the rest of their responses. The Associate/Specialist, Senior Manager and Vice President/SVP groups tended to be more positive in the perceptions on the PEU and PU of the platform, which continued through their responses after the implementation took place. They saw generally more favourable outcomes to the implementation.

It is important to note that the subtleties in the differences between groups is high - in general, the responses floated either slightly above or slightly below the neutral zone, with few respondents indicating "strongly agree" or "strongly disagree" with many of the statements.

The data showed that themes from the literature were present in this case, but they did not necessarily correlate to the initial expectations of the researcher. In general, the respondents wanted less feedback and consultation, lacked strong recollection of the vision but felt it was clear, and couldn't recall the number of messages or frequency of the communications but felt it was sufficient. The impact of user history and preferences was important to consider, as it did influence the perceptions of the stakeholders.

The need for communicators to consider all users, and their perceptions toward the platform, is an important point for future communicators, especially in terms of training, education and the locations of these stakeholders.

These findings attempt to answer the question how perceptions of change

communications differ between stakeholder groups undergoing an implementation of a new technology. It also sought to understand how change was communicated during the 2014 SharePoint implementation at the case study organization and whether the TAM framework (perceived ease of use and usefulness) affected, positively or negatively, the perception of the change communication program.

The next chapter will provide the concluding analysis on these research questions as they pertain to the case study illustrated in the above chapters.

Conclusions

The study set out to explore the role of change communications during an information technology (IT) implementation in an organization. In particular, it sought to understand how perceptions of change communications differ between stakeholder groups in an organization undergoing the implementation of a new technology. The study has also sought to understand whether the Technology Acceptance Model (TAM) framework affected, positively or negatively, the perception of the change communication program. Finally, the study sought to understand how change was communicated during the 2014 SharePoint implementation at the case study organization.

The study found that perceptions do vary between stakeholder groups in the organization studied, with two distinct groups that were neutral-negative and neutral-positive emerging from the data. These groups included a varied mix of stakeholder groups within them: neutral-negative included Administrative, Coordinate/Contributors, Managers and C Level Executive groups; neutral-positive included Associate/Specialist, Senior Manager and Vice President/ Senior Vice Presidents groups. These two groups were generally consistent throughout the data, with their responses reinforcing their positions in their respective groups.

The Technology Acceptance Model (TAM) provided the theoretical framework to study these stakeholder groups throughout the data. This framework used the work of Davis (1982) and his filters of perceived ease of use (PEU) and perceived usefulness (PU) in order to formulate foundational questions in the self-completion survey that was administered to the case organization, as well as follow-up questions to compare against. The TAM framework provided the means for the stakeholder groups to be sorted into their neutral-negative and neutral-positive segments, based on their responses to questions surrounding the PU and PEU of the IT being implemented.

The data found that TAM provided a strong basis to consider stakeholder groups with during a change program. In particular, it provided a means to understand the target audiences of the communications more fully, including their user history with the particular platform being implemented. By sorting user audiences into "negative" or "positive" toward a particular IT implementation, the communications function can tailor the messages to those groups effectively, in order to either alleviate stress and uncertainty or encourage usership and early adoption.

The data also reinforced a number of themes from the literature, including: impact and role of the users past history and preferences, and the individualization of the change communications. In particular, the data found several discrepancies between the results of the data and the literature studied, including: role of the feedback loop and participatory dialogue model, and the possible role of the project vision. These discrepancies demonstrate a need for further research in these areas, to determine what the appropriate level of feedback is for an organization and what constitutes 'participatory dialogue'. In this case, respondents indicated that they were not consulted 'at all' on the move to a new technology, but felt that it was enough

consultation, demonstrating a challenge to the findings in the literature. Determining what the correct amount of consultation is, for all stakeholder groups, would help communicators better adapt their plan to the target audiences, not wasting certain groups time and missing others completely.

As well, it points to the possibility that the importance of the project vision may have been overstated in the literature. In the case study, the vision was not recalled by the respondents, and in many instances was indicated as not even received, but was also 'clear from the start' by a vast majority, demonstrating a clear contradiction in this sample. Further, adoption occurred regardless of a vision being communicated, so the real role of it should be further investigated.

This study has offered an attempt at a quantitative set of results through the self-completion survey, that could be used in future IT implementations to better shape the communications plan for a successful adoption. By using a single-case method, it attempted to provide a rich set of data for future use. As a consequence of this methodology, the study encountered a sample that is too small to be generalizable to other organizations, which should be considered. The self-completion survey resulted in 40% response rate, due to its voluntary nature. By expanding the research to include more employees, this research could provide a basis for others. It's also important to note that the research was conducted one year following the implementation of the technology being studied, which may have led to a gap in the memory of the respondents.

The importance of the individual in the change communications process is paramount to success. This is demonstrated in the variances between stakeholder groups' perceptions toward the change communications during the implementation of the SharePoint platform. The benefits of

considering these perceptions, and their impact on the successful adoption of the IT, are important to consider by any communications function.

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Appendix A: Draft Recruitment Letter

Study Title: Change Communications in an IT Implementation

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Background

You are being asked to participate in this research project, as a key perspective on the change communications that were carried out by the COMPANY for its move to SharePoint for its intranet platform in 2014. You have been contacted as an employee of the company during the project time. The results of this study will be used in support of my final project in the Master of Arts in Communications and Technology at the University of Alberta.

Purpose

The purpose of this study is to explore the change management and communications during the company's migration to SharePoint 2010, during 2013-14. This study may help future IT project roll-outs, to ensure that employees are effectively communicated with during the project roll-out.

Study Procedures

This survey will ask you a series of questions around your perceptions of how you were communicated with during the IT changes at your company.
The information collected here will be anonymous and will take approximately 15 minutes to complete. To submit the survey, you must click "Submit" at the end of the questions to ensure that the information is sent to the researcher. You do not have to answer any questions that you prefer not to and you are free to exit the survey at any time.

Benefits

This study may inform future IT projects at the company and your feedback may lead to changes in how employees are communicated with during a future project.
We hope that the information received from this study will help us better understand how employees see communications during an IT project, and how they may prefer to be communicated with.

Risk

There are no foreseeable risks to participating in this study.

Voluntary Participation

You are under no obligation to participate in this study. The participation is completely voluntary. You are not obliged to answer any specific questions even if participating in the study, and may choose "not to answer" questions that you would prefer not to.

Even if you agree to be in the study you can change your mind and withdraw at any time. In the event that you exit the survey before submitting your responses, the data will not be recorded and will be deleted automatically.

Confidentiality & Anonymity

This research will be used to inform the final research project of Gillian Edwards for the Master of Arts in Communications and Technology program.

The data will be kept confidential, with access to the data limited to the researcher and supervisor. The anonymity of the participants is guaranteed and will not be known to anyone, including the researcher. Data are to be kept in a secure place for a minimum of 5 years following the completion of the research project and electronic data will be password protected. Data will be destroyed in a way that ensures privacy and anonymity of the participant.

If a participant is interested in receiving a copy of the report of the findings, it will be made available to the company's internal intranet for any employee to download.

Further Information

If you have any further questions regarding this study, please do not hesitate to contact Gillian Edwards or Dr. Gordon Gow.

The plan for this study has been reviewed for its adherence to ethical guidelines by a Research Ethics Board at the University of Alberta. For questions regarding participant rights and ethical conduct of research, contact the Research Ethics Office at (780) 492-2615.

Appendix B: Online Survey Instrument

Welcome to the online survey of the research study: Change Communications in an IT Implementation.

The purpose of this study is to explore the change communications during the implementation of the SharePoint intranet platform in 2014. I hope that the information received from this study will help me better understand how employees see communications during a new IT project and how they may wish to be communicated with.

You were chosen randomly from a list of employees at COMPANY NAME. The information collected here will be anonymous and will take approximately 15-20 minutes to complete. You do not have to answer any questions that you prefer not to and you are free to exit the survey at any time.

You are under no obligation to participate in this study and your responses will be kept anonymous. Participation is completely voluntary and consent is given by submitting your responses.

The plan for this study has been reviewed for its adherence to ethical guidelines by a Research Ethics Board at the University of Alberta. For questions regarding participant rights and ethical conduct of research, contact the Research Ethics Office at (780) 492-2615.

For more information, please contact Gillian Edwards: gillian.edwards@ualberta.ca.

Section One: General Information

1. How long have you been employed with COMPANY?
    a. < 2 years
    b. 2-5 years
    c. 5-10 years
    d. 10-20 years
    e. 20+ years
2. What is your approximate start month/year with COMPANY?
    a. Date entry

Section Two: Communications Preferences at Work

This section of the survey will explore your preferences in communications at the office.

3. What is your preferred method to receive information at work?
    a. Email
    b. Telephone
    c. Bulletin Board/Poster
    d. Intranet
    e. Team Meeting
    f. One-on-one conversation
    g. Other:
4. Please explain why this is your preferred method.
5. What is your least preferred method of receiving information?
    a. Email
    b. Telephone
    c. Bulletin Board/Poster
    d. Intranet

    e. Team meeting
    f. One-on-one conversation
    g. Other:
6. Please explain why this is your preferred method.
7. For important announcements and projects, what is your preferred method of communications?
    a. Email
    b. Telephone
    c. Bulletin Board/Poster
    d. Intranet
    e. Team meeting
    f. One-on-one conversation
    g. Other:
8. How likely are you to share information with your colleagues?
    a. 1 (not at all likely) – 5 (very likely)
9. Considering a typical day, how many email do you receive?
    a. 0-10
    b. 11-20
    c. 21-40
    d. 41-60
    e. 61-80
    f. 81-100
    g. 100+
10. What is the first source of information for major projects in your company?
    a. Email
    b. Telephone
    c. Bulletin Board/Poster
    d. Intranet
    e. Team meeting
    f. One-on-one conversation
    g. Other:

Section Three: SharePoint 2010

This section of the survey will examine your past experience or knowledge of SharePoint, and your views toward SharePoint before using it as the Compass platform.

11. How many times have you used SharePoint in your work environment?
    a. None, this was my first time using SharePoint.
    b. One previous time
    c. 2-5 times
    d. More than 5 times

Please indicate your level of agreement with the following statements.

12. Before Compass, I was comfortable using SharePoint.
    a. 1 (Strongly Disagree) – 5 (Strongly Agree)

13. Before Compass, I thought that SharePoint would help with my job performance.
    a. 1 (Strongly Disagree) – 5 (Strongly Agree)
14. Before Compass, I believed that SharePoint would be a helpful platform to perform my work tasks.
    a. 1 (Strongly Disagree) – 5 (Strongly Agree)
15. Before Compass, I thought SharePoint would enhance my job performance.
    a. 1 (Strongly Disagree) – 5 (Strongly Agree)
16. Before using Compass, I was excited that SharePoint was chosen to be the intranet platform.
    a. 1 (Strongly Disagree) – 5 (Strongly Agree)
17. I felt disappointed that SharePoint was chosen to be the intranet platform.
    a. 1 (Strongly Disagree) – 5 (Strongly Agree)
18. Before Compass, I believed that SharePoint would be easy to use.
    a. 1 (Strongly Disagree) – 5 (Strongly Agree)
19. Before Compass, I believed that SharePoint would have difficulties for users.
    a. 1 (Strongly Disagree) – 5 (Strongly Agree)
20. Before Compass, I believed that SharePoint was user friendly.
    a. 1 (Strongly Disagree) – 5 (Strongly Agree)
21. Before Compass, SharePoint didn't seem very user friendly.
    a. 1 (Strongly Disagree) – 5 (Strongly Agree)
22. Before Compass, I was confident that SharePoint wouldn't need much effort for me to use.
    a. 1 (Strongly Disagree) – 5 (Strongly Agree)

Section Four: SharePoint Implementation

This section will explore your views on the communication during the SharePoint implementation.

23. Do you recall the Compass implementation in 2014?
    a. Yes
    b. No
    c. Unsure
24. What was your feeling toward the SharePoint implementation at first?
    a. Please check all that apply.
        i. Uncomfortable
        ii. Anxious
        iii.
        iv. NervousExcited
        v. Curious
        vi. Indifferent
        vii. Angry
        viii. Confused
        ix. I don't recall
        x. Other:
25. How anxious are you when given a new technology to use?

   a. 1 (not at all anxious) – 5 (very anxious)
26. How excited are you when given a new technology to use?
   a. 1 (not at all excited) – 5 (very excited)
27. Do you like learning new technologies?
   a. Yes
   b. No
   c. I don't care
   d. Other:
28. How did you first hear about the proposed move to Compass?
   a. Email
   b. Telephone
   c. Bulletin Board/Poster
   d. Intranet
   e. Team meeting
   f. One-on-one conversation
   g. Other:
29. From the list below, please choose the statement that best describes you.
   a. I love learning the newest technology.
   b. I don't mind using technology for work, but really don't care.
   c. I dislike using technology at work and at home.
   d. I like that technology usually helps me do my work better.
   e. I think most technologies are easy to use.
30. Why did your company move to SharePoint?
   a. Cheaper
   b. Better platform
   c. Encourages collaboration
   d. Demonstrates innovation
   e. Data security
   f. More storage
   g. Fewer IT requirements
   h. Other:
31. Did you receive any communications with the reasons for the new platform?
   a. Yes
   b. No
   c. Don't recall
32. Did you receive any communications with the vision for the project?
   a. Yes
   b. No
   c. Don't recall
   d. If yes, what was the vision to the best of your memory?:
33. What were the primary ways that you received information about the SharePoint implementation?
   a. Email

   b. Telephone
   c. Bulletin Board/Poster
   d. Intranet
   e. Team meeting
   f. One-on-one conversation
   g. Other:

34. Approximately how many communications do you think you received about the change?
   a. 0-5
   b. 6-15
   c. 16-25
   d. 25+
   e. Don't recall
35. Do you think this was enough information?
   a. Yes
   b. No
   c. Unsure
   d. If no, why not?
36. What other methods might have been used to communicate with you?
37. What might have helped with the change to SharePoint?

Please indicate your level of agreement with the following statements.

38. I liked our old intranet just fine.
   a. 1 (Strongly Disagree) – 5 (Strongly Agree)
39. The SharePoint change was explained to me clearly.
   a. 1 (Strongly Disagree) – 5 (Strongly Agree)
40. I wish I could have given input into the change to SharePoint.
   a. 1 (Strongly Disagree) – 5 (Strongly Agree)
41. I wish I could have postponed the change for another year or two.
   a. 1 (Strongly Disagree) – 5 (Strongly Agree)
42. The vision of the project was clear from the start.
   a. 1 (Strongly Disagree) – 5 (Strongly Agree)
43. I had a routine with the old platform – I wish I could have kept it.
   a. 1 (Strongly Disagree) – 5 (Strongly Agree)
44. Communications about the move to SharePoint were regular and informative.
   a. 1 (Strongly Disagree) – 5 (Strongly Agree)
45. I had no say in the move to SharePoint.
   a. 1 (Strongly Disagree) – 5 (Strongly Agree)
46. I wish employees were consulted on the move to SharePoint.
   a. 1 (Strongly Disagree) – 5 (Strongly Agree)
47. SharePoint is working fine, I just had to get used to it.
   a. 1 (Strongly Disagree) – 5 (Strongly Agree)
48. I love working on SharePoint, it's a great platform.
   a. 1 (Strongly Disagree) – 5 (Strongly Agree)
49. SharePoint has enhanced my work performance.

a. 1 (Strongly Disagree) – 5 (Strongly Agree)

Final Questions

50. Did you receive training in advance of using SharePoint?
    a. Yes
    b. No
    c. I can't recall
    d. Other:
51. Do you think that the training offered was sufficient?
    a. Yes
    b. No
    c. I can't recall
    d. I would have liked more
    e. Other:
52. Did you have a chance to provide any input or feedback on the change to SharePoint?
    a. Yes
    b. No
    c. I can't recall
    d. Other:
53. Is there anything you would have done differently to share the project with employees?