

**The Impact of Regular and Direct CEO Communication
on
Employee Engagement and Corporate Affiliation**

by

Mary Patricia M. Barry

Submitted to the Faculty of Extension

University of Alberta

In partial fulfillment of the requirements for the degree of
Master of Arts in Communications and Technology

September 15, 2004

Acknowledgements and Disclaimer

This paper celebrates the contributions of many people. Sincerest thanks to Georgette Stewart, Kevin Gervais, Brian O'Boyle and the corporate communication team at TELUS. Colleagues, friends and contributors, this research would not have been possible without their help. I am grateful for the sponsorship of Chris Carty, and the inspired leadership and commitment to communication excellence demonstrated by Darren Entwistle.

Returning to University while working full time and raising a family has its pressures. My indulgence in this journey was supported and encouraged with help from family and friends particularly, Ken, Mag, Bianca and Tyler Barry, Darrell Hawrelak and Dionne Buchan. My inspiration remains my daughter, Caitlyne, whose joyful support, zest for learning and personal goal setting were a catalyst. Caitlyne, thank you for sharing your commitment to learning with me.

Fondest wishes and thanks to Albert A. Einsiedel, Jr, PhD mentor, friend, academic guide and general supporter through this learning adventure. Thanks also to Marco Adria, PhD who provided insights and rich advice.

This research was conducted for the express purpose of completing the Master of Arts in Communications and Technology degree and reflects the exclusive opinions, observations and conclusions of the researcher.

Contents

1. Introduction	1
a. Assumptions and Research Perspective	2
b. The TELUS Case: An Overview	4
2. Literature Review	6
a. The Media Richness Model	6
b. The Social Influence Model of Technology Use	10
c. Secondary Orality and Cultural Change	13
3. Research Methodology	15
a. Individual Opinion	17
b. Personal survey	18
c. Focus Group Discussions	19
d. Secondary Research	19
4. Findings	19
a. Survey and Focus Group Results	20
b. Aggregated Communication Acts in Response to the e-letter	35
5. Discussion	38
6. Conclusion	64
7. References	69
8. Appendix	70

Abstract

New technologies, particularly electronic mail, are increasingly apparent in organizations. While used for simple exchange, e-mail communication is more deliberately being used to achieve organizational goals and objectives. While familiar, little in-depth study has occurred relative to the implications of e-mail.

The problem this paper examines, is the impact of a weekly e-letter from the CEO on employee engagement and corporate affiliation. The direction taken considered three theories: traditional perspectives in the Media Richness Model; group context in the Social Influence Model of Technology Use; and emergent perspectives related to mass media, in the Secondary Orality and Cultural Change Model.

This research challenges assumptions about electronic media richness. While considered 'lean', conclusions suggest e-mail richness changes with time. Additionally, other media – particularly face-to-face communication, influences perceptions of e-mail richness.

Traditional perspectives on emergent technologies must be revisited. With greater communication options and choices in the work place, knowledge of how these new media operate, their impacts and implications on culture, and how they affect transformational change holds tremendous potential for leaders, organizational communicators and for society generally.

1. Introduction

Definitions of leadership and followership in the post-industrial era (Rost, 1993) are changing, in part due to emergent technologies. The emergence and application of communication technologies in the work place have influenced traditional social networks including the social networks within organizations. Researchers and business leaders believe these communication technologies have had an impact on the nature of business, the nature of commerce and the nature of organizations (Report of the Canadian E-Business Opportunities Roundtable, 2001).

Within organizations, communication networks, electronic mail and corporate Intranets provide people with the potential to immediately and personally connect to knowledge, information and each other, as never before.

Electronic connection in the work place links leaders (the CEO and senior management) and followers (employees), as well as other key stakeholders, more immediately and directly. These connections have implications and impacts on organizational communication, on individual behaviour and task performance, on concepts of group membership and affiliation, on engagement, and ultimately, on organizational culture.

This case study examined a specific electronic communication technology – an e-letter from the CEO (Darren Entwistle), at TELUS Corporation – to investigate what impact regular and direct e-mail communication from a CEO might have on

employee engagement and corporate affiliation (see Appendix 1: TELUS Consent for Research).

Specific questions addressed by this research include:

- Does the value and relevancy of the e-letter change based on employee status?
- What general distinctions are there in how people receive and review the e-letter?
- Do perceptions of value change with time?
- How common it is for employees to directly communicate with a CEO?
- How much of the letter is read, and how much time is devoted to reading it?

Primary data included individual and group perspectives gathered from personal surveys, focus groups and aggregated employee responses generated by the e-letter. Secondary research was incorporated to support study findings and conclusions.

This report contributes to knowledge of organizational communication in the areas of electronic communication media, media richness, task performance and culture.

a) Assumptions and Research Perspective

A key assumption underpinning this study is the belief that organizations are systems of human interaction. Within these systems, language, symbols and

information help people make sense of the organization and its goals. Through this shared understanding team members are enabled to connect to the organization and to each other in meaningful and productive ways. The outcome of this sense making, is the ability for individuals to contribute.

A social phenomenological perspective informed the approach taken to this research. As systems of human interaction, organizations develop processes, networks and structures to help people make sense of the business.

Understanding and sense making allows individuals and teams a sense of personal and collective value, ultimately leading to efforts and actions contributing to the organization and its goals. The processes, networks and structures used to grow this understanding are often described, from an employee's perspective, as "How we do business around here".

Computer-mediated technologies have introduced new options for two-way communication into the social context of organizations. In some cases, as with electronic mail, use of electronic media has become part of accepted operations with interoffice communication augmented or possibly replaced by e-mail.

While studies suggest technology acceptance is frequently influenced by corporate culture, it is also acknowledged that technology applications simultaneously and often dramatically influence corporate culture.

Appreciating this dynamic, it is important to consider how individuals within the social context of an organization connect and communicate for the purpose of enterprise alignment and achievement.

b) The TELUS Case: An Overview

Traded on the Toronto and New York stock exchanges, TELUS is the largest telecommunications company in Western Canada and the second largest in the country, with more than \$7 billion of annual revenue, 4.8 million network access lines and 3.5 million wireless subscribers. The company provides subscribers with a full range of telecommunications products and services including data, voice and wireless services across Canada, utilizing next generation Internet-based technologies.

Darren Entwistle, President, TELUS Corporation, joined the organization as the Chief Executive Officer in July 2000. Upon assuming the leadership position, Darren clearly stated in employee forums and meetings with investors, the media and other external stakeholders, that his objective was to transform TELUS from a Western Canadian-based telephone company, into a national telecommunications powerhouse focused on the growth areas of data, voice, Internet Protocol (IP) and wireless communications.

To achieve this transformation, Darren observed that the regional, monopoly-era telephone business and entitlement culture had to be guided into a competitive, high-performance, fast-on-its-feet and technology-supported culture. Darren

described the culture as one where people would be engaged, informed and active in contributing to the success of the business.

As part of this transformation effort, the first week he joined TELUS, Darren initiated a weekly electronic letter to the company's team members. Passionate about the power of direct communication with employees, the first issue of the electronic letter from Darren was sent to the 25,000-team members with e-mail accounts on July 17, 2000.

Darren stated his purpose in the first edition: "...I will update you on significant happenings around TELUS and within the telecom industry in general. I intend to celebrate our successes and recognize those people who are contributing to our achievements. Finally, I will communicate where we are going as a company and how every member of the team can help us realize TELUS' enormous potential – about the culture I believe we need to foster in order to succeed" (Darren's e-letter, July 17, 2000, p.1).

A social phenomenological construct, the e-letter was founded on a belief in the value of shared perspective and a common stock of knowledge with team members. The e-letter presents a biased perspective on progress toward a specific end. The underlying assumption is that employees want, need and value this content and that it allows them to subsequently respond with meaningful actions supporting the corporate agenda.

Intended to engage employees, content contributions and feedback was encouraged. In concert with the e-letter, a CEO mailbox was established allowing employees to reply to Darren after reading the e-letter. Each e-letter includes reference to the mailbox: "Send comments, suggestions and questions to CEO@TELUS.com. Correspondence sent to this mailbox is read by Darren, without exception. Darren responds to some of these messages personally. Others are forwarded to the appropriate groups within TELUS for follow-up and action" (Darren's e-letter, June 25, 2001, p. 2).

2. Literature Review

Three theories informed this study – the media richness model, the social influence model of technology use, and the concept of secondary orality and cultural change.

a. The Media Richness Model

Daft and Lengel (1986) suggest two 'information contingencies' underpin information processing in organizations. The results of their studies conclude that information and data is exchanged within organizations to reduce uncertainty and equivocality. Equivocality refers to those more complex issues and situations where multiple interpretations may be used to describe the problem.

The desire to reduce uncertainty by sharing information is understandable. At the same time, the ability to reduce equivocality may be increasingly important. In business, and in society more generally, the complexity of the problems we

face is growing. High rates of change, emergent issues and challenges, and unusual circumstances lead to multiple and often conflicting interpretations of what the problem actually is, making it difficult to decide what to do next. In highly equivocal situations even knowing what questions to ask, can be difficult.

In their research, Daft and Lengel (1986) referenced the work of Galbraith (1977) and Weick (1979) who suggested equivocality is reduced when people create and define rather than find answers out of available information.

Hypothesizing that equivocality and uncertainty explain information needs in different situations, Daft and Lengel (1986) developed a framework reflecting the interplay between information needs, media richness, technology, interdependence and environment. This framework was valuable in exploring the impacts and implications of the weekly CEO e-letter at TELUS.

Media richness describes how easily a medium supports feedback, provides communication cues, supports customized messages and employs commonly understood language. The Media Richness Model explores the qualities of different media, concluding that media vary in their potential to reduce ambiguity (Daft & Lengel, 1984, 1986; Trevino, Daft, & Lengel, 1990; Trevino, Kengel, & Daft, 1987).

Media richness research suggests the best choice of media depends on the nature of the communication issue. When factual information is required, lean media are considered most effective. To address situations of high equivocality

and complexity, rich media are preferred. The media richness model concludes that direct, face-to-face communication most effectively reduces equivocality and ambiguity.

Zack (1993) contributes to this perspective suggesting the interactive nature of face-to-face communication makes it suitable for building a common understanding or shared context among members of a group whereas computer mediated communication appears “more appropriate for communicating within an established context” (p. 1).

Schmitz and Fulk (1991) concur positioning face-to-face communication as the benchmark for media richness, followed by the telephone, electronic mail, personal written text (including letters and memos), formal written text (documents and bulletins) and formal numeric text (computer output). According to the media richness theory, effective communication is an outcome of effectively matching medium richness with the level of message ambiguity.

Daft and Lengel (1984) suggest that in organizational hierarchies, management is most often charged with the responsibility to successfully resolve complex issues that, by nature, have high degrees of ambiguity. Not surprising is their conclusion that senior managers use rich media more frequently than junior managers who confront less ambiguous issues.

The work of Daft, Lengel and Trevino (1987) concluded that higher performing managers (defined through performance ratings) better judge, select and apply media richness in their communications.

Contrasting to the richness of face-to-face exchange where communication cues abound and feedback is immediate, computer-mediated communication is sequential and alternating. This aspect of computer-mediated communication was considered within the study through examination of the aggregated employee response generated to the CEO's e-letter. A simple exchange, issuance of the e-letter is the stimulant prompting reply from employees to the CEO that, as appropriate, may prompt a further reply from the CEO or his designate.

Media richness theory is clearly relevant to this research. At the same time, recent studies of electronic media challenge the rankings of different media in relation to the reduction of ambiguity. Indeed, many perceive media richness theory as inherently weak if it is not directly linked to socially oriented theories such as social information processing and symbolic interactionism.

Zack (1993) agrees saying, "effective communication requires participants to share enough background knowledge or interpretive context to render their messages mutually meaningful" (p. 212). Zack suggests those with more tenure, more stable environments, and greater shared context rate electronic mediums as more expressive.

Markus (1994) adds insights suggesting richness theory is limited in its ability to address the social and informational uses of electronic media in modern organizations. Contrary to empirical evidence supporting richness theory, it may be that traditional views are not expansive enough to accommodate electronic media.

b. The Social Influence (SI) Model of Technology Use

If organizational communication is inherently social, the influence and impact of culture must be considered in relation to the medium(s) at use within the organization. In investigating perceived media richness and social influence on electronic mail use, Schmitz and Fulk (1991) found the richness of electronic mail varied based on social relationships and media experience, perceptions of electronic mail richness affected use of the medium, and, the social influence of colleagues had 'pervasive effects' on individual assessments.

Schmitz and Fulk (1991) concluded, "media and task features are variable, variably salient to individuals, and (are) socially constructed" (p. 3). While media richness is important in describing the characteristics of a medium, the importance of richness is likely tempered by how individuals and groups perceive and use the medium – an aspect that was explored in the study.

While many believed emergent technologies would diminish the need for face-to-face communication, this has not happened. Daft, Lengel and Trevino (1987) in

examining message equivocality, media selection, and manager performance, proposed that "...equivocality is the barrier confronting the new media" (p. 357).

Within the social context of an organization, media use is integrated. A portfolio of media options is available to managers and employees to help more effectively match specific messages to target audiences. In many situations, a variety of media are used for message delivery with high priority communication often supported by a communication plan or framework.

While consideration should be given to media richness and social context, the relationship between electronic media, media richness and social context is not so much linear or sequential as it is dynamic and integrated.

Electronic communication media are often hailed for their efficiency and effectiveness in terms of speed of message delivery and cost. While these attributes undoubtedly affect the bottom line, it is likely that the cultural impacts of electronic media have the greatest impact. Able to influence systems of interpersonal interactions, electronic media have the power to fundamentally influence the nature of the organization (Fulk, Power and Schmitz, 1986; Kiesler, 1986; Rice, 1984, in Schmitz and Fulk, 1991).

The cultural implications of the e-letter were examined with TELUS team members to inform the assessed impact the CEO e-letter has had on transformational change efforts at TELUS.

The TELUS experience was anticipated to parallel the findings of Davis and Albright (2000) who suggest technology networks flatten organization structure, improving relationships between top management and front-line employees.

Davis and Albright (2000) suggest technology adoption is driven by either technological or organizational imperatives. While a technological infrastructure is required for the TELUS e-letter, the driver was the imperative for cultural transformation supporting high-performance and growth.

Focus group feedback tested the hypothesis that the e-letter flattened TELUS' hierarchical structure and shifted communication protocol, supporting transformation and cultural change.

Orlikowski (1996) suggests technologies like e-mail bring subtle but significant organizational changes – a view supported by Dewhirst (1971) who considered how organizations address the 'psychological cost' of asking for information. Removing gatekeepers and intermediaries, and modeling the application of a new medium, influences organizational norms – an important consideration in the TELUS study where the CEO championed the medium and introduced a new style of communication.

In examining information sharing norms, Sproull and Kiesler explored how electronic media relate to self-absorption, status equalization and uninhibited behaviour. They found lower social context cues tend to loosen or deregulate traditional standards for communication. They also found information shared

through electronic media was often assessed as information that would not have been conveyed through other media – suggesting media channels are not competitive.

c. Secondary Orality and Cultural Change

The enhancement of information access through electronic connections in the work place are felt to affect culture in ways that lead to a third level of communication theory: secondary orality.

Before the alphabet, cultures were primarily oral and auditory. For many cultures, the alphabet in combination with the printing press shifted cultural orientation from what had primarily been an auditory focus to a focus on written communication. Not surprising, a progressive series of technology introductions from the telegraph, to radio, then telephone, television and, most recently, electronic communication networks based on the Internet, continue to affect the orientation of cultures.

Initially, it was believed that computer-mediated communications would extend the potential of the written word. More recently, a growing community of thought has emerged to suggest electronic technologies have shifted us back to oral tradition – but in a manner distinct from the past as our communication is now primarily situated within the context of the written word. This new age of communication has been dubbed a state of “secondary orality”. Walter Ong suggests many of the qualities of orality continue in this new state, including a

sense of audience engagement, a sense of community, an ability to focus on the present and the use of patterns for communication and storytelling (Ong 1971, 1997).

As a microcosm of the larger social context within which it operates, understanding how communication in an organization like TELUS has been affected by technology adoption is highly informative in understanding the nature of cultural change.

The concept of secondary orality provides a lens through which the discourse underway in organizations today can be considered. Computer mediated communication gives 'voice' to many whose opinions and perspectives were never previously heard. Electronic communication provides new forums through which employees are able to converse, debate, learn, share and challenge as never before. In the process of this electronic exchange and dialogue, communities and norms for expression and engagement are emerging – prompting cultural shifts.

With these three theoretical frameworks as a backdrop for the CEO e-letter, a research plan was developed following the work of other researchers in the area of applied technologies in the work place.

Sproull and Kiesler (1986), and Zack (2001) suggested effective research on electronic mail is best conducted in organizations where such mediums are part of accepted and ongoing activities. Now in its fourth year of publication, Darren's

e-letter is an accepted communication vehicle. Research results cannot be attributed to novelty factors.

Following Orlikowski's work (2001) the research design combines focus group interviews, individual survey questionnaires and aggregated response rates. Common, recurrent themes emerging from the data variously collected inform the results and conclusions.

An admittedly naturalistic inquiry, the researcher is situated as a management employee who contributes to the success of the CEO's e-letter. Due to this role, there is a strong tendency to identify the vehicle as positively supporting employee engagement and corporate affiliation. This bias is acknowledged and understood. As a result, the research is being balanced by secondary research conducted by third parties.

At the same time, social researchers including Hammersley and Atkinson (1983) believe study areas like this can often only be understood if examined in the setting. The researcher brings this ability to the study.

3. Research Methodology

The research was designed to explore a number of questions including:

- The value and relevancy attributed to the e-letter by management and bargaining unit employees

- Distinctions in how people receive and review the e-letter and whether or not their perceptions of value change with time
- How common it is for employees to directly communicate with a CEO
- How much of the letter is read, and how much time is devoted to reading it

Initial assumptions were that:

- The perceived value of the e-letter would vary, with those in management assessing the document as more relevant and valuable
- The e-letter would not compete with other media but would complement information received through other channels
- The e-letter would be seen to support open communication, serving as a model to be emulated by other managers
- The e-letter would be seen to have contributed to cultural change, encouraging greater openness
- All would be aware of the e-letter, but not all would read or act on it
- Time devoted to the e-letter would be limited
- The vehicle would be generally assessed as useful in reinforcing corporate direction, demonstrating corporate values, etc. but would be seen as biased
- Based on exposure to Darren, employees would 'hear', interpret and act on the e-letter differently
- Direct linkage to concepts like 'employee engagement' and 'corporate affiliation' would be weak or not identified
- Most would assess the e-letter positively and would want it to continue

The impact of the e-letter will be studied through data gathered in three ways:

1. Individual opinion gathered through
 - a. Completion of a personal, private survey
 - b. Focus group discussions
2. Analysis of aggregated communication acts (e-mail replies) responding to the e-letter
3. A review of relevant secondary research
 - a. All-employee survey results related to communication
 - b. Relevant artifacts in the form of policies, procedures and corporate documentation related to the e-letter's purpose and intent

The concepts being examined informed collection and analysis of empirical data. In defining data requirements, research subject areas, and data collection techniques, efforts were made to ensure appropriate validity and reliability.

Research findings and conclusions are necessarily descriptive and context-bound. Cultural issues and circumstances were taken into account in writing this report.

a. Individual Opinion

Through a targeted selection process, 21 voluntary participants were recruited for the study (see Appendix 2: e-mail Invitation to Potential Research Participants and Appendix 3: Participant Consent Form) the selection criteria balanced various demographic categories of value to the research including:

- Organizational and functional range. It was desirable to have a mix of bargaining unit, management with no direct reports, and middle management with reports, participating
- Years of service diversity for a degree of balance between relatively new, moderately new, and longer term employees
- A balance of male and female participants

All participants were located in Edmonton. In general, all are office-bound workers with relatively high e-mail skills based on regular use of electronic office tools like Microsoft Outlook in their day-to-day work. All participants were English-speaking.

b. Personal Survey

Individual opinions were collected via a paper-based, personal survey with open- and close-ended questions (see Appendix 4: Personal Survey Form) before the focus group discussion was conducted. The survey was two pages in length and took less than 10 minutes to complete. No names were recorded on the forms to ensure participant confidentiality. Survey instructions were first provided verbally and then in written form issued electronically to those who signed informed consent forms. Consolidated and analyzed results provided insights on individual use and thoughts about the e-letter. These results were further explored in the focus group discussion.

c. Focus Group Discussions

One-hour focus group discussions were facilitated at noon for two groups of voluntary participants (see Appendix 5: Focus Group Script, Agenda and Question Guide). Lunch was provided. Discussions were tape recorded and transcribed for future reference with the knowledge of participants.

d. Secondary Research

Secondary research included:

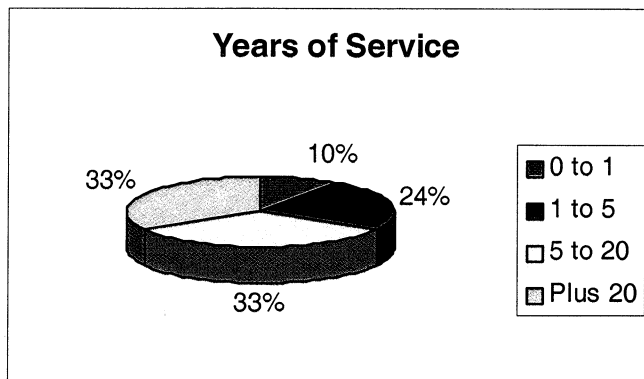
- (a) A review of relevant artifacts in the form of policies, procedures and corporate documentation related to the e-letter's purpose and intent, the transformational change agenda, and communication at TELUS
- (b) e-letter readership surveys conducted in 1999 and 2002
- (c) Raw data on the volume of e-letter responses on a monthly and annual basis from 2001 to 2003

4. Findings

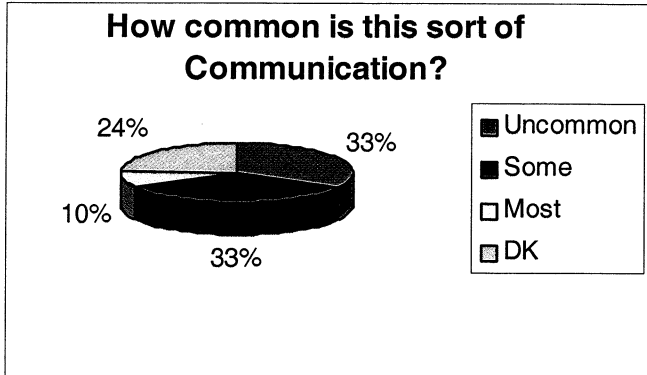
Results included findings from the individual survey completed in advance of the focus groups, focus group discussions, aggregated responses to the e-letter, and secondary research.

a. Survey and Focus Group Results

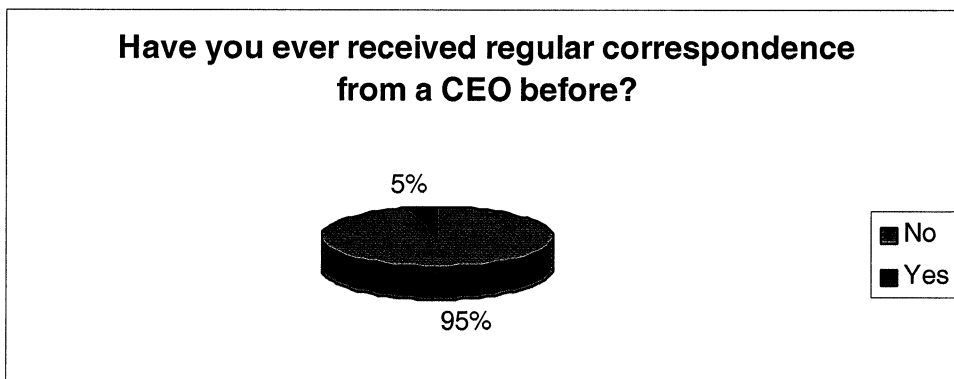
Eight men and 13 women participated in the focus group process. Results reflect data gathered from the advance personal surveys and comments collected and transcribed from the focus group discussion.



Participants reflected a balanced range of TELUS service, evenly split between employees with five or less years of service (34%), those with five to 20 years of service (33%) and those with more than 20 years of service (33%). The balance represented in the demographic parallels the shift consciously being made to acquire new skills and competencies in the growth areas of data, Internet Protocol and wireless services. Years-of-service demographics appear to have an impact on perceptions of communications as industry data suggest short-service employees with fewer than five years of service are more likely than longer-service employees to view their company's communications as credible (IABC Communication World, March/April 2004).

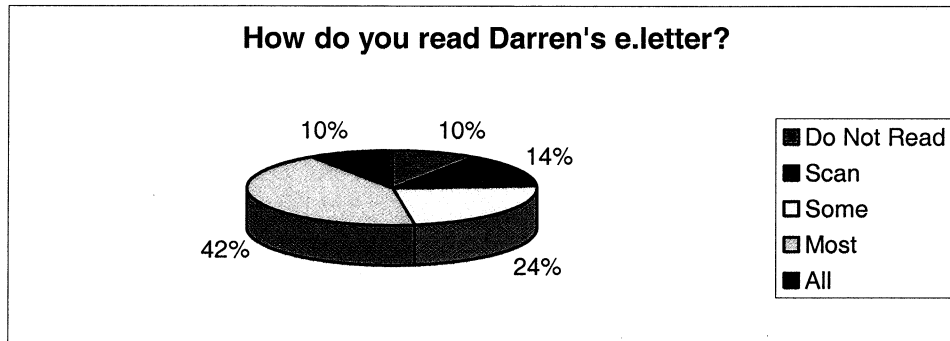


The belief that some or most companies provide direct communication from the CEO was noted by 43% of survey respondents, 10% indicated most and 33% indicated some companies offer this type of communication. Thirty-three per cent felt communication from the CEO was uncommon with the final 24% indicating they did not know how common this type of communication might be.



At the same time, when asked if they had ever received regular correspondence from a CEO before Darren’s e-letter, the results were overwhelmingly ‘no’. One employee shared his experience in the focus group discussion saying, “This is my fourth employer, and they’ve all been fairly large corporations, and none have had weekly communication from the CEO.” One employee went further saying, “Many company’s would have no contact what so ever with their CEO – wouldn’t

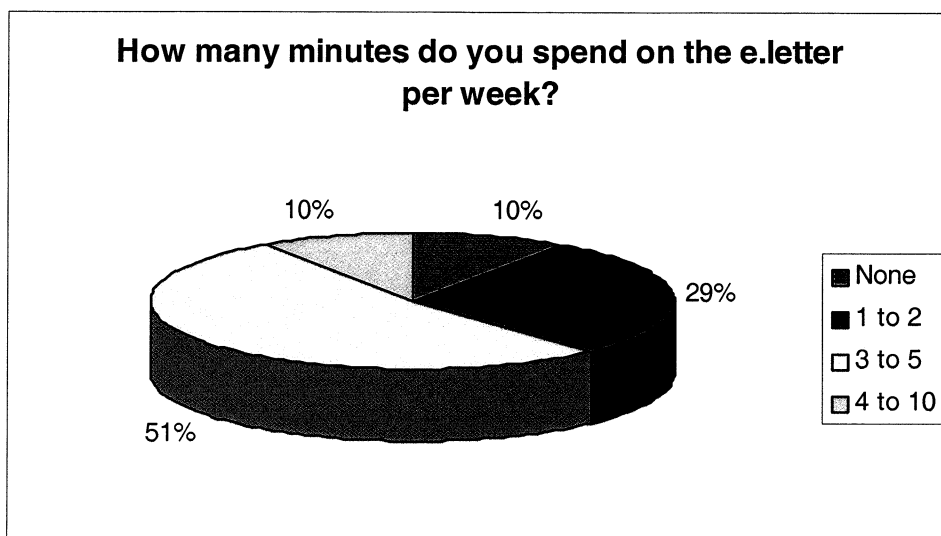
even know the organization's high level goals. They would just be there to put lug nuts on a train tire."



It was interesting to note that 10% of those who participated in the focus group indicated they did not read the e-letter. When asked why, results focused on perceived content value and time. Comments captured in the discussion reflect timing and time availability are considerations affecting reading:

"I used to read it... when things got busy I didn't have the time. It was just something that I deleted..."

"...by the end of the week when this comes out... it's not something I even bother looking at anymore."



Survey results indicated that 10% read all, 42% most and 24% some of the e-letter. Designing content for easy understanding of key issue areas and messages would be helpful as employees have increasingly limited time available to devote to the publication. Ideally, content should be designed to allow review and understanding in less than five minutes.

Focus group discussions supported the fact that many simply scan the publication. “I may not read all of it, but I skim pretty much all of it.” Others mentioned that the table of contents was valuable in helping them determine where to spend precious reading time, “I definitely look at the titles first. I think that was a great addition.”

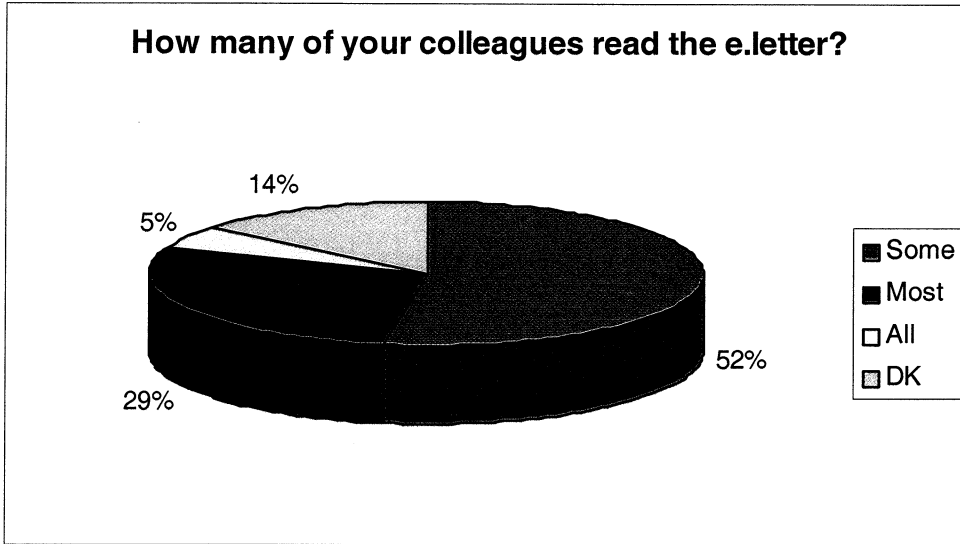
Several indicated that their usage patterns had changed with time. “I use to read it and I just found when things got really busy I didn’t have the time...” Others indicated that the value of the publication tended to shift with experience, exposure and use of other information sources. “I see my reliance on the e-letter

drop over a period (of time). When I first started here, I liked it because it allowed me to put what we were doing into some context.”

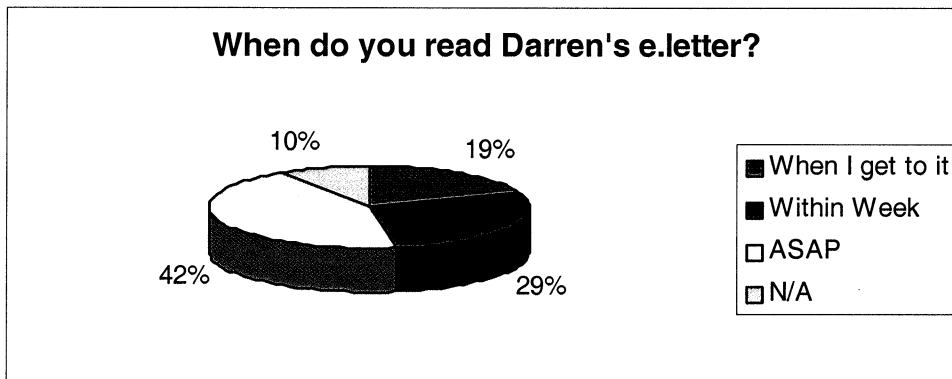
Some suggested being new to TELUS affected e-letter readership. “Back when I was new, it certainly helped kind of frame everything a bit more and I always relied on it. “

One employee shared a story that seemed to resonate with others, regarding the initial perception she had of the value of the e-letter. The employee described how much she anticipated the correspondence saying, “I looked forward to those letters, and when he (Darren) went on holidays, I remember thinking ‘Whoa. It’s going to be two weeks before we get another letter.’”

In a time-sensitive work place, competing priorities frequently pressure employees. This reality is evident in e-letter reading time results. While 51% devote three to five minutes to their review, 29% suggest they average a brief one to two minutes.



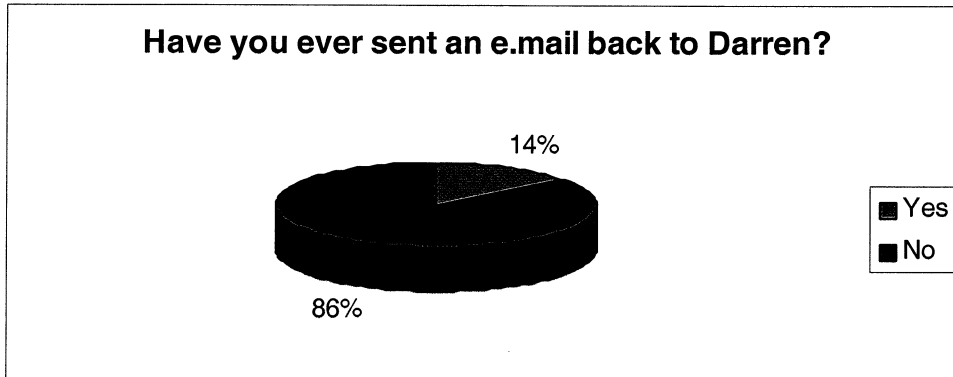
The e-letter is perceived as a well-read document. Results indicated that 34% felt their colleagues read all or most of the publication, with 52% reading some of the publication.



The great majority of people (42%) indicated they read the publication as soon as they got it, likely due to the fact that they see value and pertinence in the content.

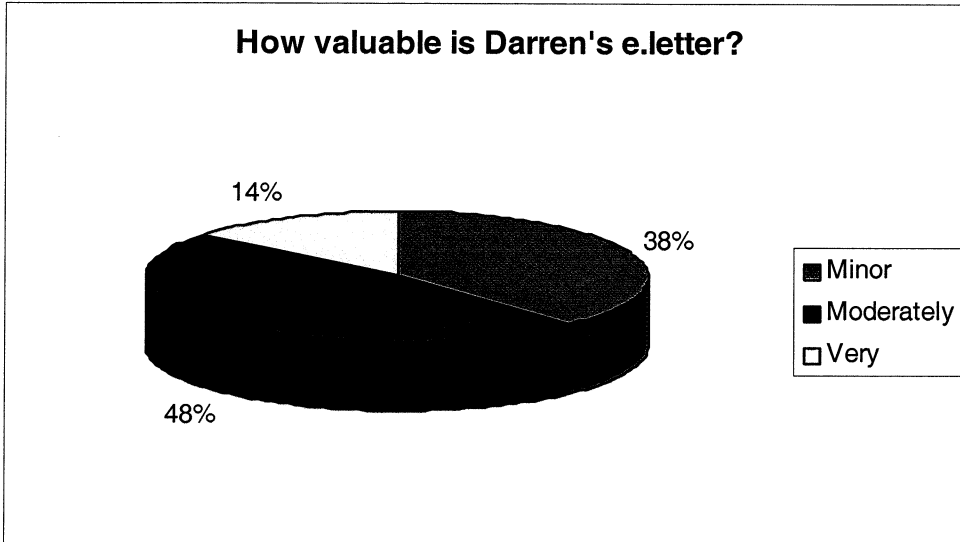
At the same time, 48% suggested they sometimes delayed reviewing it. While this result may reflect on perceived content value, it may also serve to reinforce

perceptions of the vehicle as less than timely, adding to the perception of content redundancy.

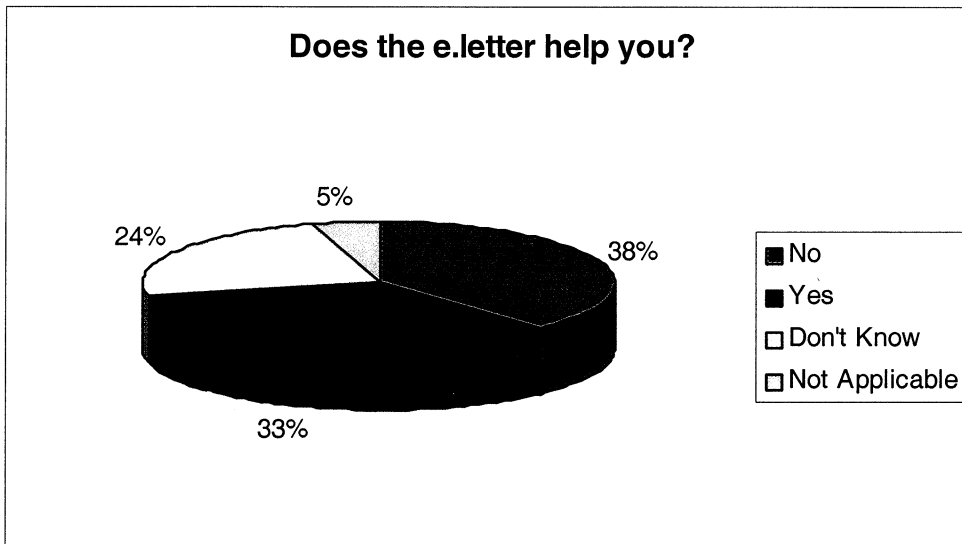


While 86% indicated they had never sent correspondence to the CEO, discussion indicated that many believed Darren was aware of what was going on in the organization and was responsive to issues. “He does respond. And I know that for a fact... I sent him an e-mail and he forwarded it on to (name) who responded directly to me.”

Responsiveness to employee correspondence seems to have an impact on trust in management, “It feels like he takes a personal interest.” Employees also mentioned that from time-to-time they have submitted material with positive outcome. “I know I’ve sometimes submitted stuff and it’s just, you know, been there.”



Value assessments for the e-letter appeared to co-relate with how helpful the e-letter is to employees. While 62% felt the e-letter was moderately to very valuable, 38% cited it as being of minor value. It is interesting to note that a similar number (38%) of respondents indicated they felt the e-letter was of no help to them.



Comments collected both on the survey and in discussions shed light on aspects perceived to be of value to employees. Employees cited the e-letter as a core tool that helps ensure they are informed, aware of important issues and understand the bigger issues from the perspective of the CEO. In general, content was seen to provide insights into what is important and why, but frequently at an overview rather than a working level. “His leading story indicates to me what is important to him at the present time and needs to be noted by his employees.” Another employee indicated the e-letter, “Allows me a view of our company from the captain’s chair.”

Employees were reasonable in their expectations of how specific the e-letter could be in addressing their particular issues. “While I believe that Darren’s e-letter provides some insight into issues facing this company, the items are big picture and rarely have any direct impact on my day-to-day role within the organization. In addition, there are other mechanisms available which provide greater insight into the topics discussed.” Another employee reinforced this saying, “Interesting and important in terms of hearing regularly from CEO but not all is relevant to me.” While content was cited as not always being immediately relevant, most felt sharing the information is a good way to identify what might become important. “I want to know what’s top of mind for our CEO. What he reports ‘may’ have an impact on me and my position.”

Several referenced that having the letter from the CEO added to the value of the vehicle. The e-letter was not merely a source of information, but was an active

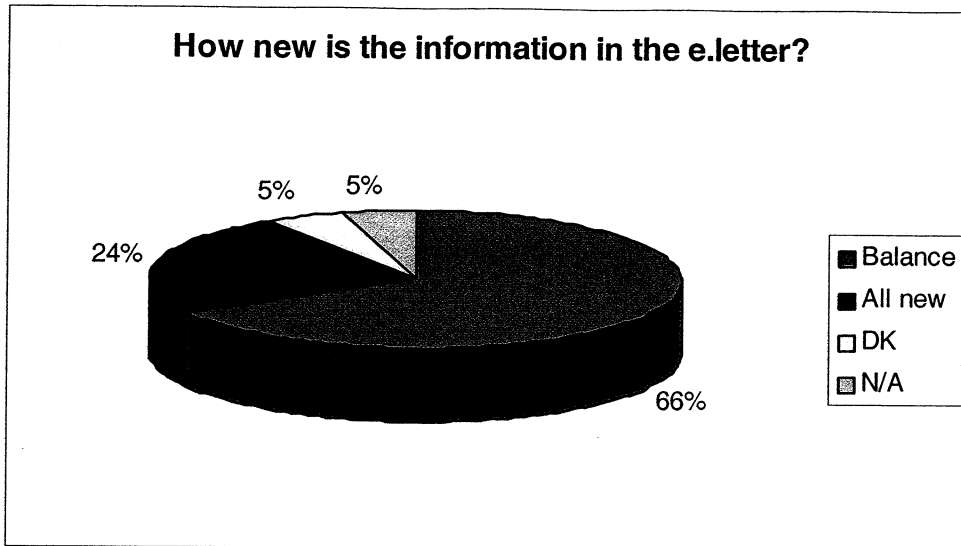
and ongoing tool in understanding how the organization operates in terms of the CEO's and by extension, the company's values. "It shows how much he cares about the TELUS team members and values our contributions individually, not just the bottom line."

The e-letter was cited as important in providing context. One employee explained the impact of this added understanding as, "...those 'Ah ha' moments... so that's what's going on..." Several employees indicated e-letter content often prompted them to call someone up for clarification or further information.

In discussing the e-letter in the context of other information sources, several gave credit to the e-letter as an important counter balance to the grapevine or rumour mill. "It balances the grapevine to some degree..."

The most frequently referenced phrase used to explain the e-letter's value was that it "keeps me informed" and "provides you with an overview of what's happening." One employee summed it up, "Darren's e-letter does not specifically aid me in my job. I view the letter more as an information, communication piece."

For the 38% who indicated the e-letter was of minor value and not helpful to them, concerns covered a range of issues the most frequently mentioned of which was bias. "The e-letter is all through rose-coloured glasses..." "It's just too positive."



While individual survey results indicated e-letter content was new for 24% of respondents, and 66% cited content as a balance of old and new information, in discussion, participants were more critical. It may be that in a group setting, stronger, and perhaps more critical opinions, tend to dominate.

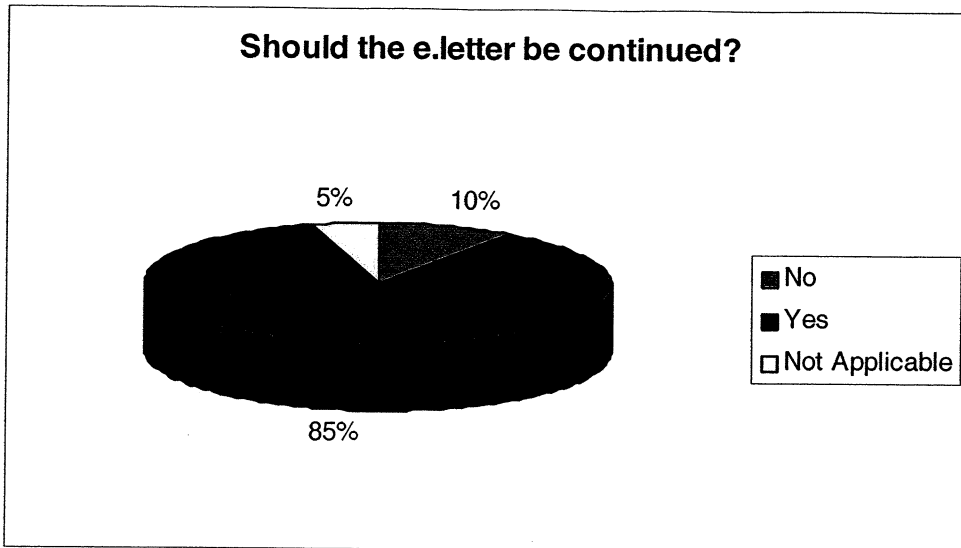
Through the discussion it was suggested that the e-letter is somewhat in competition with more timely and perceived as less biased, information sources. “A lot of the items addressed in the e-letter are topics covered by items highlighted in ‘TELUS in the news’, TELUS news releases and teamVision weekly. The information available from these other sources offer different views and are often much less biased than Darren’s e-letter.”

On the other hand, some felt that there was no surprise or shame in having a degree of bias in the e-letter, saying, “Ultimately, Darren’s e-letter serves as a mechanism for communicating hot issues, with an internal perspective.”

Employees participating in the focus group indicated that over time, they increasingly pick and chose their used information sources. References to information carried on the Internet and on the company portal were most frequently mentioned. Taken together with references new employees made to the value of the e-letter, it could be that initially employees more passively receive information. Over time, as their familiarity with other easy-to-access information sources grows and their information needs change, they become more personally motivated in seeking out information useful and informative to them. This could mean that vehicles such as a CEO e-letter become, with time and experience, more competitive for the time and attention of an audience, with other information sources.

Some felt internal sources that preceded or carried the same information as the e-letter competed with the e-letter, making the e-letter content stale. "I think a lot of it is duplicated." "The information in there is good. It's just that I've usually seen it already." In speaking of content, it is clear that employees see the information contained in the e-letter more as 'news' rather than 'opinion'.

Feedback suggests that the timing of release is important in the attention given to different vehicles. "If Darren's isn't the first one making that communication, it loses a lot of the impact...Your mind says, well this is redundant information. I've already seen that. This is, you know, of less value to me."



Eighty-five per cent of respondents felt the e-letter should continue. In explaining why they felt this, respondents went beyond the simple need for information, suggesting this sort of correspondence promotes internal information exchange, employee engagement, the company's values, and an extended commitment to communication. Believed to be a reflection of what the CEO thinks, several employees also suggested the vehicle illustrates the level of care and consideration the company has for employees as members of its team.

"(The e-letter) provides valuable information and a forum for top-down information exchange. It also engages employee participation and knowledge growth such that employees have at least some information available to intelligently discuss, or have knowledge of significant events should a conversation arise with external people."

"Continuous links to strategy and values keeps them top of mind. Helps influence desired culture."

“Direct communication squashes rumours. Personal contact with the CEO. Good source of current information and major corporate announcements (are) made or explained there.”

“Excellent way for Darren to reach out to the vast majority of employees. Sends the message that Darren cares enough to share his thoughts with the whole team.”

“It is a reminder of the commitment Darren has made to this organization and is a symbol of his awareness of the strengths of this organization, our successes and the challenges we are facing.”

The fact that the communication is from the CEO is important. One respondent felt that was reason enough to continue the e-letter, saying “The optics alone of having the CEO write a weekly letter are valuable.”

On the other hand, discussions of the value in continuing the e-letter provoked speculation and additional discussion about the content. Respondents questioned how reflective content actually was of Darren’s opinions and priorities.

Several felt that over time, vehicle content has become more news and increasingly less Darren. Darren’s opinion, perspective and thoughts appear to less obviously present in content over time. Employees saw evidence of this trend in the e-letter’s wording, which they believed was often the same as, or only slightly modified, from other information or news sources. It was suggested

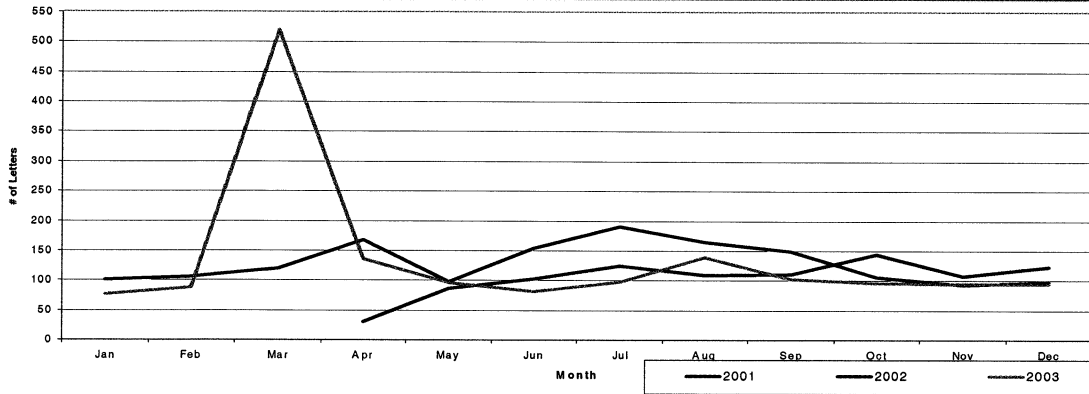
that this treatment or style in the e-letter diminished its value and was in conflict with the image of the correspondence as being from Darren. “Because we’re getting the same version, where we can pull it out of other sources, it’s not necessarily Darren saying that. You lose some of that power.”

How content is presented or treated in the e-letter has consequences.

Employees indicated that the treatment and presentation of content (news versus opinion) influenced the sense of trust, credibility and believability of the vehicle as actually representing and reflecting Darren or what is important to him. “It comes across sometimes as though, you know, his name is just plugged in the bottom. His signature is just plugged in.” “It’s pretty great that the CEO wants to make that effort to communicate... So one starts off pretty good. And then when you get it, it’s kind of like, well if this is a letter from Darren, like I hope this is Darren telling me some stuff...”

b. Aggregated Communication Acts in Response to the e-letter

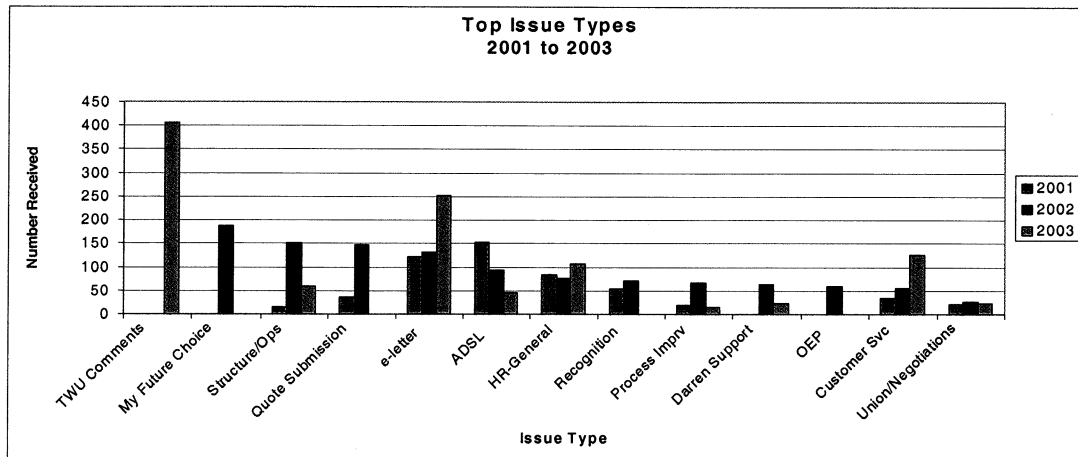
Dialogue at TELUS (via CEO mailbox)



Employee responses to the e-letter fluctuate. The frequency of response appears to link to how controversial or high in interest, the content is and whether or not content was written in a way that specifically asked for employee input or response. The data suggests that any perceived roadblock or protocol related to hierarchy discouraging employees from sharing their opinions and providing input to the CEO are, with time, being eliminated. In 2001, (from April on) the e-letter prompted 1041 letters in reply to content provided. In 2002, the number of replies increased, with 1946 notes returned to the CEO mailbox – an increase of 17%. In 2003, replies dropped with 1748 received. Examination of e-letter content confirms that the high spike in mail to the CEO mailbox in March of 2003 related to a highly controversial public campaign against the company, that Darren shared with employees through the e-letter. The treatment of the content

was clearly branded to be from Darren, reflecting his style as well as his opinion. Additionally, Darren asked employees to share what they thought and reply back to him with their opinion.

Issue areas identified



Aggregated results also suggest the e-letter can be, when used strategically, an effective problem solving tool. Examination of e-letter content illustrates how issues shift with time. In 2001, for example, the largest issue faced by the organization appeared to be ADSL-related (one of the company's key products). Close examination of employee correspondence and e-letter content illustrates an interesting dynamic at play. Issues related to ADSL began to be raised by employees to Darren through the CEO mailbox. In response, Darren addressed the issue more directly acknowledging that ADSL had and permission in sharing their opinions and suggestions on how problems related to that product could be resolved, employees responded. Several hundred responses were received,

reviewed and acted upon by the appropriate areas within TELUS. Subsequently, ADSL has diminished in importance from the perspective of employees.

Issue area results for 2002 demonstrate the hot item for employees that year – a voluntary departure program called My Future Choice. Of high interest to TELUS employees who were affected by office consolidations and reductions in staff requirements, the program was top of mind for employees – hence referenced most frequently in mailbox submissions to the CEO.

Actions of the union promoted greatest attention and response from employees in 2003.

These findings suggest a vehicle such as an e-letter can be used in a highly dynamic manner to position and profile areas of strategic issue, but also to resolve those issues through mass problem solving and engagement. Not a one-way process, if the vehicle is successful in prompting a degree of trust that issues raised by employees will be acted upon, an e-letter in combination with a managed mailbox process, can be highly effective in encouraging direct input on areas of concern or interest to employees. Clearly, this ability to accurately check the pulse of employees, identify their key concerns and respond to them, builds the credibility of the CEO as plugged into the realities of employees and, in this case, customers.

5. Discussion

Results of the TELUS case study suggest that regular and direct communication with the CEO leads to enhanced employee engagement and feelings of corporate connection. Further, the use of electronic technologies for internal communication, appears to have a direct impact on organizational culture.

Familiarity with and increasingly use of e-mail technologies both within and external to organizations is leading to more open and, some might argue, more democratic work places. Enhanced exchange and access to information is contributing to what many cite as progressive changes in work place dynamics.

The potential inherent in more deliberate, electronically supported work place dialogue has implications of interest to many stakeholder groups including Corporate Communications, Human Resources, Information Technology, Transformation and Change Management, and business leaders generally.

While the dynamic between information received and individual action taken was not directly assessed, results suggest that individual behaviour and feelings of engagement can be influenced through managed mediums encouraging timely exchange and dialogue.

In addition, the case illustrates that having a CEO consistently use the technology has influenced the pattern of communication within the organization. This action has contributed to a recognized culture where direct communication to individuals at all organizational levels is encouraged and perceived as part of

normal business operations and a requirement expected of leaders. The power of the CEO to essentially walk the talk, demonstrate the expected behaviour and set the standard of performance expected has tremendous cultural consequence.

At the same time, with technology advances, succeeding generations of employees experienced with electronic media and increasingly self-sufficient in more personally gathering information, the expectations of corporate information sources will change. In this environment, internal communication vehicles must be designed to continually evolve and progressively adapt to changing usage patterns, employee needs, and technology requirements.

The following list of observations based on research results, provides pragmatic advice and direction for those considering or managing direct communication from the CEO.

1. Perceived authenticity impacts the media richness of personalized electronic vehicles

The power inherent in a vehicle, like Darren Entwistle's e-letter, lies in the fact that it is presented as personal. How effectively it reflects the suggested author's priorities, personality and style must be considered in the development of copy. Consequently, the success of such publications lies in the editor's or copy-writer's ability to capture, reflect and maintain the written voice of the author.

Authenticity is essential to a letter branded as from the CEO as the content, by extension of the author, must be received as important and valuable. Focus

group results confirmed that employees initially received and subsequently expected the e-letter to be an extension of Darren.

Employees want to feel confident that content addresses what is important to the CEO and further, that interpretation of events or news reflects the CEO's opinion. The presence of the CEO should be evident in all aspects of the publication including:

- Content – Measure: I believe this is important to the CEO
- Writing style – Measure: I believe this is what the CEO thinks about this
- Engaging treatment – Measure: If the CEO is telling me this, what action should I be taking

The benefits of vehicle personalization are extensive. From a value and trust perspective one employee said, "It shows how much he cares about TELUS team members." Some indicated they gave greater credibility to the e-letter due to its authorship saying, "(It) helps to hear right from Darren, what the facts are, rather than rumours, or information filtered through three layers. (It is an) opportunity to get to know him."

If perceived as authentic, direct CEO communication has the potential to affect leadership trust, as well as the individual's sense of personal ownership and influence over the organization. One employee summed it up this way, "If you feel it's him speaking... you feel he's listening to you and addressing your issues..."

These findings support the findings of Markus (1994) whose study concluded that e-mail may be richer than the richness scales used in the past suggest. s

2. If received as authentic, 'from the CEO' commands attention

Regular correspondence from a CEO is surprisingly rare. For most focus group participants, exposure to the CEO was unusual and receipt of the e-letter, a novelty that prompted attention. "The first two or three letters... those were interesting... this is kind of neat, having somebody at his level send us something..."

Effectively presented e-letter content has high credibility that holds potential in challenging the rumour mill. One employee explained that, "(It) helps to hear right from Darren what the facts are, rather than rumours, or information filtered through three layers."

Several indicated they saw value in the high-level view of issues and initiatives addressed in the e-letter. "It makes all of us aware of the bigger picture at TELUS, especially since we tend to be 'silo-ed' in our big business units." Others suggested they use the e-letter as an economical way to get a read on corporate priorities. "His leading story indicates to me what is important to him..."

3. 'From the CEO' differentiates this communication, suggesting personal perspectives and insights not available in other communication vehicles

Once familiar with the vehicle, readers appeared to become more demanding and critical of content. Branded to be 'from the CEO' employees expect it will be. They want to know what the CEO feels is important, what he is doing, how he views industry trends and events, and what he wants his team to accomplish. There was strong and consistent feedback that the value of the e-letter lies in its form as a personal reflection, not as a collection of news.

Receiving the correspondence as a 'letter' affected reader expectations. "My desire of a letter from a CEO is (that it is) a vehicle for him to talk to me." One employee indicated that what he expected from the e-letter was, "...more real conversations from Darren himself." With time, employees felt the original intent had been somewhat lost. "It would be nice if it was a letter. Not a highlight summary of all these news things..." "It seems to have become somewhat more, maybe, sanitized."

To address these issues, and ensure the ongoing success of the vehicle, a content management plan and style guide assuring content quality and treatment appropriate to the personal letter style would be helpful.

Citing concerns with content redundancy, several employees suggested the e-letter be designed to provide fresh angles and insights on information presented

in other sources. Several suggested interest in knowing more about behind the scenes activities, the 'inside story' of events. All indicated understanding the CEO's perspectives on key issues was enlightening and a way by which employees could "... get inside of what Darren thinks is important."

A suggestion indicating the level of opinion some want to see in the e-letter was reflected by one employee, "I would like to see a Darren soapbox... (he) gets up there and talks about what's on his mind." Overwhelmingly, focus group participants indicated the issues and/or perspectives of the CEO are valued. Additionally, they believed those opinions and perspectives are simply not available for mass consumption from any other source at TELUS.

The e-letter appeared to compete favourably with other vehicles, even those acknowledged as higher in media richness, such as teamVision (a weekly audio-visual program delivered to the desktop). "I always have time to read Darren's e-letter. I don't always have time for the eight to ten minutes to watch teamVision." In this case, the source of information as being from the CEO had greater perceived value than the media richness of audio and visual images provided in the alternative vehicle.

4. Regardless of the perceived informality of electronic correspondence, 'from the CEO' communication should be treated as formal and on-the-record

In relation to the degree of formality expected through electronic mediums, employees mentioned that in writing to Darren in response to the e-letter, they did not expect highly formal responses back saying, "I don't expect a long spiel or two-page reply. Just one quick sentence... short and just his feelings."

While informal e-mail replies might be tempting, communication from the CEO or any other senior management team member should be treated as formal, be appropriately complete and demonstrate a considered response able to stand up over time. All correspondence from the CEO or his office should be considered as 'n-the-record. Direct replies from the CEO should be deferential to the CEO position with specific replies developed on a case-by-case basis. Decisions on authorship of return correspondence should be made in relation to how appropriate it is for the CEO to be the one to reply. While the CEO may review or be generally aware of the issues being raised through employee correspondence, issues specific to a function, project, or area of the company are likely best redirected for reply on behalf of the CEO.

5. Building in selective high-touch aspects enhances electronic communication vehicles like an e-letter

Communication professionals have a great deal of control over the selection and presentation of information, as well as the level of formality and the tone of the content they place in communication vehicles. Electronic correspondence offers the same opportunities. Deliberate thought should be given to the options that are available to ensure it achieves the outcomes desired.

A clear style of communication is present at TELUS as employees easily and consistently referred to the CEO as Darren rather than the more formal, Mr. Entwistle. This level of familiarity and informality is a demonstration of the company's values in relation to teamwork. The e-letter itself encourages use of Darren's first name as it ends with the simple signature, Darren.

More than simply a style preference, this treatment has cultivated a sense of connection to the CEO that appears to be important to people. In the focus groups, one employee explained that it helped her speak with greater confidence as, "You know, you feel quite comfortable referring to him that way... it sends a message to people outside the company if you're calling your CEO 'Darren.'"

A reflection of Darren's personal style and preference for speech, the e-letter follows conventions peculiar to the CEO. For example, contractions are never used, and language and spelling reflects a formal English style. Darren uses

'whilst' rather than 'while' and tends to use more complex sentence structure and wording. This written style is a direct reflection of his speaking style.

How personal to make the content is a point of contention. Some felt it might be valuable to, "...make it more like a diary. More like a personal thing." One employee suggested content covering a week in the life of the CEO. Others expressed caution in going too far suggesting they are not looking to be 'entertained' but rather want to be engaged in a way appropriate to the business and of value in guiding personal action.

While some felt personal content, including references to his wife, children and after-work interests might further humanize the CEO others felt this level of detail to be extraneous and unnecessary in the business context. "It would be nice to have a more personal thing from Darren... but I don't necessarily need to know what his feelings on what his day are, or what he is doing with his kids on the weekend..."

6. The media richness of electronic vehicles is dynamic and influenced by the organizations media mix

Having seen and heard Darren either in person or on video, employees expected to also hear him and get a sense of his passion, through the written copy of his e-letter. Results suggest the perceived and assessed richness of Darren's e-letter increased over time, in conjunction with his use of other media – most notably, face-to-face communication.

References to Darren's Front Line Forums (regularly held sessions where Darren meets directly with front line TELUS team members for extended discussion) were cited as the most direct way employees have come to 'know' the CEO. In describing the Front Line Forums one employee stated, "He walks the floor. He goes from one end to the other. He talks... a lot of action. He does a lot of action. He talks to everybody. He tries to answer everything he can."

Employees increasingly have a sense of who Darren is and what they feel might be important to him. Increasingly their feedback suggested that they know how he speaks and how his perspectives would be translated into copy. This increased sense of familiarity is extremely powerful and positive – as messages from the CEO will, if believed, be noticed. On the other hand, this expectation of voice means content must be designed to deliver that image faithfully.

"There were a couple of those newsletters that seemed to have the passion from Darren. You know, like it was actually him speaking..." "He's got this passion and I only see it in certain stories..." "His passion does come through. Like he's not a person who is a wallflower by any stretch of the imagination... he does speak with a huge amount of conviction."

Employees remembered certain specific issues of Darren's e-letter that they felt had impact for them. For example, one employee mentioned content related to a public campaign saying, "I think you could tell, those were direct quotes from Darren." Others agreed saying, "Statements... reflected Darren's personality. He doesn't pull any punches when he speaks... I remember seeing that in those

articles, but in other articles, touches are not there.” Earlier references to authenticity are reinforced by these comments, suggesting an ongoing need to effectively present Darren’s voice. Difficult to provide on an ongoing basis, loss of Darren’s voice tends to have a negative impact on readership. “There’s only the odd one of two letters that really show his personality...”

Following on Markus’ (1994) line of thought relative to e-mail richness, it well could be that deliberate development of an e-mail vehicle such as the CEO e-letter, with its clearly branded style and high value content, results in a higher perceived richness than the e-mail medium would otherwise support.

7. Supervisory managers play an important role ensuring communication effectiveness in a wired work place

While work places are increasingly technology-enabled, there is continued and in some cases, growing need for managers at all organizational levels to consider their roles in helping individuals access, understand and act on important information.

With information universally available, supervisory managers must increasingly attend to key corporate information to clarify, support and speak to issues employees may raise.

While the work place is increasingly democratic, it is interesting to note that employees continue to more strongly trust information received through face-to-face meetings with supervisors. Results of a Towers Perrin Survey indicate that

48% of employees agreed with the statement, “I receive more credible information from my supervisor than from my CEO” (IABC Communications World, March/April, 2004).

With electronic technologies supporting direct CEO communication, it may be possible to influence this sort of result. Corporate communication professionals may be able to significantly influence management and leadership trust levels if they can develop communication processes that engage supervisory managers to reinforce messages provided by senior management.

8. With organization reach, ‘from the CEO’ electronic vehicles challenge traditional organizational hierarchies

Results of the survey and focus group suggest that traditional organizational hierarchies can be effectively challenged if employees feel they have a direct connection or even the option of a direct connection with the CEO.

Employees expressed appreciation in the knowledge they gained through Darren’s e-letter indicating it meant they were able to understand and discuss insights internally and externally, with higher levels of confidence, attributing them to Darren.

Darren’s communication style and commitment were acknowledged as having had an influence on traditional hierarchical structures. Business Unit and other leadership e-letters were noted to have emerged following Darren’s lead. “I notice a lot more people, since he’s started doing that (the e-letter), have seemed

to have started their own newsletter and are communicating more.” Additionally, it was noted that there was greater general use of technology for information sharing at all levels of the organization.

Daft and Legel (1984) observed that senior managers tend to use rich media more effectively than junior managers. This appears to be true in Darren’s case as he personally championed extended use of electronic media not only in his e-letter, but also in other forms – visual, interactive, audio-visual and audio broadcast. The strategic imperative to demonstrate leadership in the telecommunications industry is evident in efforts to aggressively explore applications of electronic communication in the work place at TELUS. The innovation and drive to demonstrate best practice in the applications of these technologies are highly congruent with the strategic direction the company is pursuing.

9. Two-way electronic communication influences employee and organizational relationships

Confirming the results of other studies on technology applications in the work place (Davis and Albright, 2000), Darren’s e-letter has helped flattened organizational hierarchy, eliminating layers of management filtering to enhance information sharing within the organization.

Beyond this more direct connection, and perhaps more essential to the intent of leadership today, it can be argued that technology applications such as the CEO

e-letter, change the nature of the interaction employees have with the organization. No longer merely passive consumers of information provided by the company, vehicles of this nature through their easy, two-way options for response, provide a choice of further engagement and exchange.

Greater access to information and engagement in the business influences the expectations employees have about their roles, the contributions they might make, the information they should have access to and the connections and relationships they might reasonably expect to establish within the organization. In these aspects, the e-letter has clearly had an impact on culture.

10. Two-way electronic communication can stimulate team membership and engagement

Sproull and Kiesler (1986) suggested electronic media lead to self-absorption, status equalization and uninhibited behaviour. These tendencies may be evident in the early adoption of electronic information in the work place. However, with time, conventions appropriate for the effective and acceptable use of electronic media develop. Understanding these tendencies may lead to a more informed and powerful introduction of electronic media in the work place. Results from this research suggest that electronic communication, in stimulating team membership and engagement, has tremendous impact on cultural change in the wired work place.

Employees receive information presented electronically from the perspective of what it means to them. Results of this study support that electronically presented information should take self-absorption into account in terms of content development. In fact, strategic communication is designed to consider and effectively present information in a highly relevant and more personally impacting manner. Where traditional print mediums were less supportive of immediate feedback, electronic media can be designed to elicit immediate response – true communication. Immediate feedback and message testing could be used to enhance communication excellence.

Participants indicated content directly related to them or providing context was helpful to day-to-day efforts and job performance. Content relevancy was clearly an aspect considered in assessing vehicle value and ongoing readership.

Effective communication in an e-letter could be designed to leverage the sense of self-absorption prompted by the electronic medium. Content should be developed that is clearly valuable, important and relevant. Ideally, beyond simply providing information, application should be encouraged by asking employees to specifically and deliberately act on the information provided.

The tendency for electronic media to create greater status equalization has direct implications on culture. While a conclusion might be that positional control and influence could be diminished or challenged, this is not the case. In fact, perhaps the term ‘status equalization’ is erroneous in this context. What is equalized through electronic media is access to information, context, issue understanding

and linkage to direct action. Status, in so far as organizational position is concerned, is not affected.

Team effectiveness is directly linked to understanding the organization's goals and objectives, as well as its opportunities and challenges. Ensuring the full team has equal access to executive perspectives ensures more complete alignment and team focus. Additionally, as the TELUS example illustrates, if the information is perceived as valuable the individual feels part of a team, gaining a sense of personal value helpful in encouraging personal contribution.

There was no evidence that direct communication diminished the status of the CEO or his office. Rather, employees expressed that receiving the CEO's e-letter contributed to a sense of team. The personal nature of the correspondence positioned the CEO as human and working in concert with employees. "The importance is that we get an impression of who this person is... a friend of ours versus 'the guy'... it helps to understand the direction of the company if I have a better sense of who the person at the helm is. Not just a figurehead."

An advantage of electronic communication in the work place is its power to allow new voices, from all organizational levels, to be heard by the CEO. Knowing and deliberately encouraging input, perspectives and responses can be helpful not only in promoting open and direct communication, but in supporting problem solving and full team engagement. Clearly if you believe your voice is or will be heard, you sense your value to the team.

11. Electronic vehicles heighten expectations information will be timely and economically presented

The immediacy of electronic media exerts a pressure for timeliness and economy in terms of the selection and presentation of information. Focus group participants mentioned that electronic mediums allowed them to search for more in-depth information when and if they wanted it, "...I'll research further some of their stories..."

Time was cited as an ongoing issue for readers with one person suggesting she used the e-letter as her primary information source because it meant she did not have to browse other sources.

12. Direct two-way communication with the CEO may contribute to enhanced trust and reduced cynicism

Evidence of increased worker cynicism and management distrust is evident in recent communication surveys. Results of a Towers Perrin online survey of 1,000 working Americans identified that only 51% of employees agree their company's generally tell the truth in employee communication. Even more disconcerting, employees doubt the truthfulness of communication they are receiving about the business. In the study, a mere 42% indicated they believed or understood company communications as open and honest in relation to the company's business strategy (IABC Communication World, March/April, 2004).

In the e-letter focus group and survey, results confirmed that enhanced understanding of the challenges facing the company and the strategies being pursued to address those issues is important to employees. Furthermore, understanding the issues from the perspective of the CEO is valuable.

Providing content addressing this information need and inviting employee input ensures the risks, rewards and realities of the business are more clearly understood and acted upon. This level of open access to and exchange of information would be expected to contribute to higher levels of trust, collaboration and engagement.

13. If the integrity of authorship is doubted trust may diminish

While electronic media can enhance senior management's connection to the realities at the working level and prompt a sense of action, if content or treatment is not handled appropriately, the end result may be an enhanced sense of cynicism, diminished trust, and employee alienation.

In a vehicle where authorship is so clearly branded, diminished authenticity has a cost. If employees do not feel the content actually reflects the CEO's opinion, readership may slip but, perhaps more important, employees may feel increasingly cynical. Perceptions of authorship clearly played a role in the experience at TELUS. "I don't look at it I guess because I know it's not coming directly from Darren... I don't look at it as a communication directly from him."

An ongoing management plan for a CEO e-letter should address the need for content of high priority to the CEO. The content provided should be clearly branded – presented in his writing/speaking style. Frequency of publication and connection to the CEO must be considered carefully in the vehicle management plan.

14. The challenge of perspective: CEO communication is unapologetically biased

Communication studies often reference ‘gatekeepers’ and ‘communication filters’ as challenges to open communication. In organizational settings, employees frequently suggest a downfall of corporate vehicles lies in their overly slanted (to the company) perspective. In a CEO-branded vehicle, bias is to be expected. The question is: what level of company supportive bias is acceptable?

Statements collected through the focus group suggest that employees expect a degree of balanced content. At the same time, participants fell short in being able to describe exactly what they might expect in terms of critical, on-the-record statements from the CEO – particularly in competitive business context where such references might be misused.

Electronic media in the work place at once support extending the corporate story as well as challenges to the corporate story. Prior to electronic media in the work place, there were relatively few easy-to-access sources for alternative perspectives on business issues other than the local media. Today, employees

increasingly seek out alternative sources beyond the corporate Intranet, on the public Internet.

Focus group participant statements suggested that perspectives even in a branded 'from the CEO' publication can be too company-directed. While focus group participants did not feel misled, some suggested they felt the content was selective saying, "The content is heavily filtered," "It's very one sided," and "It's not balanced." Unrealistic content diminishes value and pressures readership. In the words of one employee, "...it's just a goody-goody thing. There's never anything bad that's ever happening to tell us..."

Based, as it is, on the achievement of organizational goals and objectives, unbiased perspective is not possible in corporate communication. At the same time, achieving a suitable degree of balance and openness in corporate perspective continues as a long-standing challenge for leaders and communicators. Regardless of the desire to unite and progress a corporate agenda with the aligned support of the team, CEO-branded and other corporate vehicles present, by definition, a deliberate perspective. How the CEO addresses problems, issue areas, criticism and failures should be considered in the course of communication management. While not always suitable for organizational communication, selective opportunities may be valuable in contributing a sense of balance and realism.

15. Encouraging dialogue and exchange via electronic communication is positive regardless of whether or not employees actually use the option

A key advantage of electronic media is the possibility of exchange they provide. In the case of the e-letter such exchange or dialogue was supported through the CEO mailbox. Three out of the 20 focus group participants indicated they had personally sent correspondence to Darren's mailbox. All noted, however, that they knew and appreciated having the option. Participants expressed confidence that correspondence was seen and acted upon.

Employee reluctance to use this medium may be because it remains fairly formal and on the record.

Employees recalled specific issues of the e-letter where they felt particularly engaged and invited to respond. In these cases, the urgency and profile of the issue seemed influential in prompting a response. One employee explained it this way, "On Customer Service, the passion was there in looking for feedback."

16. Employees appreciate direct invitations to participate in activities supporting the business

Requests to support corporate efforts are frequently received as personal when presented in the e-letter. When they feel a request is actually from Darren, focus group participants indicated a strong desire to help out. At the same time, it

appeared that the urgency of issues along with the sense of authenticity affects response to the e-letter.

“Initially... there was almost a call to action for me to reply to Darren... But that’s kind of gone now...”

While an ebb and flow is anticipated over time with corporate issues, and not all issues compel action focus group participants encouraged more direct requests and explicit asks. Many felt they liked to know how they might help contribute to the key issue areas. Copy that specifies a next step was encouraged. One participant was direct in her assessment of copy saying, “There’s got to be some kind of call to action...”

In describing how she reacted to a direct ask from Darren, one employee put it this way, “I don’t want to sound silly, but I want him to tell me what he wants me to do.” The employee went on to describe issues related to TELUS’ customer service challenges in 2003, “...his e-letter, that said, I want you to familiarize yourself with what we are doing to, you know, to circumvent all this, you know the, the service problems. I want you to familiarize yourself with this and talk to your friends and family about what we are doing. And so I felt that he was asking me to do something... I went and I checked and I read ... so if my friend asks me about what TELUS is doing... I thought I have to sort of be prepared to speak to that. And so I felt he was giving me a direction... Darren told me to be ready with this stuff.”

At the same time, it was noted that direct 'asks' or suggestions of actions to take or input to provide seem less frequent in the e-letter, "It's not here like it was before. He's not looking for feedback like he used to..."

17. Design electronic vehicle management processes with evolution plans

Is change an option for the e-letter? Employees think not. "It has to change with the times because when it originally started it was the best vehicle there. Now it's become redundant in the shape it's in. It has to be re-born into something more. It has to change to be effective for all employees'."

Electronic vehicles, perhaps more than traditional forms of communication vehicles, need to continually and creatively engage readers to remain fresh, valued and used. With increased familiarity, changing usage patterns, evolving technology and shifts in employee information needs, applications like the e-letter are challenged to continually innovate. A review of changing perspectives in the case of the e-letter adds insights.

The novelty factor was high when the e-letter was first introduced. "At the beginning, everybody really thinks, great. After awhile it's just old news and you need some new approach to it." This perspective was reinforced by new employees who indicated the e-letter provided valuable insights into the priorities and operations of the company and was particularly useful in the early days of their tenure with TELUS.

At the same time, as new information sources emerge, employees become more familiar with other options for information. With the pressures of time and daily deliverables, e-letter readership is challenged. The key strength provided by the e-letter is its authorship.

As a letter from the CEO, this perspective must continue in a manner that is obvious and supportive of high value content. At the same time, the presentation format for the e-letter must keep current.

Several suggested the format could be enhanced through inclusion of community discussion, more deliberate problem solving and employee opinion gathering. One employee explained it saying, "If there was... a little chat room that said... if you want to reply to this article hit here... daily poll... what do you think of this article..."

While not formally measured in this research, it is clear that conventions and accepted standards for the use of electronic correspondence have emerged over time with the e-letter and other e-mail applications. The same would be expected in the introduction of chat rooms and on-line exchange forums. The addition of debate features should be managed to cultivate effective 'rules of play' aligned to the company's values, for electronic debate within the organization.

To enhance engagement, it was suggested that contact names and links to each article for quick and easy connection to subject matter experts be included. It

was also thought that the submission of burning questions from employees to Darren might prompt readership interest and exchange.

18. In challenging the status quo, electronic communication vehicles enhance transformational change

Introduced as a weekly publication to all members of the TELUS team, the e-letter challenged traditional assumptions. This challenge contributed directly to Entwistle's transformation and cultural change agenda.

While transformational change is a pervasive and multi-faceted dynamic, the e-letter and the response it generated over time provides insights on the cultural shift being experienced within the organization, and more specifically by team members.

The e-letter served as an immediate, personal and ongoing demonstration of leadership. The power of this example of leadership in action and of commitment fulfilled, is unwavering. Employees agree that Darren's actions were and continue to be highly influential. A simple reference made by one employee provides evidence, "Look at how many people in the organization sign 'cheers' right? I think he drives a lot of behaviour."

19. The implications of technology-supported work places on corporate communication in the future

In the not-so-distant past, corporate communicators prepared and distributed print material to employees who had limited access to corporate information. In a wired work place access to corporate information is in the hands of the employee – moreover, employees chose where, when, how and increasingly what information they want to receive.

While researchers such as Dewhurst (1971), discuss the psychological costs of asking for information, a wired world eliminates the need to ask. Employees have the ability to search for the information they want and need themselves – not only from within their organizations but increasingly from outside of their organizations. Several employees in the focus groups mentioned their start-of-day pattern began with a review of TELUS in the media. While interested in the corporate perspective, they were interested and compelled to find out what was being said about the company in the external media as the start to their day.

The implications of employees having increased choice and control over the communication they receive and review is reflected in the findings of this study. A suggestion hotly debated in one focus group was the concept of subscriber-based communications where individual employees select the vehicles they want to receive. Challenging the editors of corporate information one employee asked, “What would happen if every newsletter was subscriber based? So you

pick and choose... it automatically comes up every week. It selects what it is you are interested in.”

This concept is, for the moment, highly debated by communicators. As a responsibility of management, key information must be made available to all employees. The choice not to view that information is up to the employee – but in having made every effort to deliver the information to the employee, some suggest the employer has done its job. This logic is evident in the CEO e-letter.

Cited as the major communication vehicle and intended for all, the e-letter is distributed through a ‘push’ to employee mailboxes. While employees may elect not to read the publication, they make that decision issue by issue. No employee addresses are removed from the distribution list.

At the same time, as communication technology in the work place evolves, choices of what, how much and when to review information will increasingly rest in the hands of the reader – not the producer of information. At the very least, e-letter readership should be monitored to find out how many open the document and how long they spend reading it. This information should be used to guide the ongoing development of the vehicle.

6. Conclusion

As multiple examples including the alphabet, telephone and telegraph demonstrate, the introduction of new communication technologies has dramatic

affects on the nature of social networks. Today, as work places and societies more generally, grapple with the opportunities and challenges of the Internet and electronic communication, we are witnessing similar cultural pressure and change.

While not often acknowledged and, in many cases, not clearly understood, communication technologies used in work places today have cultural implications. When deliberately considered in relation to corporate objectives, electronic communication applications in the work place can be applied with strategic purpose becoming a catalyst for transformational change.

This research examined, the introduction and management of a weekly e-letter assessing its impact on employee engagement and corporate affiliation. Linked directly to the transformational change agenda, the e-letter took the form of personal correspondence from the CEO – the visionary and, in many respects, the chief transformation officer. A powerful example of open communication, research results suggest this vehicle has affected tangible, behavioural consequences contributing to the strategic goals of the organization.

Three communication theories informed the approach and subsequent discussions of these research findings: the Media Richness Model, the Social Influence Model of Technology Use, and Secondary Orality and Cultural Change. Presenting progressive and evolving thought in terms of communication theory, these theories can be integrated to support understanding and explanation of the workings of electronic communications.

At the same time, the results of this study suggest that in some cases, the assumptions of past theories – in particular the media richness theory – should be reconsidered.

Media richness has long been considered a foundation theory for communication. Distinctions between ‘lean’ and ‘rich’ media have led many to conclude that complex communication demands rich media. Within the media richness definition, text-based electronic mail is considered lean.

The results of this research challenge the findings of Daft and Lengel (1984, 1986), Zack (1993) and Schmitz and Fulk (1991) as it concludes that the media richness of electronic communication in the work place is not lean. Results suggest that electronic media richness is dynamic, evolving with time and with media exposure. In addition, attributes of richness affiliated with rich media, in particular with face-to-face communication, can be designed into electronic communication. The research explores the potential for ‘voice’ to be heard in electronic text considered authentic in representing the author.

This challenge to media richness theory is not unique. In studying how and why managers use electronic media, Markus (1994) found perceptions of richness were less important in media choice and use, than a shared social perception. Contrary to the information richness theory, Markus found senior managers used lean electronic media (e-mail) more than their subordinates did, and that they used it for equivocal tasks (Markus, 1994).

Clearly, further inquiry and more empirical evidence, should be gathered on electronic communication in the work place. While research exists on the introduction of such technologies, studies examining long-term use, work place influences on media choices, and the consequences of electronic media are rare. These areas clearly present opportunities for further study and investigation.

This research supports earlier studies exploring the implications of electronic communication technologies on cultural change and the nature of social interaction. It supports the findings of Schmitz and Fulk (1991) in relation to richness variance being based on social relationships and media exposure.

The CEO e-letter appears to have had a direct and powerful social influence on the culture and accepted communication and engagement norms within TELUS. New social norms and conventions for information sharing have been introduced and evolved because of the e-letter. General use of electronic media for information sharing has been enhanced. In linking the CEO and other senior leaders directly with employees throughout the organization, and encouraging timely response and input on key corporate challenges, traditional levels of organizational hierarchy have been flattened. A consequence of having the potential for more direct and two-way exchange is a growing sense of team membership, corporate affiliation and engagement.

As influential as the e-letter has been, how permanent and enduring these changes are remains to be seen. Markus' (1994) observation that, "e-mail use at HCP was a collective behavioural response to a socially-constructed definition of

the mediums appropriateness” (p. 522), suggests the need for further research.

While electronic communication use in an organizational setting may be increasingly evident, when does its use become institutionalized and essential to how business is conducted? How much influence does the communication champion have? Is that influence permanent or fleeting?

Additional research could extend this study particularly in the areas of measurement and in the quantification of concepts related to secondary orality.

What is organizational dialogue? How can organizational dialogue be measured? Does an increase in organizational dialogue translate into better business results? Are there down sides to organizational dialogue?

While enhanced access to information and opportunities for exchange are likely not, of themselves, sufficient to prompt higher levels of engagement, a context wherein individual opinions and insights are recognized and valued can contribute to a higher sense of responsibility and ownership.

Understanding how communication technologies can be effectively used to align and focus the efforts of a collective group of people holds tremendous potential – not only for business but also for society.

References

Daft, R.L. and Lengel, R.H. (1986). Organizational information requirements, media richness and structural design. Management Science, Vol. 32, No. 5, 554 – 571.

Daft, R. L., Lengel, R.H. and Trevino, L. K. (1987). Message equivocality, media selection, and manager performance: Implications for information systems. MIS Quarterly, Vol. 11, Issue 3, 355 – 366.

Davis, S. and Albright, T. (2000). The changing organizational structure and individual responsibilities of managerial accountants: A case study. Journal of Managerial Issues, Vol. 12, No. 4, 446 – 467.

Dewhirst, H. D. (1971). Influence of perceived information-sharing norms on communication channel utilization. Academy of Management Journal, Vol. 14, Issue 3, 305 – 315.

Lindlor, Thomas R. (1995). Qualitative communication research methods. Thousand Oaks, California: Sage Publications.

Markus, M. Lynne (1994). Electronic mail as the medium of managerial choice. Organization Science, Vol. 5, No. 4, 502 – 527.

Neuman, W. Lawrence (2000). Social research methods: qualitative and quantitative approaches (4th ed.). Needham Heights, MA: Allyn & Bacon.

Orlikowski, W.J. (1996). Improvising organizational transformation over time: a situated change perspective. Information Systems Research, Vol. 7, No. 1, 63 – 91.

Orlikowski, W. (1996). Evolving with notes: organizational change around groupware technology. In Ciborra, C. (ed.), Groupware and teamwork: Invisible aid or technical hindrance?. (pp. 23-59). New York: Wiley.

Rogers, Everett M. (1995). Diffusion of innovations (4th ed.). New York: The Free Press.

Rost, Joseph C. (1993). Leadership for the twenty-first century. Westport, CT: Praeger Publishers.

Schmitz, J. and Fulk, J. (1991). Organizational colleagues, media richness, and electronic mail: A test of the social influence model of technology use. Communication Research, Vol. 18, Issue 4, 487 – 524.

Sproull, L. and Kiesler, S. (1986). Reducing social context cues: electronic mail in organizational communications. Management Science, Vol. 32, Issue 11, 1492 – 1512.

Zack, Michael H. (1993). Interactivity and communication mode choice in ongoing management groups. The Institute of Management Sciences, Information Systems Research, Vol. 4, No. 3, 207 – 239.

Appendices

Appendix 1: TELUS Consent for Research

Appendix 2: e.Mail Invitation to Potential Research Participants

Appendix 3: Participant Consent Form

Appendix 4: Personal Survey Form

Appendix 5: Focus Group Script, Agenda and Question Guide

Appendix 6: Personal Survey Form Results in Spreadsheet Form

Appendix 7: Verbatim Survey Form Comments

Appendix 8: Focus Group Verbatim Transcript May 7

Appendix 9: Focus Group Verbatim Transcript May 21

Appendix 1: TELUS Consent for Research



TELUS
555 Robson Street
Vancouver, British Columbia
Canada V6B 3K9

604 697 8028 Telephone
604 436 4706 Facsimile
chris.carty@telus.com

April 28, 2003

Faculties of Education and Extension
Research Ethics Board, University of Alberta
93 University Campus NW
Edmonton, Alberta
T6G 2T4

To Whom It May Concern:

This is to confirm that Mary Pat Barry, Director, Internal Communications, TELUS and graduate student in the Masters of Arts in Communications & Technology Program, is permitted and supported in conducting research for her Master's degree by TELUS.

In support of degree requirements necessitating her proposed research, Mary Pat is permitted to carry out content analysis and conduct focus groups with members of the TELUS team, related to employee correspondence to the CEO mailbox.

In concert with this research and her degree requirements Mary Pat is permitted to use the TELUS name with discretion in her research and any published documents that might result from this effort.

Sincerely,

Chris Carty
Executive Vice-President Corporate Strategy &
Chief Marketing Officer

cc Mary Pat Barry

Appendix 2: e.Mail Invitation to Potential Research Participants

Darren's e.Letter Survey

Master of Arts in Communications & Technologies Research Project

Regular, direct, two-way CEO Communication and Employee Engagement

e.mail Invitation to Potential Research Participants

To: Potential participants identified with the assistance of Human Resources

From: Mary Pat Barry

Re: Invitation to share your thoughts and observations on Darren's e.letter

As part of a University of Alberta, Master's degree program requirement and with the endorsement of TELUS, I am undertaking a small research project to gather feedback on Darren's e.letter.

Your name was randomly selected as a potential participant in this effort.

The request:

I am looking for individuals to provide feedback and comment on the e.letter. The information collected will be used as data for a research paper that is part of my degree requirement. Results may also be used to improve the e.letter.

What's involved:

Those willing to lend their opinion would be asked to:

- Complete a consent form required by the University of Alberta
- Complete and return a survey on the e.letter (estimated time to complete, 10 minutes)
- Participate in a noon hour focus group (pizza lunch to be provided) to further discuss the e.letter (date, location). Note that the discussion will be audio taped for reference purposes. If you have any concerns with this please let me know.

Participation is totally voluntary. Every effort will be taken to ensure confidentiality and anonymity. While there is a small potential risk that responses could be attributed to an individual and adverse results such as organizational sanctions could occur, I do not anticipate this occurring.

If you are interested in sharing your thoughts and opinions on the e.letter, please get back to me by (date).

Thank you very much for considering this request.

e.mail To Employees who have agreed to participate in the project

To: Employees who have indicated they wish to participate

From: Mary Pat Barry

Re: Formal consent form and survey

Thank you for agreeing to share your opinions by participating in this project.

To comply with University of Alberta requirements, please print, review, complete, sign and return the attached consent form.

As part of the formal data collection process, please also print, complete and return the survey.

Both the consent form and the survey can be sent back via interoffice mail, to:

Mary Pat Barry, Corporate Communications
32nd Floor
TELUS Plaza South
Edmonton

If you have any questions at all about this material or any other aspect of this study, feel free to call me.

(attachments)

Appendix 3: Participant Consent Form

Participant Consent Form

Assessing the impact of Darren's e.Letter

Investigator/researcher: Mary Pat Barry 493-3057

Purpose of the Study:

The weekly CEO e.letter is now in its fourth year of publication. Informal, anecdotal feedback suggests the e.letter is well read and of value. This research investigates in more detail, the impact of this regular and direct, electronic communication between the CEO and TELUS team members.

This research is being conducted as part of a Master of Arts in Communications and Technologies requirement of the University of Alberta. The research will also be used to help enhance the effectiveness of the e.letter.

Your involvement in the focus test will be twofold. First, you will be asked to complete a brief personal survey. To maintain confidentiality, names are not required on the survey. Second, you will be invited to share your opinions and perspectives in a discussion of the e.letter. The discussion will be audio recorded to capture the proceedings. A transcript may be made of the audio record although names and other identifying references will not be included.

Confidentiality

All information collected will be coded to protect the participant's anonymity and participants are asked not to put any identifying information on the survey. In using aggregated or excerpts of the data, any personal identification indicators will be removed. No information will be released to anyone at TELUS other than those directly involved in the production or management of the e.letter and those interested in receiving a copy of the report. No record of individual involvement in this session will be kept or used in any manner other than for this research.

Time Commitment

The time required to complete the survey and to participate in the discussion is about one hour.

Any Questions?

If, at any time, you have any questions, please feel free to contact Mary Pat Barry, Internal Communications, TELUS at 493-3057 or e.mail (address).

Withdrawal from this Study

You are free to withdraw from this research study at any time without any adverse consequences. There are no known risks or personal benefits from participation in this study.

Participant Informed Consent

I acknowledge that the research procedures have been explained to me, and that any questions I have asked have been answered to my satisfaction. In addition, I know that I may contact Mary Pat Barry if I have further questions either now or in the future about this research. I have been assured that the ethical standards for this research will follow the practices endorsed by the University of Alberta. I understand that all personal records relating to this study will be kept anonymous and that I am free to withdraw without reason, from this study at any time.

Date: _____

Printed Name of Participant: _____

Signature of Participant: _____

Printed Name of Investigator: _____

Signature of Investigator: _____

Appendix 4: Personal Survey Form

NOTE: PLEASE PRINT THIS SURVEY,
COMPLETE IT AND RETURN IT TO THE ADDRESS NOTED BELOW

Darren's e.Letter Survey

Master of Arts in Communications & Technologies Research Project

Regular, direct, two-way CEO Communication and Employee Engagement

Note: All information will be used in confidence with data consolidated to protect the anonymity of participants. Research Project results may be used internally to enhance the e.letter. This research will also be used toward achievement of a Master's Degree. Participation is totally voluntary.

1. Demographics: (check the box relevant to you)

Years of Service:	<input type="checkbox"/> 0 – 1 years	<input type="checkbox"/> 1 – 5 years
	<input type="checkbox"/> 5 – 20 years	<input type="checkbox"/> +20 years

2. Patterns of Use:

- a. Do you receive Darren's e.letter?
 Yes No
- b. Have you ever received regular correspondence from a CEO in the past either at TELUS or at any other organization?
 Yes No
- c. Based on what you know, how common is this sort of communication in business?
 It is Uncommon Some CEOs do this Most CEOs do this Don't Know
- d. How do you normally read Darren's e.letter?
 Do Not Read Scan for Interest Read Some Read Most Read All
- e. If you read Darren's e.letter when do you most frequently do that?
 When I get to it Within the Week As soon After it Arrives as Possible
- f. Have you ever sent an e.mail back to Darren after reading the e.letter or submitted information to the CEO mailbox for possible use in the e.letter?
 Yes No
- g. How much time do you feel you spend on the e.letter per week?

- None 1 to 2 minutes 3 to 5 minutes 4 to 10 minutes + 10 minutes

3. Impact on Personal and Corporate Objectives:

- a. In terms of the work you do, how valuable is Darren's e.letter to you?
 Not Valuable Of Minor Value Moderately Valuable Very Valuable

b. Why? _____

- c. How many of your colleagues would you say read the e.letter?
 None Some Most All Don't Know

- d. Do you feel the e.letter helps you with your personal work objectives?
 No Yes Don't Know

4. Information/knowledge:

- a. In considering content, how 'new' is the information contained in the e.letter?
 All Old A Balance of Old & New All New Don't Know

b. If you didn't have the e.letter where would you get similar information?

- c. Should the e.letter be continued?
 Yes No

d. Why?

e. If you could change something about the e.letter, what would it be?

Return to:
Mary Pat Barry, 32nd Floor, Corporate Communications, TELUS Plaza South

Appendix 5: Focus Group Script, Agenda and Question Guide

Darren's e.Letter Survey

Master of Arts in Communications & Technologies Research Project

Regular, direct, two-way CEO Communication and Employee Engagement

Focus Group Introductory Script

Thank you for agreeing to participate in this research project examining Darren's e.letter. Through this survey and a subsequent focus group discussion, data will be collected for use in support of a Master's degree program requirement of the University of Alberta. Please be aware that these research results are also of value to TELUS and may be used internally by the corporate communication team and the executive to help clarify who reads the e.letter, how the information is used, whether or not it is valued and how it might be enhanced.

Survey data and discussion remarks will be consolidated for the purposes of the research report. As personal identification is not required for any aspect of today's session, your comments and opinions will be treated as anonymous contributions.

Participation in this session is totally voluntary. If, at any time, you wish to leave the session please feel free to do so.

In support of ethics requirements for research conducted through the University of Alberta, if you have not done so previously, before we begin please review, sign and submit the consent forms. The forms provided indicate how the data collected through your involvement will be used, managed and maintained.

With your agreement, to support data capture, today's focus group discussion will be audio recorded. The recording will not be shared although excerpts of remarks made today may be included in the final report. If you have any concerns about this, or any other aspect of this session, please let me know.

Focus Group Agenda

11:45 – 11:50	Provide lunch and refreshments
11:50 – 12:00	When people are settled, formally welcome participants, explain the focus group purpose, confirm consent forms have been completed, complete any that were not and overview the agenda
12:00 – 12:40	Facilitated discussion expanding on individual responses to the survey.
12:40 – 12:45	Wrap up, next steps and thank you

Draft Focus Group Discussion Guide

Note: The following draft discussion guide will be adjusted following review of individual survey's collected before the focus group.

Question area: How much of the e.letter do you read?

Probe: Given time pressures and workload, how much time do you have available for information like this? Is receiving something directly from Darren important to you?

Question area: Information usefulness

Probe: Share your thoughts on the timeliness and quality of the information. Please give me some examples of how you use the e.letter, or what you do with the information. Has receiving this information directly from Darren made any difference in your work place, to how you communicate, other?

Question area: Other information sources

Probe: How does the e.letter compare in your mind to other sources? Should we cease the e.letter? Why or why not?

Question area: Two-way, electronic communication

Probe: Have you ever expressed an opinion back to Darren through the CEO mailbox? Why or why not? How do you feel about doing that?

Appendix 6: Personal Survey Form Results
Assessing the Impact of Regular and Direct CEO Communication on
Employee Engagement and Corporate Affiliation

Respondent #	Years of Service	2.a	2.b	2.c	2.d	2e.	2f	2g	3a	3c	3d	4a	4c
1	5 to 20	Y	N	Uncommon	All	ASAP	Y	4 to 10	Very	Some	Y	Balance	Y
2	1 to 5	Y	N	Some	Some	Within week	N	3 to 5	Moderately	Most	DK	Balance	N
3	Plus 20	Y	N	Some	Most	Within week	N	3 to 5	Very	Some	Y	Balance	Y
4	1 to 5	Y	N	Uncommon	Some	ASAP	N	3 to 5	Minor	Some	N	Balance	Y
5	Plus 20	Y	N	Uncommon	Most	Within week	N	3 to 5	Moderately	Some	DK	N/A	Y
6	5 to 20	Y	N	Uncommon	Some	ASAP	N	3 to 5	Moderately	Some	Y	All new	Y
7	5 to 20	Y	Y	Most	Do Not Read	N/A	N	None	Minor	DK	DK	Balance	N/A
8	5 to 20	Y	N	Uncommon	Scan	When I get to it	N	1 to 2	Minor	Some	N	Balance	Y
9	5 to 20	Y	N	DK	Most	Within week	N	1 to 2	Moderately	Most	Y	All new	Y
10	1 to 5	Y	N	DK	Do Not Read	N/A	N	None	Minor	DK	N	Balance	Y
11	0 to 1	Y	N	Some	Some	When I get to it	N	1 to 2	Minor	Some	N	Balance	Y
12	5 to 20	Y	N	Uncommon	Most	ASAP	N	3 to 5	Moderately	Some	Y	Balance	Y
13	Plus 20	Y	N	DK	Most	ASAP	N	3 to 5	Moderately	Most	Y	All new	Y
14	Plus 20	Y	N	Uncommon	Most	ASAP	Y	3 to 5	Very	Most	Y	Balance	Y
15	Plus 20	Y	N	Some	Scan	ASAP	N	1 to 2	Moderately	All	DK	Balance	N
16	Plus 20	Y	N	Some	Most	Within week	N	3 to 5	Moderately	Some	N	Balance	Y
17	5 to 20	Y	N	Some	All	When I get to it	Y	3 to 5	Moderately	Most	N/A	All new	Y
18	1 to 5	Y	N	Some	Most	ASAP	N	1 to 2	Minor	Most	N	Balance	Y
19	0 to 1	Y	N	DK	Some	ASAP	N	3 to 5	Moderately	Some	N	Balance	Y
20	Plus 20	Y	N	Most	Scan	When I get to it	N	1 to 2	Minor	Some	DK	DK	Y
21	1 to 5	Y	N	DK	Most	Within week	N	4 to 10	Minor	DK	N	All new	Y

Appendix 7: Verbatim Survey Form Comments

Darren's e.letter Survey
MACT Research Project

Survey Form Comments

How valuable is Darren's e.letter to you? Why?

1. It shows how much he cares about the TELUS team members and values our contributions individually, not just the bottom line
2. A lot of the information is captured by other tools
3. The letter provides information and insight at a broad high level related to events that affect the company. The events may be internally generated (customer wins, Microcell offer) or external (reaction to debt rating)
4. No answer
5. Helps me stay in touch (keep informed) about issues at TELUS and in the client groups I support
6. Aware of big picture and where company is going. Aware of major issues. Helps to hear right from Darren what the facts are, rather than rumours, or information filtered through three layers. Opportunity to get to know him
7. Good update on community news, recognition and contract sales
8. No answer
9. His leading story indicates to me what is important to him at the present time and needs to be noted by his employees
10. While I believe that Darren's e.letter provides some insight into issues facing this company, the items are big picture and rarely have any direct impact on my day-to-day role within the organization. In addition, there are other mechanisms available which provide greater insight into the topics discussed.
11. No answer
12. Because of the size of the company, I don't recognize many people mentioned but I like hearing about items relating to my department or client groups
13. It keeps me up to date on new ventures – something I need to help me in my job
14. Able to stay informed of TELUS' objectives/direction on a weekly basis
15. Keeps me informed on major issues and accomplishments
16. It provides you with an overview of what's happening at TELUS

17. Interesting and important in terms of hearing regularly from CEO but not all is relevant to me
18. The newsletter is externally biased
19. Keeps me informed as to outcomes or updates of issues being discussed around the office
20. No answer
21. Darren's e.letter does not specifically aid me in my job. I view the letter more as an information/communication piece

If you didn't have the e.letter where would you get similar information?

1. Some could be obtained from the TELUS Portal, but some of it is only available in Darren's e.letter
2. TeamVision, teamZine, TELUS Intranet
3. Other sources within TELUS, which may or may not provide full scope of information leading to inaccurate details/decisions. Some information would go un-noticed, such as customer wins, or community service events.
4. Word of mouth, Intranet
5. TeamVision weekly
6. Co-workers, eventually from manager, news media, rumours (mostly)
7. Intranet – home page
8. From teamVision
9. Some is covered by Corporate News
10. A lot of the items addressed in the e.letter are topics covered by items highlighted in "TELUS in the news", TELUS news releases, and teamVision weekly. The information available from these other sources offer different views and are often much less biased than Darren's e.letter
11. TELUS Intranet news
12. Some from newspapers and some from clients
13. From my manager or co-workers
14. TeamVision, partially; news releases
15. Intranet
16. Probably the Intranet
17. No answer
18. TeamVision, media

19. Word of mouth
20. No answer
21. Corporate Intranet. External Investor Relations or Media Sites

Why the e.letter should be continued/or not

1. It gives an overview of what TELUS, as a company is doing and also what the various teams in TELUS are up to
2. (no – e.letter should not be continued) Between all of the information sources stated about, the content is redundant
3. Provides valuable information and forum for top down information exchange. Also engages employee participation and knowledge growth such that employees have at least some information available to intelligently discuss or have knowledge of significant events should a conversation arise with external people
4. The optics alone of having the CEO write a weekly letter are valuable
5. Continuous links to strategy and values keeps them top of mind. Helps influence desired culture
6. Direct communication squashes rumours. Personal contact of CEO. Good source of current information and major corporate announcements made or explained there
7. No answer
8. If changed, it could become valuable piece of communication
9. I want to know what's top of mind for our CEO. What he reports 'may' have an impact on me and my position
10. Ultimately Darren's e.letter serves as a mechanism for communicating hot issues with an internal perspective. It is a reminder of the commitment Darren has made to this organization and is a symbol of his awareness of the strengths of this organization, our successes and the challenges we are facing.
11. Keeps people informed
12. It makes all of us aware of the bigger picture at TELUS, especially since we tend to be silo-d in our big business units.
13. I think it is a part of the future is friendly outlook we have
14. Provides latest information on a consistent basis. Everyone's on the same page.
15. No answer
16. To keep informed of TELUS' activities

17. Important communication channel between our CEO and employees
18. Allows me a view of our company from the captain's chair
19. It keeps employees informed with what's happening with the company
20. No answer
21. Excellent way for Darren to reach out to the vast majority of employees. Sends the message that Darren cares enough to share his thoughts with the whole team.

If you could change something about the e.letter, what would it be?

1. I wouldn't change a thing
2. The Customer Corner and Connecting with Customers sections are boring
3. Contact information on each and every story if further details are required/desired. Where possible and appropriate, more timely dissemination of strategic information and direction with discussion of the background information upon which the decisions are being made
4. No answer
5. No answer
6. More personal information about Darren or the Executive Leadership Team. They need to seem more human. For example, Darren could say his wife (name) reminded him of something. He is trying to make his kids proud or whatever
7. No answer
8. The e.letter should be about Darren and what Darren is doing – e.g. his trip to Europe. People want to know about Darren
9. Be more on Darren's real issues, less of recognition and customer stories, although they are good to have. Perhaps less space dedicated to those and more on real conversations from Darren himself
10. I would add information about the future direction of the company and highlight each week the steps that a particular group within the organization is taking to make that future a reality. In addition, I would try and create more of a balance between the strengths and weaknesses of the organization. At times, the e.letter portrays an unbalanced view of organizational conditions.
11. More current
12. Include more on the non-revenue-generating business units
13. Nothing – I like the new format. It's easy to quickly find things of interest
14. Can't think of anything. Maybe the quotes. I don't usually read them.

15. No answer
16. More stories of other business units or subsidiaries of TELUS
17. Executive Leadership Team commitment to CEO feedback process
18. Balance: external, internal comments; positive and negative
19. For it to be direct, honest and to the point
20. No answer
21. I would see value in a monthly segment where Darren highlights one of the strategic imperatives and outlines the current initiatives underway to reaching our goals.

Appendix 8: Focus Group Verbatim Transcript May 7

Assessing the Impact of Regular and Direct CEO Communication On Employee Engagement and Corporate Affiliation

Focus Group #1 Verbatim Transcript

May 7, 2004

TABLE DISCUSSION

I	=	Interviewer
S1	=	Speaker 1
G	=	Georgette
S2	=	Speaker 2
S3	=	Speaker 3
GR	=	Graham
D	=	Diane
H	=	Helen
J	=	Joan
L	=	Laurie
K	=	Kevin

I Um, so all of you um, completed the survey and read a little bit about um, what my purpose was in, in undertaking this um, whole research. And really, all I want to do today is get your comments a little bit, now that you've thought about it, about the e-letter and what it might mean to you or not mean. Um, I just wanted to have a table top discussion that would get your opinions on, you know, this as a communication vehicle. So, my first question relates to the time pressure's and work loads that I'm assuming all you folks here, certainly we have a lot of ah, heavy duty pressure in, in time frames to deliver in from communications perspective. Um, about how much time do you normally have available to you, and how much corporate information do you tend to review and read in the course of your day? Can anyone give me an estimate of their time and where does this kind of vehicle, this ah, like a weekly newsletter like this, fit into your pattern of how you get information about Telus? Any thoughts?

S1 I read the daily news clippings...

I Do you? Okay.

S1 ...Yeah, yeah, so that's about five minutes a day, and then again about...

I But that's every single day.

S1 ...Yeah, yeah every single...This is the weekly thing that I XXX just to supplement my knowledge.

I And you read it fairly regularly?

S1 Yes.

I Okay.

S1 Every time.

I Okay, what, what, what's the pattern for other people? Georgette what about yourself? How do you...?

G Um, the E-Letter, I would say I make sure to read, read it every week and I'd say I'd average maybe five to ten minutes depending content, if there's more you know, in depth, then I'll research further some of their stories. But I'd say on average it would be about 10 minutes.

I Okay.

G On top of reading the other like, news clips or whatever.

I Now give me your opinion on this one.

S2 Well, I use to read it and I just found when things got really busy I didn't have the time. Like it was just something that I deleted out of my thing. I got to make the space, and I find now that what I've done is a part of every morning when I get to work. Just getting into the work mindset, is I spend five maybe 10 minutes going through the news clippings in the mornings in the morning.

I Uh huh.

S2 And I just find by the end of the week when this comes out, like four o'clock, I just, it's not something I even bother looking at anymore.

I Okay.

S2 I just, there's other employee's that have gotten that same kind of information.

I Okay. XXX.

S3 I share her views.

I You share her views too?

S3 Yah, it's, it's useful, um, that I guess you get ah...your suppose to, and XXX qualify that. Suppose to get inside of what Darren thinks is important. I'm not sure if that is what's happening on the paper.

I Uh huh.

S3 And...

I So you think the content is not Darren's content? Is that what you're saying?

S3 I get the impression that the content is heavily filtered before it gets to me.

I Huh, okay. And what, what...can you give me a reason or what would lead you to that belief?

S3 Um, it's very one sided.

I Okay.

S3 It starts...it's, it's a great read because it starts off with very positive news about Telus and the accomplishments of Telus, which everyone wants to read about. And then it stops. And you get the impression that, that this is a great ad for Telus but okay, if this is truly a reflection of Darren's to us...

I Right.

S3 ...where's the opposite of it?

I So, like the what's keeping him awake at night stuff?

S3 Yes. It's-it's not a balanced project file and it is, you know, I don't know who writes it. You know what I'm saying? But it has elements in there that XXX suggests it's censored.

I That suggest it is censored?

S3 Yes.

I Okay, other thoughts on this. That's interesting. I-I've heard comments like this before just from feed back that we've gotten that there is a sense that XXX doesn't have a lot of input to it. That it's sort of censored, and written, and

how much of it is really his words, so it's interesting to hear that. Graham, what about your opinion?

GR Well I personally read the news clippings every morning. It's almost a routine for me.

I Right.

GR XXX by the time the letter comes it's old news. Like I've-I read it three days ago. So I'm not really learning anything from it.

I Oh, okay. Diane?

D I think the same thing as Charles. Um, I think there's somebody else writing it for him. I don't think there's any XXX his feelings. Like it's-it's like XXX tell us stuff. You know like...

I Yeah.

D ...And again, it's mostly directed to Marketing.

I Helen, what about you?

H Well, I guess um, what I would hope, and I think what comes to mind and perhaps the ones that resonated with me, you know, particularly around the bargaining unit issues that were happening...

I Right.

H ...I mean, there were just a couple of those newsletters that seemed to have the passion from Darren. You know, like it was actually him speaking in some of those, but, other newsletters I would say, you know, perhaps the first story maybe something that he's influenced as far as the topic he'd like to cover. But whether he's actually, you know, dictated the, the content of that story, I think is questionable.

I Uh huh, uh huh.

H I guess we don't see the passion that we, that I think that Darren has when it comes to communicating with his staff...

I Uh huh, uh huh.

H ...That he's got this passion and I only see it in certain stories and you know, the only one that comes to mind at this point is the XXX XXX.

I Yeah.

H But um, you know not to say that um, they're not from him, it's just that we don't see the passion, like the personality come through it.

I Right.

H And so, my only interest is really in the top stories. When it comes to all the other stuff, I mean I-I agree. I think it's probably written by somebody. I know I've sometimes submitted stuff and it's just, you know, been there. There's no changes to it.

I Uh huh.

H So um, I'm not sure that the rest of the newsletter is really his content. You know, I think it's great that he recognizes people and teams. You know, I'm sure that people submit things and it's great to recognize employee's and-and uh, get a view point from customers, but it's not like Darren. You know, it's not the voice of Darren.

I So-so, just out of curiosity, how many of you folks have met Darren? How many have you heard him, or seen him in action? Oh, so just about everyone. Yeah.

? Well I think we all watched the ATM yesterday.

...ALL TALKING TOGETHER...

I Okay, and, and you know how passionate he is.

? Yeah.

I Like his passion does come through. Like he's not a person who is a wallflower by any stretch of the imagination. Like he, he does speak with a huge amount of conviction.

? Yeah.

I So, Helen what you're saying, and that's-that's an interesting comment because as a writer, um, when we write, we try to write with the voice of the, to express the voice of the individual.

H Right. Uh huh, uh huh.

I So, how good you are at doing that depends, right?

H Right.

I So, you mentioned that with respect to the, maybe some of the bargaining um, issues, and-and the ones that I recall, not to be too leading here, but certainly when um, the union campaigns against customer service. Those were very close to the heart of Darren, and he was very, very engaged.

H Right. Uh huh...and I think you could tell. You could tell by the, you know, the words that were used, and-and maybe the passion, or they were direct quotes from Darren, that they-they were directly from him.

I Yeah.

I Are there, are there other examples, like would you guys agree with that first of all? Do you recall those issues?

? I recall those and-and I recall the fact that those statements he made...the statements that were made in that article reflected Darren's personality. He doesn't pull any punches when he speaks, and you see that. I remember seeing that those articles, but in other articles, touches are not there.

I Okay.

? They're just definitely not there and does not reflect the person that I have been, you know, I've seen on TV. or whatnot.

? Right, and what about...

I Cause you've seen him in person?

? Yeah.

H Oh yeah. No comparison. Like-like you had mentioned, there's only the odd one or two letters that really shows his, his personality, where the other one's don't.

I Hmm, okay. Alright.

? I think maybe we're subjected, not subjected, but we see so much of the information that goes out that we seem to be immune to what's going on that we don't really see the...we didn't...what the actual letter is, but it's, I think I agree with Charles there, if you'd look at it, it's just a goody-goody thing. Like there's never anything bad that's every happening to tell us, yet in the papers we get slammed for different kinds of things, but there's never anything really bad. Like everything is always really good.

I Like not balanced, not controversial enough?

H Uh huh. It's just...he's making is sound like in-in some of the articles that ah, we don't have a problem. That everybody's merrily going on their own way and everybody loves each other. That the feeling I kind of get from it. That it's just very...

I What about though, the customer service issues. Because that's the other hot subject that was being addressed previously, and um, where there was a lot of pressure on the organization. And so the issue, I think, to talk about from the customer service perspective, wasn't how bad we were, but what we were doing to correct it. Now did you feel that? What about that aspect?

? I don't know. Most of the stuff that you end up seeing, even on those issues, is very generic. Things that you would expect most companies to be doing.

I Okay.

? Just very generic answers. You know, nothing specific like, you know, our target was this. You know, right now I want this, this and this. And this is what we're expecting from these groups. This group just implemented this thing that they're going to do, that is going to make our company meet this. Like there's nothing specific. There's no highlighting this group has just made this change that I wanted done and it's getting done, and this is what I want to see. Like there's no...

I Oh okay.

? XXX XXX...

I Yeah, yeah, it's almost like he's got a key message that you know, that someone has insured, has gone into every piece, right?

? Yeah.

I So, yeah, just understanding communication then you sort of see yes, you know, you can pick up that quote and put it into this article and-and have it in this interview and seems like key messages are being plotted. And that's how he's reflecting it in his, in his e-letter.

? And there generic, right?

? Also, my-my desire right, may not be what's really happening, but my desire of a letter from a CEO is um, is um, a vehicle to, for him to talk to me right?

I Uh huh.

? And I don't...I expect positive/negative right, comments about how bad we're doing...how bad we're doing internally, externally...a very balanced discussion and um, I would like to see a Darren soapbox kind of, kind of thing.

I A Darren Soapbox?

? Kind of a Darren Soapbox. Get up there and talk about what's on his mind today.

I See he does that in the Front Line Forums, but he's, you know what, I think he's only one guy, and his ability to touch everybody through that...can you describe his Front Line Forums? How long were you there and what kind of stuff...

? It was like a whole morning, and oh yeah, like I mean he walks the floor, he goes from one end to the other. He talks um...a lot of action. He does a lot of action. He talks to everybody. He tries to answer everything he can. He's, I mean, a very good speaker that way.

I Yeah. Because see, it-it's interesting like I guess there's two questions I have. Number one, How important is it to get something like this from the CEO? From Darren? How...

? I think it's important.

...EVERYBODY TALKING AT ONCE...

I It get's done well, so-so tell me more about that. What do you mean if it's done well?

? Like if-if, you know, if you feel it's him speaking to it, like Charles was saying, you know, if you feel he's listening to you and-and ah addressing your issues I guess. I want to get back to something Diane said earlier too is, he doesn't really, a lot of the articles don't represent what I'm concerned about in our job. I'm in Shared Services and I don't have any revenue generation going on and it seems like he's really focusing on those, on those groups. And so I feel a little left out, and so I pick though it, you know one out of...one article in every three or four of those, you know, daily, or these weekly formats, you know actually pertains to what I do. So you know, it's not always resonating in here I guess.

? But I think part of the other side of that Kevin is I think it's, he's attacking some of the burning issues and-and hopefully everybody gets engaged in it on the sense, like I'm talking like Customer Service. That's a big issue for the whole company, whether you're part of it or not, it's going to affect you some way down

the line and I think we've kind of...in some of the issue's where Darren was really XXX on Customer Service, and-and the passion was there in looking for-for feedback, that's him. But that has been lost in the last while.

I Uh huh.

? It's not there like it was before and he's not looking for feedback like he use to. I don't see that coming out any longer.

? But he's got to talk to what I'm interested in. I mean I just can't you know, directly, can't directly influence revenue generation. I'm a support person for those areas perhaps, in some ways, so, you know...XXX support this group in fact more so you know, I need to see more articles about some of the other group that support revenue XXX.

? Yeah, not just marketing. That seems what he's focusing on. Anything that's revenue generating he's focusing on. But there's more to the company than that.

? Yeah, we've got lot's of you know, other structural problems and technology problems and you know...

I Coming back to-to one of the things that a couple of folks have mentioned here and-and I feel like I don't want to leave this conversation, but I want to explain an aspect of it that's really important. One of the real concerns with a vehicle like that is that it's instantly, once it's written like that and authored by Darren, okay, it can instantly be shared way beyond Telus. And there have been circumstances and some of them have gained in fact, a pretty high level of media attention where a senior person in an organization has been quoted based on correspondence that was internally directed, and made available inside a company has been used outside a company. So there is a real, real sensitivity, particularly today in a highly competitive environment, um, in not giving an opportunity for someone else to use your admitted weaknesses against you. Okay? So, I have to tell you that because I do know that Darren personally was in a situation where something he did, not at Telus, but something that he said ended up in European press. Okay, so there's, and I think as much as we'd like to say you know what? We're going to be open XXX through a vehicle like that, it will happen I think, in his face-to-face sessions. And it does happen. And that's why they're so powerful.

? Yeah.

I Because it's of the moment right? You're not going to see it written down like that. You're just not. So you have to understand that that medium is a medium that has advantages and disadvantages, and you have to weigh the two.

? Well and because of the censorship it isn't as effective as a medium.

I Well perhaps there's a way to shift it so that it isn't so much um, so, and that it presents a more balanced... And I do think that there are occasions when it has been more effective in carrying his words. Now I don't know about the weekly nature of it. Does that, is that an inhibitor? Because after, if it's a weekly publication, does that mean that, like it's ability to provide you with your weekly kind of stuff, is limited because every week you're trying to slug out something right? Is there enough news, like is weekly the right...

? I think it would be nice to see something that came up maybe not as regular a basis. That came out when there was actually something important that he wanted to say to the employees of his company. And that was more a letter to focus on that. And, cause like you said, if you're having it every week you're trying to figure out something to put in it and it ends up being this not as effective because it's just little stories, and it doesn't feel like Darren. And...

I Hmm okay.

? Or is it the timing of it? Is it a wrong day? Is it a time when XXX.

? Well it is. It's a bad time.

? Would it be better to show up in your mailbox first thing on Monday morning instead, when you started your week and you could focus on it?

? Yeah, but then you're looking that's old news, because then that's last weeks news right? I mean he's trying to keep it...I-I sense it's trying to keep from you know, what's happened over the week. But I do ah, over time, I've seen that it has come out later and later than what it originally did when it first started. It use to come out on a Wednesday and now it's either Thursday or now it's Friday that it's coming out.

? XXX tell you what day it comes out.

...EVERYONE TALKING AT ONCE...

? I know it comes out after work cause when I come in in the morning it's there.

? Yeah.

? Yeah, but you leave at three in the afternoon!

? Well that's a whole other story.

? XXX not everybody leaves at your time.

? I-I-I find it XXX because particularly what I do is sponsorships. I'm looking to find out what's going on in the field so that I can apply that technology or that information to sponsorships, or to, to whatever I'm working on. So...

? So you try to use this...

? ...I find that business XXX.

? I agree and I look at it the same way she does. I don't look at I guess because I know it's not coming directly from Darren. That other people are writing it, but I don't look at it as a communication directly from him. I use it as a vehicle to know where the company's headed. What we're acquiring and as a tool for that kind of thing.

? Now the difference that I find in the past little while is that initially, um, sometimes it almost uh, there was almost a call to action for me to reply to Darren and go what the hell was that about, you know, or like XXX how many times is Marlene's going to be in that Hat's Off XXX. Like you kind of have that thing. But that's kind of gone now cause yeah it's kind of...

? What do you mean, what do you mean. Like tell me...

? Well XXX coffee stains, where he says you know, if you see any brands or whatever...

? Yeah, yeah.

I So it's invitations for you to specifically give him your thoughts.

? Yeah. Like I-I think maybe like if there was a little button that said you know, like a little chat room that said you know, hey, if you want to reply to this article, hit here, right? Or um, or-or something like um, um, maybe um, you know maybe these questions that they have like on websites, like on hockey websites, you know, where you'll have a daily poll, right...

I Hmm.

? Where they have the team XXX

? Yeah you know a daily XXX or something XXX and I say well what do you think of this article. Oh it sucks...right?

? But like there's got to be some kind of called action cause people are just reading it right?

- I Well that's a cool idea. To make it more interactive.
- ? Uh huh. Yeah, kind of like a little chat room button where you can XXX
- ? Encourage participation a little bit.
- ? Now Georgette's like an XXX
- ? XXX maybe that's what it is. Maybe it's to invoke XXX.
- ? But the articles themselves, I like them. I don't um, I don't...those quotes, they kind of annoy me, I don't know...

ALL TALKING TOGETHER.

- ? And I guess and also, the other thing to is um, is that it does kind of, you know you kind of wonder what the process is when people's names continue, you see names continually appearing. Who are doing absolutely outstanding work in the company, like every week it's hat's off, hat's off you know.

ALL TALKING TOGETHER

- ? You know, and you wonder like XXX. That's just my opinion.
- I See and that's impression. Okay, because Hat's Off is based on who submits right? So if the same people keep submitting, all these people get recognition and what about the rest of the people who don't submit.
- ? Yeah, like what about all these guys who are all working really hard that nobody's ever going to say you know, you do a really good job. Just because that's the way their boss is.
- I Yeah.
- ? Just because their boss is not inclined to send something in. Um, I had a phone call this morning from someone who's working on Corporate Challenge. Well, how do I find anybody to even get it on the computer? Like you know, onto, onto the internet. And I'm like, hmm? That's not right, that's not right if you can't get onto the internet and click onto a contact XXX know where to submit an article or submit a ...
- ? Ya but maybe submit a lead though. Maybe you need a link XXX a lead.
- ? Submit a lead, that's a good idea now.
- I So, just out of curiosity. Aside from Marlene, who's obviously been overexposed XXX, who else has been mentioned in his e-letter? Like how many

here have been mention in it. You have, you have, you have, you have, you have...so who hasn't been? Four have not been. Okay.

? XXX

EVERYBODY TALKING AT ONCE...

? An event, which one was that?

? The problem too is that different groups have different mechanisms for communicating that kind of thing. Like Finance has it's own newsletter that it uses to recognize that kind of thing.

I Right.

? So those types of things aren't going to get submitted from Finance.

? But then why aren't they? My question is why aren't they. Those that put that newsletter together, why aren't they sending it to the Hat's Off to get recognized corporately? That's the only way it's going to happen.

? You read the Hat's Off?

? No.

EVERYBODY TALKING AT ONCE

? XXX and my grief is...yes. It's everybody I know? You know? Or you always know everybody who's in that letter.

? Who's coming, who's going.

? Exactly.

? So there you go. It means go back to those writing and tell them, send something for the e-letter.

? And that's the problem with the Hat's Off, is that half the time you just start skipping it because it's like this big paragraph about multiple people that you just don't know. Yah I don't know who they are, don't know what they're doing.

? And you know what, you never see XXX. I'll look at that and I think, whoa, we're making big success on Revenue, but you know what, our revenue isn't really going up that much either. There must be things dropping off here.

EVERYBODY TALKING AT ONCE...

? You think, you think well what happened? Did it go up \$25,000.00? Like you know, instead of like 6 million dollars XXX in the front there.

? XXX bean counter hat back on.

I Okay, well another question because you referenced Nelson's newsletter, okay. Do you feel, and I think in-in the pre survey, most people indicated that they thought it was um, somewhat unusual. Like, or actually universally, I think everybody said here that they had never received um, an e-letter like this on a weekly basis from a CEO before. Some felt it was unusual. Some felt it was some, they knew of some people that have done this before. Um, and-and some people indicated that they just didn't know if other people did that. The question that raised, do you think that Darren's approach to communicating like this has had an impact on other people like Nelson? Like, is there a spillover in the modeling that Darren is doing?

? Well maybe...Nelson, Nelson..Nelson responded to it because of XXX check results and he felt this, one of the...and four initiatives that he put together to respond to, you know, um XXX check results. It could have been based on you know, Darren's approach, I'm not sure about that.

? Okay.

? So does Nelson write his own stuff?

? No.

? He has a ghost writer?

? But that's an interesting point cause you look at how many people in the organization sign Cheers, right? I think he drives a lot of behavior and I-I notice a lot more people, since he's started doing that, have seemed to have started their own newsletter and are communicating more. So, maybe, I don't know.

? Maybe it's because we've been here long, but we use to have to submit articles for our own community investment organization several years ago. And I think it's like anything else, at the beginning, everybody really thinks great, and after awhile it's just old news and you need some new approach to it, and everybody's tired of submitting stuff.

? But I think also at times, constraint is also a big issue. You've got more and more stuff on your plate, more stuff to do, you don't have time. This becomes an issue that's not, you don't have time to pull it together and submit

anything worth while. It's then, you have to do it quickly and then is it worth submitting.

? And really, in the old days you had people that would write for you right? I mean you told me XXX XXX. And I'd tell you the story and you'd write it. All I'd have to do is verify it. Now they say well write it and send it in, right?

? Yeah.

? So, if you're a really crappy writer, you know, XXX really bad cause all you're going to do is clean it up dramatically right? That's all you have time for.

? Uh huh.

? Can I comment on one thing on that? One thing we just re-invented in Nelson's newsletter a bit too because people had a lot of suggestions. One of the things we put in were pictures. People wanted more, you know um, something visual. You know, they wanted to see the faces being mentioned. And that's the other thing is yeah, I get a very big sense from it cause you see all these name you don't know, and it doesn't mean anything. Maybe if you saw them you know maybe shaking hands with the President of CIBC or you know Co-Operators XXX contract, maybe then you'd feel that that's important.

? Oh.

? Yeah but that becomes an issue of space and everything else...

EVERYONE TALKING AT ONCE...

? Yeah, see I would look at that more if something that's coming from your individual business. You know, I don't want to see something like that in Darren's letter.

? Well if it's worth mentioning, it's worth taking a picture for.

? Yeah.

I What about the postcard edition. What did you guys think of that?

? I had to laugh.

I Do you remember the postcards?

? I thought it was very effective.

? No.

? Really had high impact hey?

EVERYBODY TALKING AT ONCE...

? Just before Christmas there was a-a one e-letter that Darren did that was all photo's. Do you remember? It was a postcard edition and there was a..there was music behind it. What was the music? It was...It was Paul Simon and...I think...It was a...Simon and Garfunkle or someone called Simon or something. XXX...

? XXX XXX.

? Anyway, XXX

? Yeah that postcard was good.

? XXX time of the year right? It was Christmas and it was all about warm fuzzies and you know, it showed people across the country. So I thought that was really XXX.

? Uh huh.

? XXX everyone was concerned about. My personal opinion is having pictures, it saves me a lot of time. I don't want to read through a lot of stuff. It there's a picture that can explain everything that I have to read. The small caption involved. I find that much more useful to me.

? Like they say, a picture is worth a thousand words right?

I Okay, just out of curiosity then, if a picture is indeed worth a thousand words, what about team vision? And how does that...like we look at the other vehicles that we have at a corporate level, okay, I know that there's Nelson's and local things, but you have Darren's E-letter, you've got news bulletins, you've got Top Stories, you got Team Vision... Team Vision comes out weekly.

? Uh huh.

I How does it compare?

? I really like the Team Vision myself, but then you're looking at time constraints too. I always have time to read Darren's E-letter. I don't always have time for the eight to ten minutes to watch the Team Vision.

? That's true.

I But...

? ...if I had to pick between the two, I like the Team Vision. I like having the whole visual thing going on, but you don't always have the time for it every week.

? I-I...read through over the whole thing but you can't pass over the parts that aren't of interest to you XXX choose XXX XXX.

? With Team Vision?

EVERYBODY TALKING AT ONCE...

? Well my whole thing is, there are all these other mechanisms that are giving you, that this is what Telus is XXX stories. You've got Telus in the news, you've got Telus news releases, you've got the Team Vision. You need to have the communication from Darren to say, here's your CEO. He's interested. He's active. He's here in this company doing stuff. But it would be nice if it was a letter. Not a highlight summary of all these news things, but just pick one or two things. This is what was really important this week. You know, just, as a letter.

? As a letter, not as a news bulletin.

? Not as News/Highlight/Bulletins. We've got so many other mechanisms for that and like Ryan said, by the time you read it, you've already read it. Like by the time you read it in Darren's newsletter, you've already read it somewhere else. And why not just have it, words from the CEO? Doesn't have to be the same length every week, make it varied cause then it's more interesting. So...

? XXX first two or three letters when they started off, were on a personal note. Those were interesting. And that was kind of...well this is kind of neat, having somebody at his level send us something. And then all of a sudden, then it started getting, you could just tell that there was more people writing into it and it was more...it wasn't him like everybody's stating. It-it's just another form of stating what's happening XXX.

? It lost it's personality.

? Yeah.

? What would happen if um, every newsletter was subscriber based? So you pick and choose, if you wanted Finance, then you'd get Darren's, and so it automatically comes up every week, so it selects what it is you are interested in.

? Now that's an interesting... Now I guess the problem is that sometimes, I think the approach that has been stated in Darren's E-letter, if you look at the very bottom. Because we do get that question. We get, we have had people asking to remove them from the list.

? And what's the reply on that directory?

? We um, we basically tell them we cannot remove them because it's on a mass distribution.

? But this is stuff that Darren...

? There's no XXX ...

? Darren wants this to go out. If you choose not to read it, that's your choice, but he wants to have...

? The availability there for you to make that choice.

? Yeah, and it's like at least you got the mail in your box. Whether you took the flyer out and threw it out, or opened it, it's your personal and very conscious and deliberate choice.

? But that...yeah...this would limit his letter down to, two paragraphs. What I did on the weekend. Right? And then...cause then all the other information, like the news worthy stuff, would be on your subscriber based side where you'd be getting a letter from Nelson or...

? See, and that's where I like to reiterate on that because I think originally, when the e-letter came out, that was the only vehicle that we had...of information.

? Right.

? Now, there is massive. And I think that is where the e-letter now has to be re-vamped and looked at and like you say, it now has to become personal. It has to now become from Darren. And just, what is his thought of the week? What has he done for the week? Make it short and sweet and get more impact so that no longer is it a publication, it is now a letter from Darren. End of story! Because everything else that's covered...

I What would be the purpose of that though? What would you say was the purpose?

? The letter?

? Yeah.

? To know that your CEO's actively involved and working in your organization and he knows what your strengths are, knows what the weaknesses

are, knows what you're facing. He is there as part of your company and not just as a figurehead.

? Yeah.

? We'd like, you'd like some direction from your CEO.

I K, so when you say interactions, how, like, cause that is possible through electronic because you can reply to him if you wish. But how many people here have replied to him?

EVERYBODY TALKING AT ONCE...

? I did, but I never heard cause XXX...

? I did because um, something that he wrote. Um...

I Asked for your input or something?

? Yeah, it was in the CEO letter and I was mad about it.

I Can you remember what it was?

? Hey Mr. XXX...

? Um, it was to do with um... It was to do with the Union Ads. The Union Ads, when the TW put out those ads on TV. And I, and I....XXX you know, do something about this right?

? Yeah, yeah.

? But XXX.

? Yeah, they did. They took legal action right away.

? Yeah, but like what...maybe it could be like a "Man, Nelson and I were really busy this week trying to get Kevin on track." If you want to read more, log onto....

? I like the idea of more personal XXX because now, like you say, we get a lot of the same stuff as on the portal right. A lot of the same types of articles, it's just a different spin to the e-letters. So if it was more personal, like, you know how every once in a while he'll say, well I was here this week and this is what I did...

? Yeah, and what's he up to and what's his perspective on big industry trends and news and what the competition's up to. It's...for me that's what I

would be more interested in. And the stuff you could get off the portal or news release or something like that.

? I think...

? XXX

? You don't think so?

? I don't think so. I think the importance is that we get an impression of who this person is. XXX XXX like a friend of ours versus "the guy" there, and for me um, it helps to understand the direction of the company if I have a better sense of who the person who is at the helm is. Not just a figurehead, not a figurehead, but a figure. Right, just a name. Darren XXX okay. And to me that means nothing. But if I see Darren XXX you know, I went visiting and I took the Corporate jet, and uh,...

EVERYBODY TALKING AND LAUGHING AT ONCE.

? ...But you know, you see him at the same level of my attention as Julie would. She, she told me the same thing. So it makes Darren and Julie both my friends, people I know.

? Yes, yes.

? Right?

? And can relate to.

? And can relate to. And I don't necessarily have to tell Darren that Oh, you did great. XXX the corporate jet, so um, it's not as important, as the fact that he's now communicated to me.

? Right.

? And I know how to talk to him. If I had to talk to you I could find him.

I But, but that would be the point of it. You would feel more welcome in possibly replying if it was a more personal approach as opposed to a news approach.

? Yeah

? Like he could do a lot of general things in-in his letter, like you know, this week flew to New York, did a talk on bla, bla, bla, um...

? Exactly like when he did his Europe tour.

? Yeah.

? Did anyone even know what, like why he was there?

? Why he was there? What it was like for him?

? Like was it a good thing, was our company then recognized. I think if I got to hear that he went to Europe and how it went, that would be great because he is out there promoting our company. You know, as opposed to “did anybody know he went to Europe?”

? You did.

? I don't know.

? Well, there's difference, but I mean it's because of the exposure different people have. Finance wouldn't have a clue, but then there would be Kevin who'd say...

EVERYBODY TALKING AT ONCE...

? No, no, I meant you wouldn't know he went but until the bills came in then Kevin would be scrutinizing the costs.

? Yeah, yeah, there you go.

? What about this? Like one of the Hockey Teams that I work with, they put out this little newsletter and it's pretty cute cause they say like, the hockey players, like what are you doing this summer?

? Uh huh.

? Well, I'm doing this this summer. Or what are you doing to keep in shape over the summer? You know so there are those kinds of questions where there kind of ah, they're personal, but they're kind of related to what they do, what they XXX play hockey.

? Right, and then we could be something different. That's the nice thing about it, is that every week it would be something different. This is, you know, this week is about his recent trip somewhere where he was promoting the company. Next week it's about, you know, there was this huge letter on the thing and he feels it needs to be addressed. I want to speak to you about this. This is important. This is where we're going. You know, this is how this relates to us.

- ? Mother's...Mother's Day, you know next week is Mother's Day.
- ? Well, another spin could be that you submit a question that you would like personally Darren to answer.
- ? Yes! That would be XXX
- ? And that's what he does this week. I mean it's-it's there you go, it is then becoming a personal message from Darren on his thoughts of what do you think of Mother's Day, or, or anything that makes him more, more as a friend and as a person...
- ? Personable.
- ? ...than as a newsletter.
- I But what do you think Helen? You're sitting here very quiet.
- H Oh no, I think it would be great to have, you know, more personal perspective.
- I Is that realistic? I have to ask. Is that realistic in a...for a CEO...
- ? Well I mean he's not a public figure per say, he's not a politician...
- I Yeah.
- ? ...so, does he have to expose everything, you know, of his life style to everybody. I mean, I don't think so. But I think if it was relevant to the business, then I think it would be important. I think those are the things that he should share. You know, but make it entertaining more. Well let's see more of Darren as opposed to be entertaining. And I think responding to employee's and top you know, top concerns is probably a way to show that he is listening.
- I Right.
- ? That he is listening and he can respond and, and you know may not choose...you know, he may choose not to respond to everything but um, you know, if there was a vehicle for people to, you know, feed into him. I'm not sure of ways to get to Darren other than CEO@telus.com, you know, but would I use that to send in, you know, like a you know, can you talk to us about this topic? I don't know.
- ? Then again, it could be set up simple like running a setup chat room.
- ? Well chat rooms are XXX XXX.

EVERYONE TALKING AT ONCE.

? Chat rooms are difficult. Yeah.

? But are even a discussion board that you, you know, send in a question, burning questions from the employee's and he just scans it through and see's a couple that, that okay, he would reply to.

? Yeah, let's, let's not over promise what he can do.

? Yeah.

? You know that he's the CEO and that his time is limited and ...

? But then, on the other spin of that Helen, I would look at it that I don't expect a long spiel or two page reply, one quick sentence, two quick maybe, that's all it needs to be. Short and just his feelings.

? I agree with short.

? I would be sufficient with it. You know I'm not expecting him to do a whole newsletter on-on-on the question.

? Yeah, supporting argument kind of thing.

? Exactly.

I Okay, a question I have for you because people talked about XXX XXX, and you mentioned Nelson replying to the Pulse Check through his e-letter, right? And that was part of the reason... One of the things that I think um, Darren has been trying to do is increase the profile and the apparent availability of some, of himself in the ELT uh, and his newsletter. He numbers those. Like we know how many he's actually written since the day he started. Like every one of those. I don't know what number we're on right now, but, every one of those is numbered, and it shows his on-going commitment to regular communications with employees. That's what he thinks it does. Does it do that? And does it affect, when you think, when you fill out your Pulse Check, and you think about the ELT or Darren and his abil—Senior Management's availability, does the E-Letter factor into that?

? No.

? No, because it's news summaries of other things that I've already read somewhere else. That's what it is right? It's his take on new summaries.

? Or it's his intro and conclusion and a whole bunch of other people's writing in between.

? Too many. Yeah.

? You know, like I said, if was an actual personal letter, varied in length, whatever topic he wanted to talk about that week, I would feel a lot more connected than news summaries. Like it...yeah...just doesn't cut it.

I Does everybody have access to it? Is everybody...?

? Everybody gets it in their mailbox. Everyone theoretically has access to it and, but I know a lot of people don't go into it. Like the Field Forces, for example, would have to somewhat go out of their way to open up the mailbox. Right? Because...

? XXX XXX

? It's-it's yeah, they, they can have access to it, but whether or not they look at it, you're not quite sure. So yes, we ask... At the bottom of it it-it does ask um, if you have um people who don't have immediate access, print it out and post it. And that's, that's on the bottom of the, the e-letter. I'm very sure it's written on the bottom.

I So the theory is that they have access. Whether or not they avail themselves is up to them. Why, why do you ask?

? I'm just like, actually who reads them, like you know, besides us in here, or anybody here in the tower, who actually reads his letter?

I So that's a question. Do we know who reads it?

? I don't think there's ever been taking a readership on it.

? Yeah, there actually has been.

? Was there?

? I thought Ron did something.

? There have been audits that, like there's many ways to, to do that I think and there have been audits and I think that Darren's E-letter has probably, at one point anyway, I think it was the more um, highly recognized vehicle.

? Compared to the other vehicles that were brought in right?

? XXX

? Perhaps, yeah. Perhaps.

? XXX XXX

? I like it too. I just have a different opinion than all the rest of you I guess because I look at it as a condensed vehicle I guess, you're right, it's probably like all the good news and what's happening, but that's where I get that information rather than going to six, seven other places to get it. I get it all in that letter. I don't, I mean it would be nice to have a more personal thing from Darren, um, but I don't necessarily need to know what his feelings on what his day are, or what he's doing with his kids on the weekend. I might be more interested in-in what his trip to Europe and how it related to the company. But I still like the E-Letter as a vehicle for knowing what's going on.

I Okay.

? XXX XXX.

? Because I said in the communication group I know the other side of it, so maybe that's not such a big XXX XXX...

? Yeah but that's where you're one sided.

EVERYONE TALKING AT ONCE...

? I like reading those things from the other side of it to get the whole view. You know...

I So when you say the other side of it, what do you mean? Do you mean XXX...

? Yeah, XXX XXX you know they're biased because you know, only certain ones are selected to go on the press clippings, but it's nice to read them from somebody outside the company.

? No they're not biased. All those clips that pertain to Telus are in good and bad.

I And who get's those? Which ones are you speaking of. Is it something new?

? XXX they're on the left hand side of your menu bar...

I But you select it right?

? Well as soon as you click on your Internet Explorer, it should be your homepage. For most people it is, and there it is, left hand side.

? Left hand side.

? All of the new things that are in the news today. Spend five-ten minutes looking XXX.

? See I get, I get, I get it in my mailbox from Nick, okay. So I just didn't know whether that was a universal thing that Nick sends out to every single XXX...

EVERYBODY TALKING AT ONCE...

? Look, it's so convenient cause anything that relates to this company is right there on the homepage. You know, make it, like I make it part of my morning. It's a nice way to sit down and see what's happening today. You know, yeah, it's part of my morning.

I Okay, well, we're, we're kind of drawing to a close here, but if they're thinking about the newsletter and, and it's um, it's use within Telus, um, and you know, trying to understand what Darren wants to achieve out of it. If you were to give him advice on what he might do differently with that newsletter to make it more helpful to you, because I didn't hear anyone, well there were a few, a few folks who said that they actually use it and it helps them form what they do, and keeps them focused on it. What could Darren do, or what, what would you suggest to him as one or two things that he could do? Diane, why don't you start and I'll just go around the table and everyone just give an idea or two of what...And you can't repeat what someone else has said. You have to come up with XXX...

? Oh you're lucky.

D Like what do we do?

I Yeah, yeah like what, what would be helpful to you from Darren?

D I personally would like to see him, like when I gave, well again I gave the example of the XXX. I would like to know what he's doing for the company. Um, people he's talking...

END OF SIDE ONE

? Well I was thinking maybe he's changed the frequency to when he had something to say. You know, it doesn't have to be every Friday, or every Wednesday. Cause then when you get a letter from him you know something, something big's happening and you'll pay attention to it.

? Yeah.

? Something interesting. Cause if it's frequency, he's going to try and meet a quota. I want three new stories for, for e-letter and you're not getting...you're kind of getting quantity over quality.

I Okay. Good idea. Yeah. Helen.

H Well I don't want to sound silly, but um, I want him to tell me what he wants me to do. Um, I found that when there was the stories around um you know, all the trashing we were getting in the media, and in his newsletter, I don't quite remember where I saw this, but I think it was in his newsletter that said, or in his e-letter, that said, I want you to familiarize yourself with what we are doing to you know, circumvent all this, you know the, the service problems. So I want you to familiarize yourself with this and talk to your friends and family about what we are doing. And so I felt that he was asking me to do something.

I Right.

H And I felt, well I went and I checked and I read and went okay, you know, we're doing this and so if my friend asks me about what Telus is doing with all the... I mean cause you know, when you hear it all the time, "What's Telus doing?" You get trashed and all this kind of stuff. And so in my mind I thought I have to sort of be prepared to speak to that. And so I felt he was giving me a direction...

I Right.

H ...a response to you know, understanding the issue, knowing what to say, and maybe it is the company speak, you know, so that when I was confronted by friends and family who ask about what is happening with Telus or you know something XXX I was ready you know, cause Darren told me to be ready with this stuff. So I want to know what he wants me to do that I can contribute to the company. To me, you know...

I That was good. That's excellent. Okay great. Joan.

J I don't think he should single out anybody by saying Hat's Off. It's um, we get patted on the back because we submit the articles...

? Is that against me?

J Yeah! Um, it's, I-I think it's um, because we've been fortunate cause our names have appeared on there. Why should I be singled out for doing basically what I've been hired to do. Okay, it's not any different....

I So you don't think it builds morale or...

J You know, I'd rather have a pat on the back from...

? XXX XXX.

J ...We'll stuff the pizza in her face pretty soon. Um, I'd like to have a pat on the back from Marlene that I work with, or with you. But because Darren said that you know, Marlene has done a good job, to me...

? Careful...

J ...she hasn't so why should he. No um...what does it mean that ah, my name appeared on an article? You know, he's not the one that knows I did a good job, Marlene knows I've done a good job, so if she comes up to me and says, You've done a good job Joan, to me that's more important than Darren telling everyone.

? I think that XXX is going through a whole big, you know, review of you know, is it really recognizing true performance, true over and above performance.

? Exactly, cause if your name is on that letter then you get points from Darren, right?

? Uh huh.

? Um, well maybe you do.

? Not every time.

I I haven't everytime. I got it the first time, but the second time I didn't.

J It wasn't that important, but thank you XXX.

? I have something to send to you.

? You should have.

I Okay, Laurie.

L Okay well, I'm the one that said I like it so I don't really want it to change. The only thing maybe, the only thing is maybe it comes too often. Maybe there's not enough for every week. But other than that, I like XXX tools.

? XXX Brian said, you gotta try again.

? Okay, Kevin. Kevin XXX what would you change?

K Again, like I said before, just more on ah, other business units and not focus as much on revenue generating business units. Everybody who...everybody's working for their cause in different ways and I want to see that reflected as well.

? I don't want to hear about something just because somebody else wrote an article about it. Like if it's not actually something he feels is an issue, I don't think it should be in for filler. No filler for things we can get elsewhere.

I Okay.

? XXX.

I Tell me, I'm all ears.

? I think we should ditch them. The newsletter.

I You think so?

? I think you should replace it with, with a phone message...

I A phone message? Really.

? Yeah, leave a message on everybody's phone, their answering machine...

I Yeah.

? ...a five minute spiel about this is what I think about now, or have him appear as a weekly appearance on the...

? Team Vision.

? ...Team Vision. It's XXX XXX.

I Very interesting. Okay. Any thought about that? Like that's, that's...

? Actually XXX. One of my comments would be to any of like, Nelson's newsletters or anybody else's...

? XXX sorry.

? ...newsletter's...

? What was that? What did you say?

? I've already said it.

? I can't repeat it.

? Ommm.

? So, any of Nelson's stuff on the internet you know, where you can access it, or subscriber based, however you want it to play out. I'd like to hear Darren's voice on the voice mail. For as funny as it is, you know, I often...quite often would, I don't know if you guys would, but when Bob McFarland, I mean, the guy's amazing. Like he's just got the greatest personality in the world, but every time...

? XXX.

? ...every time his phone calls come in it's like Hi, it's Bob McFarland.

? Yeah.

? I was going to say that it's not effective for him, I'd worry that Darren's going to end up the same way.

? But Bob doesn't have the voice for that, you know. Darren's got this really great voice that I think XXX utilize.

I Okay. Hm. I like the idea of putting him on Team Vision once in a while. But get him out of a suit and get him in jeans, and down to a normal person level. I-I think...

? No, you're repeating.

? Oh....

? You're suppose to have your own ideas.

? More personal and more controversial.

I So what would be controversial? Like what types of things?

? XXX the other side of the story. Not quite so corporate, not so...not that we don't want it to be positive like, make people think. Push the envelope, just more controversial.

I Okay.

? Yeah, so...

I Georgette?

G I think we need to see the passion that he puts in his front line into an e-letter. If he would put the same passion that he does when he does a front line forum, into an e-letter, I guess I wouldn't even call it an e-letter anymore, but just a letter from Darren. I think it would really get the people, get the employee's. Because, I mean, if you've seen him in person, you know what he can generate, I think he can still do the same thing to a quick little note to employee's. If it has to be print. But I guess, the other thing is the visual. I mean, a picture is a thousand words, so I think if Darren could just do a quick on Team Vision once a week or every two weeks, his thoughts would be, I think, top everything off and forget yeah, I agree, forget with the E-Letter. Cause it has lost, to me it has lost what it originally was.

? K, I want to say one more thing. I've mentioned this before...

? Your turns over!

? I-I would like to see less communications vehicles. I've told you this before, XXX XXX very depressed when I said we had too many things going on. So I think that's part of the reason why...

I Less vehicles...

? Less vehicles, yes.

I K, but why do people always ask for more...

? There's too much duplication, too much duplication though. There's too much of the same stuff getting from different sources. You know, like, those of us who are connected are getting it five times instead of you know...

? But yet you look at the Pulse Check and it XXX completely the opposite.

? Okay then we're doing the wrong vehicles, or the wrong way and... But the answer XXX XXX.

? XXX XXX more vehicles. I'd rather have more content than vehicles.

I Yeah. Well I think it goes back to Marlene's idea. I think that because of every area's coming out with their own communication, that should be in a source where everybody can access it and see it, as opposed to that, you're saying that you're getting too much, it's because you're getting a newsletter already from Finance, you get, excuse me, you get this, this and this, then let's just house it in one place that everybody can access and see what they want to see out of it. And keep them, you know, a top level.

? If Darren's newsletter or e-letter was something different than you hadn't already seen, it would be great. But it's redundant information that is...you know what I mean? Just...just isn't effective.

? Yeah.

? Do we have like a search engine XXX. Could like I go to the internet and do a search for um, XXX.

? It's a very ineffective search engine, but it-it takes you an hour to find anything cause...

? And you pull everything up in the XXX.

? You know, maybe that's it, maybe is a re-education process XXX go in there and like your goggleing right?

? Yeah.

? Do that rather than, you know, then you have this whole list of articles and pull them.

? But that's why I like the e-letter. I don't have to look any place else. I have everything in one spot.

? But it's not everything in one spot. It's very limited. It's very focused on somebody else. The only time I find it XXX...

? XXX XXX and it's only like two blurbs on the issue and then a little bit of corporate jargon. But if I want to know more about something in particular, then I'll go someplace else to look. This kind of gives me an overview of everything that's going on. XXX XXX start with.

? XXX XXX. That would be my first stop. Go there first.

? What?

? Like the other place that you originally XXX.

? I don't know if there is another place.

? XXX

? Well I think the portals...

? People make their own choices. People make choices, like I don't read Daily News, I read a newspaper. You know I read clippings, um, or I read top story, you know. I'll see Team Vision if I have time that week, so I think everyone...

? Picks their own vehicle that they want to utilize.

? And part of it to be honest with you, part of it from a communications perspective is that you have a smorg, a smorgasbord of different places that you can go to pick and choose what is relevant and appropriate and hits the need that you have and the theory is that you know, that you can do that. Now I think for some folks, um, there is a degree of redundancy, and you know what? You are the exception, you are not the norm. Because most people would say that they don't know enough about what Telus is doing. Like, and-and I think most of the vehicles that, at a corporate level, that we deal with, there are variations XXX because you know what? There's a fixed number of messages, message platforms that we use, and for example, if you, if you participated in the AGM, you've gotten pretty much the best overview of what's happening at this company at this point and where it's going in the future. And everything else is indeed redundant. And part of the reason for the redundancy is that it takes seven repetitions of a message, for the message to be heard. That's a known fact.

? But do you think that, this is just my question for you cause you obviously done a lot of research into this and may have an answer. In the communication that we get in terms of Darren's E-Letter, when I use to read it, it was always two lines, like I said on here's the story, here's you know, a couple of sentences on my thought on it. Do you actually feel then that that is an effective tool for giving these people who may not have the information, the information?

I In-in some cases it may not be.

? But, is it ever?

? She's getting information.

? But are you getting this in support of something else you already have?

? Sometimes, not always.

? If you just read those two sentences and then XXX would you feel that that was enough for you to actually get anything out of it?

I Do you feel that knowing...

? That's just my question? Yeah.

I Okay, but my question to you would be if you, if something was raised to you that you weren't aware of before, do you feel that you could, because we do get sometimes people writing back and saying you know, tell me more, or where do I go for more information on this or what ever. Is that a lead, is that lead enough for you to connect with someone else who may have more information on that.

? It may be, I don't know.

? Not off the letter. It's really not.

? I don't know.

? It's just the letter never feel, never compels me, or never did compel me to do XXX.

I Okay, XXX Okay.

? I feel like the letter is nothing different than headlines where it just gives you a blurb of what's happening, if you want to read more, just click on here. It's...

? Well it's kind of like an executive summary, you know, and sometimes that meets people's needs. XXX.

? XXX.

? XXX

? Well the way I see it is we're a technology company, and you know, we, we you know use a lot of these vehicles that a lot of companies just don't have access to. They don't have the means, they don't have the resources, they don't have the money to deliver the type of vehicles that we have. So I think the E-Letter was the result of the fact that Email became, you know, a huge business communication vehicle for you know, for all employee work. And that included sending out an E-Letter. So I think where it was born was at the time when Email was just exploding. And I think at the time the E-Letter was one great way for us to demonstrate the use of E-mail, you know, use the communication from our executives, from Darren, and ah, a way to reach all employee's all at the same

time XXX. So I think it achieved that. But you know, we're in a company that has so many different vehicles of information. XXX we've one source, we've got E-Letters, we've got Team Vision, we've got so many different vehicles. And I think that we've sort of, we're immune to the fact that we have so much now, you know, where are we going to find it. You know there's company's that just are so, you know, isolated from information. So we're bombarded with vehicles to get information and-and different perspectives from the company. So, it's funny that we're complaining about it, where as, you know, I think that we have to appreciate the fact that we have them. Let's make the E-Letter or whatever mechanism we choose do, will make it a great mechanism for Darren to communicate to the company. So maybe it's a different vehicle now since it's birth four years ago to you know, whether it's a Team Vision, or whether it's a broadcast, whether it's actually getting back onto the road and...

? Well I think that...

? ... seeing employee's face to face. You know I think we still have to address what the real, you know what is the objective for Darren, and why he wants to do this and then decide what's the right vehicle.

? Right. That why I think you're right Helen. I think it has now evolved that it has to change with the times because when it originally started it was the best vehicle there. Now it's become redundant in the shape it's in. It has to be re-born into something more. It has to change to be effective for all employees'. And that's what I think it has to look at. And what it is, don't know, but I think it needs to change.

? Yeah, maybe it's TV. now. I mean XXX Telus T.V. next...

? And the news...

? Maybe we could do a reality show.

EVERYONE SPEAKING AT ONCE...

? I like voice mail because I can do two things at once. I can listen to voice mail, and I can do stuff.

? Oh, and see I hate voice mail.

? Yeah me too.

? And you don't retain it. It's like you retain about ten seconds of it and then it's gone.

? XXX

? Exactly. I saw it on Team Vision. XXX.

? 337?

? Yeah.

? Oh yeah.

I Okay well listen, you know what? It's five after one and I really have to thank you. This has been a very provocative conversation and I really appreciate all the different opinions and thoughts. Um, some really good ideas, very solid observations and uh, this helps me greatly. So thank you for your time. And anyone who wants to take a piece of pizza back, there seems to be a little left. But thank you. Any final comments on anything?

? Just a question. Are you doing a report XXX and is this actually being shared with Darren, like some of this with XXX.

I Um, it's primarily for my submission to, to ah, to the University, but there certainly, as you guys have, you know, have shown each other, there's some real rich idea here and I think even if it was only in conversation with Darren, um, there's some really solid suggestions or recommendations and, and truly, you know what? I think sometimes reluctantly, you know, we get a vehicle that we think is working, and that we've pulled the bugs out of what's predictable for us as developers of that vehicle. And maybe perhaps for Darren as a, as a person who's engaged in it. And then you just want to keep driving that same car, um, and maybe the wheels are kind of falling off of it and maybe it's not getting you where you need to be as fast or as efficiently as it could be. Um, I think it is perhaps time to look at the vehicle again and give some second thought and evolve it to the next level. So I would say yeah, I would like to share with him and I think with the others who work on it. The one other thing that I should mention, I just have to mention is that, and I don't know, I don't know what Darren is doing today, looking at the vehicles today, but I have to tell you that I have never seen an individual forget a CEO. I've never seen an individual as committed and as connected and as opinionated and involved in his staff as Darren. I swear to God, there is not a single issue of that E-Letter that has gone out without him personally, personally being engaged in writing it. Now how much? We have had some E-Letters that I bet you have gone through 12 XXX because Darren is not happy with it. And his, his fingers are all over that thing. More recently, I don't know. But I do know from right up until Christmas probably, he is very, very personally engaged in running it. And in editing it. And it doesn't...it never would go out without him saying. Never. So, just so that you know. Because I know there is a sense, certainly he has ghost writers who support him in collecting information, but I have to tell you that ah, you know... And there are certainly you know, content areas where he is much more personally engaged. So you hear his voice in XXX and you do see the passion.

Um, and perhaps in the last quarter there hasn't been the same XXX passion, so...

? This is not specifically related to the article, but if I could have one comment about Darren, it would be that when I was away, he was down on our floor and some people sort of didn't recognize him cause they've never seen him before right. So I guess he commented on how XXX... Like I've seen him do this at various things is that if he had a person with him or if he engaged a person XXX you know, take me around and introduce me to some people, it would engage a conversation. Cause all I ever see is jaw dropping and people are going by like....you know, it's so great for him to be able to engage in a really meaningful conversation with other people. But there's sort of this element of surprise and ah...

? So he needs somebody...

? Yeah, he needs somebody, if he has a ghostwriter, he should have a ghost walker with him too.

? I mean really, if he could engage a conversation, XXX XXX instead of you walking by and, and wondering you know who he is, I could say hey come here I want to introduce you to Pam and ...

? You could volunteer Marlene.

? Well I could. But I'm just saying in terms of effectiveness I think that that would go along way.

? That's a good suggestion.

? So this information is going into your research. Is it actually going to be used to action anything from...

END OF TAPE

Appendix 9: Focus Group Verbatim Transcript May 21

Assessing the Impact of Regular and Direct CEO Communication
On Employee Engagement and Corporate Affiliation

Focus Group #2 Verbatim Transcript

May 21, 2004

I = INTERVIEWER
? = UNKNOWN SPEAKER

? What this?

I No, this is our own Telus brand...

? Oh wow. The future's friendly.

I XXX forget the future. So um, maybe to start with, this is about Darren's E-Letter and um, maybe what we can do if you don't mind, is, is kind of again go around the table and, my, I'm curious to know how many of you folks read the E-Letter. And just off the top, what are your thoughts about it? You know, basically, how much do you read and what value do you feel it brings? If any, okay, and I have to—I want you to know as well that um, sometimes there's a feeling that in these kinds of things you need to, you need to be supportive of whatever it is, and I really want your honest feedback. There was some people who declined participating because they said they never read Darren's E-Letter and it was like, oh....I need to know why. Like it's really important to understand the audience you're not reaching and it's curious to me the people who self-select out because they don't think that they have an opinion and they are the very people who's opinion most counts. So I really want to know what, you know, what use you make of it. So please be really XXX. Okay, so I won't start with XXX.

? All right!

I But we need to find... or XXX, maybe you, you...

? Sure, okay. Um, I read it. Every time.

I Every time...every week, yeah.

? Every week. I may not read all of it, but I skim pretty much all of it.

I Okay.

? And I find it very interesting. Um XXX a real quick snapshot of what's going on in the organization.

I Okay.

? In some cases, it's prompted those "Ah ha" moments and, and the opportunity to call other people to find out what's really going on behind the scenes.

I What would be an "Ah ha" moment for you?

? Ah ha, so that's what's going on. Or, because we all have our own internal grapevines of information sources of information and it's not always correct. It's not always right.

I So do you find that the E-Letter, that it's, it balances the grapevine as well?

? It balances the grapevine to some degree. In other cases it gives you contact people to go to, or the details you need to for whatever, for whatever thing your working on. Whatever project you're working on, or whatever piece of work you're working on that maybe somewhat related to that piece of information.

I All right.

? Um, I skim the titles. If there's something there that catches my attention I'll read it.

I Uh huh.

? But I really think it's lost a lot of it's um, information that it had when it first started.

I Uh huh. Okay, what do you think...tell me more about that. Like what do you think is missing now that was present before.

? Um...

I Is it because of familiarity?

? Some. I think a lot of it is um, duplicated in Team Vision, um, what he, what he say's in his E-Letter to what's in Team Vision to me is all the same thing so, I really think Darren's E-Letter really should be about him and what he's doing, and why he's doing it. As an example, like his um, trip to Europe.

People are...people didn't know that or why he went. So I think it should be more about what he's doing and then what, what is currently in the E-Letter now should just be in Team Vision.

I Okay. XXX.

? Um, when I get that e-mail I definitely look at the titles first. I think that was a great addition. Just to kind of say XXX, here's his stories and then usually, if there's something in particular that I'm interested in, I'll look at it right at that time. In which case, then I'll end up skimming the rest of it as well.

I Right.

? Um, if there's, you know, nothing really in particular that catches my eye, or something that I was really wondering about, then I'll probably look at it ah, kind of later in the week or early the next week. But um, what I think is most interesting about it is just that that's kind of the forum to be able to share kind of new projects that Telus is involved with.

I Uh huh.

? Like I find it really interesting when he talks about those kinds of things as well as um, you know different things that Telus has been recognized for. Um, so to see how, you know, the community's perceiving us...

I Right.

? ...and you know, areas where we're doing good and other people are recognizing that we're doing well. And um, again just kind of one of the things that I thought about with the E-Letter is you know, when ever he's able to highlight an initiative that we're undertaking to attain one of our strategic imperatives, that would be something that would be interesting to me because we're always trying to relate to, you know, what are we doing to achieve these goals. So that's kind of, right from the CEO, kind of here's some initiatives that we're doing and you know, here's how this relates to, to um, you know what we're trying to achieve at Telus. So that was just kind of... I think that he...I don't know that I would say that he's done that specifically, but inadvertently through recognizing things that, that are going on with the company and different projects that we're getting involved with, you can kind of relate that.

I Okay.

? Um, but that was just one thing I thought, we'll that would be interesting if he, you know, specifically would tie it in every time and then you'd kind of have an understanding.

? I look at the titles too but um, likely, and I'd like to see what new things are coming out of Telus. Like our new fast internet access which is the dial-up but it's five times faster. You know, maybe know some of the technology behind it.

I Right.

? Um, I guess one of my quibbles would be that it kind of... the E-Letter, it's all through rose-colored glasses, you know, we're taking over, we put a hostile bit over with ah, Microcell, and it's all you know, great and paradise and stuff like that. But they don't consider that it's a different architecture ah, all the risks involved and stuff like that. It's just one sided. It's like, ah, everything's great. But...

I So what, like think of it, how...what...is, is Darren's E-Letter the right vehicle for... What would you advise him in terms of achieving greater balance in the tone of his content?

? It's just too positive. Like it's nice, but you know, I'm a positive person, you know, I have a positive outlook on life, but ah, I don't know, it just seems, you know, that everything is great, great, great...

? XXX rational is not balanced.

? ...Yeah, exactly. And I'd like to see maybe some ah, issue, like ah some stuff regarding the collective agreement. You know, just keep everybody posted kind of. Give everybody a heads-up so it's just more relevant information, like the Microcell bit, that was ancient. Like everybody knew about it.

I Yeah, yeah. Hmm, okay.

? Um, I-I usually read through it probably 80% of the time. Um, like XXX, I think a lot of it is duplicated in other media's, um like through Team Vision or through the intranet. Like there's the headlines that come up. So, when I go through it I usually check out the quote, and then I look at like the first two headlines and then it goes into a section where he starts listing all, like a bunch of people's names. I skip over that and then check out the quote at the bottom and then that's it. So...

I Okay.

? ...I think for the most part, like, like the information in there is good. It's just um, I've usually seen it already either through the intranet or through Team Vision.

I So you think its old news...

? Yeah.

I ...by the time it hits the newsletter. Okay.

? Well being relatively ah, new to the company. Ah, about three years.

I Yeah.

? I've, I see my reliance on the letter drop over a period. And I think when I first started here, I like it because it allowed me to put what we were doing into some context...

I Right.

? ...Ah, and we're such a big organization that you, you need that. Like as a brand new employee you struggle with what do all the different business units do and what are their, what are their imperatives? How are they contributing to the overall success of the company? And the E-Letter, for me, back when I was new, certainly helped kind of frame everything a bit more and I always relied on it. I guess because I'm becoming for familiar with the organization, I rely on it less. And I think my... So I've seen, like, over the last few months, I've skimmed it and not read it very closely, and just moved on and I don't know....sorry?

I I was going to ask you, like I can...I can totally understand as new employees, and I think a lot of you folks are, well some of you are fairly new to Telus. Like you have a, um, lesser years of service than some others of us, and I'm just wondering at what point, like, because I think it has changed, and it was introduced as a medium that was, I think, fairly different at the time it was introduced. And, and an assumption that I have, and please, I'd like your opinion on this, is is this normal? Is it normal for a CEO to, to do something like this every week? Like send out a, a correspondence like this to all employees? And then secondly, how would you keep it fresh? Because the theory is it shouldn't just be for the folks who are new, although it serves a function, and that's very good. But how do you keep it fresh for employees who are here and part of the team and, and it...like when you think back on issues that you remember, which ones would those issue's be? Like which...what types of content do you think "Wow, that was really effective." "That was the kind of content that I want to see."

? Well I can tell you from my experience, and I've worked for, since graduating from university, I've gone from...this is my forth employer, and they've all been fairly large corporations, and none have had weekly communications from the CEO. So in terms of it being a regular occurrence, I would say it's... in my experience, it's not. This is the first company that's done it. Um, um, in terms of the content, you know, that's ah, it seems to have

become somewhat more um, maybe sanitized a bit, and I know that some of that... in some respect, that's a function of the um, peculiar labor relations environment we're in and some of the issues that could have been discussed previously, are now deemed probably too sensitive to deal with in that format. So um, but in terms of, you know, what I always, I always enjoyed the parts of the ah, letter that dealt with the deals, the big deals that were successfully completed, for example.

I Okay.

? Because that allowed me to... Because being in LR is another, another part of my problem is that, not a problem, but challenge is that I don't touch our external customers...

I Right.

? ...ah, I have internal customers, so it helped again, frame what it is we did. Put some context in terms of what this company does. What solutions it provides. And that helped for me. So those were the kinds of things I liked and I think they're still in there but I have to admit I'm reading it less and less, so...

I Yeah, yeah. Your comments. XXX how about you?

? Ah, I would have to say when his E-Letter first came out, um, I was an avid reader and I looked forward to the information that was coming from week to week. I looked forward to those letters and when he went on holidays, I remember thinking "whoa, it's going to be two weeks before...or whatever the time period was, ah, before we got another letter." But over a period of time, that excitement um, has, has diminished considerably. And I think part of it is attributed to um, the Team Vision or Team Weekly came out after um Darren's E-Letter and it seems a lot of the information that's in Team Vision or Team Weekly, use to be in Darren's E-Letter. And so now I'm finding if there is um, redundant information, or between bulletins that are sent out and other, other sources, if Darren's isn't the first one making that communication, it loses a lot of the impact so that when I read Darren's statement, I've already read a bulletin or have seen Team Vision Weekly and Darren's has less impactful to me. So I just, you know then your mind says well this is redundant information. I've already seen that. This is you know, of less value to me. Um, the sections on um, employee recognition, I think that's good, but I...sometimes it does become just a big list of names and I find what I'm doing there is I'm just scanning. Seeing if I know anybody's name in there and if I pick up a familiar name, I might pick up the phone and say, you know, tell me a little bit more about this project you're working on.

I Yeah, yeah.

? Um, and you know just to establish that connection and um, um, you know, just provide some additional acknowledgement because if you are named in there, I think it's a fairly significant accomplishment. Um...

I Have you ever been named in there?

? I don't believe I have.

I Okay.

? Now I...wouldn't that be interesting, I mean if I have an I read it regularly, if I have and in fact I can't remember that now, that's very telling as well.

I I'm just curious is all. XXX what about you, what do you think?

? Um, I think like many people, I use to read it...I use to look forward to it and read it more frequently than I do now.

I Right.

? And I'm not sure why. I haven't really pinned it down. I think some of you guys have really thought about it more and have nailed that. Um, but I think for me um, you know I look forward to it, I always read the headlines to see the stories of interest. And if I had a suggestion around it, I would just suggest that it needs to be more um, it needs to be more personal. Like um...

I So what do you mean by that?

? Okay, when we see, like for example, this, this article about the Microcell deal.

I Right.

? I'm kind of like a little bit with XXX on this one, like instead of telling us about Microcell deal, which we'll have already have heard about from ten thousand different media sources, tell us what the inside story. Tell us about how um, you know, somebody got bunkered in on March the 10th with ah, 14 large pizza's, and they didn't come out till April the 17th or something. You know, John, John Wheeler's beard got this long, or, or just you know, give us like, you know, it should almost be like, I don't know if you guys ever see this, but President's Choice use to be a little newsletter or something, and they would talk about stuff. But it wasn't like, um, like ah, like you said, such a positive outlook on stuff. It was like inside influence stuff. Hey I went to ah, I went to Thailand and I found this cool thing and now it's in our stores and it's so neat. Like just like a more personal approach to the newsletter. So what I would suggest is a Microcell deal for example, talk about how you know, the

team composed of these people, um, they started on this day, they worked this long, here's some of the weird stuff that happened, um, you know, just stuff like that. Just to make it more like a diary. More like a personal thing. In fact, um, maybe one suggestion would be to just try to make it more like TV. You know, just think about what we see on TV and try and use some themes from TV to make the letter more interesting. So, for example, you know if maybe one week...

I So you're, you're going with the reality thing?

? Well not reality, but um, more like you know the way news looks. Or um, just think a lot more about the audience. You know, what does the audience want to know, that kind of thing. Not like a PR release on Microcell. I mean, that's great, but more like the inside story. Like who's involved in this thing and what did it look like. And what was some of the cool stuff that happened? Like they probably flew to Toronto at 3:00 in the morning, and they did something and whatever. And it would be that kind of stuff. More like legendary and interesting stories about the inside of Telus, not um, hey if somebody calls you from the news media, don't talk to them. Well, I think most people know that. You know...

I Okay. I'm-I'm seeing head's nod. Any XXX on this one?

? You know what this reminds me of too, and I don't remember if it was in a Telus publication or in an external publication. I think it might even have been Brian Canfield or someone, had been interviewed by the press and I think was around the time of the merger, and they were talking exactly about that. Behind the scenes and what goes on.

? Yeah.

? And whoever they interviewed said you know, I was in the elevator and I said this and there were other people were in the elevator, I didn't know them, but one of the people in there was party negotiating for the other side or something. And he said you know, I was just horrified and you know, had to do all this damage control, and so that's, that's the human side of it, and I remember that to this day.

I Right.

? The other thing that what XXX is saying that hit's home for me is um, you know I'm talking to my friends or you know, someone that I-I meet at a business function or something like that, you know it's easy to say well Darren, or our CEO, you know you feel quite comfortable referring to him that way. Um it-it really, I think, sends a message to people outside the company if you're calling your CEO Darren, and Darren said this and Darren said that, but we

aren't...because we're getting just the same version where we can pull it out of other sources and it's not necessarily Darren saying that, you lose some of that power. So it's the personal piece of it that, that come into that that makes it interesting.

? XXX my questionnaire that um, you know the whole letter should just be more personal. Like you know, for a week you could just talk about what he did. Hey woke up Monday – 2 a.m., XXX, woke up half an hour before XXX here went to sleep or whatever, but like just for a week you could say people, here's my week. Cause people have all these wild rumors about you know, wild stuff that he does, et cetera. Well let's actually hear some facts and data. And I mean some real facts and data not like, you know, went to bed at 9:30, I jogged for an hour, like whatever. Like just give us the real dirt on him. I was up until 2 a.m. and was fairly loaded, but the next day...whatever. You can't ask me these questions and it's kind tricky, and you know whatever. Make it more personal. And that's what I suggested in my questionnaire. Like make it more personal. For a week he could just even do a diary. People would find that interesting. And when I say more personal, I mean like talk about things like balancing work and family life. Like I think he has a daughter, my daughter did this thing, I'm really excited about this thing, like if he talks more about his personal life and about...

? Does he have one?

? Okay, don't know.

? He's got twin boys.

? He's got twins.

? He's got twin boys.

? I think he tries to work it in, yeah.

? And it sets an example for us if he does or doesn't, right? I mean in the letter he should be saying, I think he should be saying that we should be able to balance off our work and family life. And that family's important to him. I saw once in the past two years with him, there was one small reference to his family at some point. It was at Christmas time or something, right? But I mean there should be more of that I think. So more reference to family to make him seem human. Not that we're trying to build a cultive personality, but...

I Just a...

? ...just kind of shows the message that he's a human person too. When you read this letter now, you would not have that impression. This is all about business, which is great, but um, I think that this letter could um, you know

motivate our team and pull our team together and make us feel more like a family almost. And get a higher level of engagement but it needs to appeal to people on a more personal level.

I How many of you have met Darren? Personally? Okay, well that's pretty good. Yeah. XXX you have?

? I have, yeah.

I So about half the people here.

? Like I was in room with 250 people right?

I No, no, no, no, that's fine. But you've seen him personally.

? A personal sighting.

I A personal sighting, yeah.

? Okay, not just a grainy 8 mm video. XXX.

I No, no, I mean been in his presence and XXX personally because when you've, if you've seen him or heard him speak, like more personally, then, you see one of the issues for us as writer's and as supporters for, for vehicles like this is, is this representing him? And I'm hearing you say maybe not.

? Well for me it would not be unbelievable to, if the scenario was that that an issue of that could be released and he hadn't had much input into it.

? Yeah, that's kind of my feeling on that.

? It comes across sometimes as though, you know, his name is just plugged in the bottom. His signature is just plugged in the bottom.

? Yeah, you know...

? But even if you have a paragraph at the front that said, Hey I'm XXX XXX cause you got to make him seem human right? Like I'm in a really dirty taxi right now, and bla, bla, bla, even if you put a paragraph like that at the front, and take a moment to thank everyone for their contribution this week, or whatever. Just make it seem more personal. Cause I'm with ya, sometimes it just seems like it came out of a factory somewhere.

? Yeah.

? Really eh.

? That's a common theme from him. Cause I asked a few people as well...

I Really, Okay.

? ...What do you think of the E-Letter? And that's a common theme, does Darren really write it?

I Uh huh.

? Or is it just rubber stamped?

I Yeah. Just to clarify that, just because I feel like I have to, we use to, and we do, we support Darren in pulling all this material together. But I have to tell you that I have never, as a professional communicator with like 25 years of experience. I have never seen a senior person who is as committed to personally communicating as Darren. And I have to tell you that there is not, as far as I know, a single issue that he hasn't seen, approved and significantly had input on. There are other people, and to be honest with you, on a weekly basis, many of us, when he started we just said to him, Darren...

? You can't maintain it.

I ...there's just not enough for a week. Like that's a really...that's a brutal amount...a commitment of time. And he is so personally committed to this that he said "No, we're doing this on a weekly basis." And he said "I want every single person to know that I am committed to this. It's established July 2000. This is issue 180, that you've got here. I want them to know, I want people to know that I...this is the type of regular connection that I believe is essential for us to succeed. And here's what we use to do. Now I'm not as directly related to this, but what we use to do is get the content connected. We usually knew his voice and what issues were pushing his buttons. We would draft content, get it to him on a Friday, and we know, I know that I can go online on Sunday and he is online and he is working on this E-Letter. And I get the content back somewhere around, I don't know, 5-7 at night, on Sunday night. Then Monday and Tuesday we get all the changes that he's recommended, connect with the people, you know, that we need to connect with. We get it back to him for another review. It will not go out until he has seen it and commented on it.

? And approved it.

I And approved it. And it is hugely important to him. Hugely important to him. But having said all that, has it lost, like all of these things, you get into a pattern. And is it reaching and doing what he had expected? I think there are several things that have changed over the time, as some people have

mentioned. When he first came, he really wanted that connection, so almost like the new employee...

? Uh huh.

I ...He wanted to get his ideas out to the masses. And he wanted to then also get back from people what they thought about those ideas. So you saw quite a bit. As things shifted, I think there, there have been issues that have spoken more clearly to his passion. Um, and an example that I would bring would be, you know, the campaign on service, on customer service. And some of the Union's actions where he actually requested, like what do you think of this? Here's a copy of what the Union's saying. What do you think of that? You represent Telus, what do you think? Those things represented his voice and his opinion and were provocative in that they had a sense of a personal...

? Yeah.

I ...you know, stake in the ground kind of thing. Or line in the sand. And-and they were indeed reflective of what he was feeling. Now a lot of this other stuff is information.

? Yeah.

I It's not as passionate. So, you know, things have changed, he is now three years into this, or four years into it. Um, it is weekly. It is a medium that now maybe all of us are getting more familiar with. How do we use it now? Is this the right vehicle for this? Um, there have been some variations on this. One of them was the Christmas Postcard edition.

? Yeah that was cool.

? That was very good.

? Yeah, yeah.

I Well see, that kind of thing, that's a little bit different, and that's a novel use. It was kind of fun. A little bit frivolous, but entertaining.

? It brought that personal touch too.

I And it gave you a sense...yup...it gave you a sense, not of Darren so much but of Telus, right?

? And I think that that's the one thing I'd comment on, like in terms of personalizing the letter a bit more. Like you get that impression that it's not from XXX heard of being done before, so that's already in itself, you know, pretty great that the CEO want's to make that effort to communicate to

employees on a weekly basis. So one starts off really good, and then when you get it, it's kind of like, well if this is a letter from Darren like I hope this is Darren telling me some stuff that he's interested in and about what's going on in the company. And this is the one chance where he's reaching out to all the employees. Like from him personally, so you kind of would like to have that more of his perception. Not necessarily just the information stories about here's what's going on...

? No just the good news stories.

? ...Yeah, not...you know those are great, and again though we're hearing those from other sources, so it's more like okay, this is you know, Darren, now his communication to all of us because he is committed to reaching out. So, so what's he interested in that, of what's happening, and what's his main focus and kind of going with that. And you know, maybe it won't be a really long letter one week, and that's okay. And another week he's got more so share, so that's great. You know, but it doesn't necessarily always have to have four or five stories, it could have even one story or two stories and then another week have four or five, just depending on what's going on. But again, keeping that more from what's going on with him and what's going on from his over sight of the company kind of thing.

? Yeah, it's too cookie cutterish. Every week it's, you know it's three pages you know thanks to bla, bla, bla and bla. And yeah, once in a while it should be a nice short brief.

? Well maybe you need to have him...forums like this once every couple of months to say okay, we need some new ideas. Or just to run some special editions like the Postcard edition, right?

? Uh huh, uh huh.

? Or maybe do the one week diary. Maybe there's other ideas that other people have around this would make kind of a neat, special, different E-Letter that would kind of reach out to people.

? It's a tough thing to for balance and color because I thought perhaps there should be some more information around some of the negative things going on in the organization, and his feelings about that. Or...

I Okay, can I...

? ...just where we're going from...

I Yeah, you know what? I have, I have to comment on that because everyone...like a lot of people will say...

? It's a XXX.

I ...Do you know why? Do you know why we wouldn't...we would be very, very, very cautious? Because Darren, for example, ...

? XXX.

I ...Darren's name on something, we are in a competitive, competitive environment. And information will be used um, and information will be sent certainly through this medium, way beyond the audience originally intended. There have been many, very public situations throughout United States and Europe where a CEO or some other person of note, has been quoted or referenced as saying "Gee, our service is bad." Where does that show up? It shows up in the sales kit of the competitor. We're not just saying that there service is bad. Hey look at what they're CEO is saying. They got real challenges, look at this. Let me highlight this one section. So, Darren's not...he-he's a very, very smart guy. He would never put the organization at risk in that manner.

? No, no.

I So you have to understand what we can and can't do with the mediums we have. And this electronic medium um, you know, used the right way, and that's why there's a disclaimer at the bottom of this, or an attempt at maintaining a degree of confidentiality, but it's an attempt. And we know that's not, that's not going to be, where is it?

? Flip it over. Two sided.

I Yeah, that we know that this is...becomes out of our control, okay. People aren't going to use this and send it on.

? Yeah.

I So we try to...

? The last thing I wanted to say was that um, we've got to take this for granted, in a way. But many, many company's would have no contact what so ever with their CEO. Who wouldn't even know the organizations high level goals. They would just be there to put lug nuts on a train tire.

? Uh huh.

? Yes.

? Yeah.

? Or whatever they're there for right? And how many tires can we do today, and whatever. And they wouldn't even understand what we're trying to do at a higher level, so in a way, just even the fact that we have this letter, whether people read it or not, at least they perhaps feel like they are a part of a community. They have access to the CEO and his thoughts. And that um, we're a little different from other places.

I XXX I'm sort of like a lot of them here. I read every line when it first came out. I mean every line, every person's name. I might know who they are. If I didn't know who they were, or an area I might have worked in before, you know that kind of thing. I'm sort of got to skimming...

I Yeah, right.

? ...the titles. Ah, I do focus a fair amount on the um, sales recognition part, of course being from the sales area, sort of like what are the other sales areas doing, right? That's kind of good for me because of course we don't sit down with all the different sales groups, so I find that interesting. Um, I really like the fact that you can e-mail Darren directly.

I How many...

? And he does respond. And I know that for a fact because there was um, when they were doing you know, talking about striking or whatever, and as a bargaining union employee, I was a little concerned. So I sent him an email and he forwarded it on to Judy XXX, who responded directly to me. I mean it wasn't like she had someone over here send me an email. It actually came from her, because he forwarded it on.

? Yeah.

? So, you know, it feels like he takes a personal interest...you know?

? Yeah.

I He does take...I think he does take a personal interest XXX.

? Unfortunately, I'm not like the others. I don't read it.

I Okay, tell me why. That's really important. You don't have to feel like it's unfortunate XXX.

? Because my phone rings constantly and I'm switching from my phone to the VIP line. I just don't have time to read it. And XXX XXX...it's through the Team Vision, it's-it's just repetitive. It's already...it's old news.

I Did you ever read it?

? Um, I skimmed through it a few things. Um, nothing really was...

I Jumping out at you as compelling...

? No, no. I skimmed, but for now I just don't have time, you know, with my customers, I have to answer the phone. I get to answer their questions and I don't have time to flip back and forth, reading my screens because my screens are changing.

I Right. Do you think this is something we should continue? Like, do you... if you feel...

? Well personally for me, because maybe now I could probably go into it and, and read it, but what I'm hearing from all you guys saying it's repetitive. I don't want to read something that's repetitive, that's already gone around.

I Uh huh, uh huh.

? Um, it seems like it's a great thing. I mean there are some interesting comments and...

I How could we, how could we win back the people? Like we, we're a win back kind of thing. We're always completing. What would we do to win back your business? Your confidence in the E-Letter?

? Well I don't know. I guess maybe if I had somebody else in our department, because we have lost so many people, right?

I Right, right.

? With the cutbacks, and because my line is a high... I suppose, yes I could let the phone ring and call people back, but to me that's not a customer service.

I Right, no I understand.

? And to me, if I treat someone like a million dollars, hopefully that's the respect that we're going to get back.

I Right.

? Right? So if we had more people, then I would have more time to go and to read it rather than reading a few sentences and then going back because my phone was ringing.

I Okay.

? See, and I...just to add to that myself. I look at the E-Letter more than say the Team Vision. Team Vision I just very cursory look at. But the E-Letter I-I look at.

I K.

? But the E-Letter I do look at more.

I And so and why is that? Why do you...?

? It's a time issue. We're very, very ah, busy and you don't have a lot of time for competing pieces of mail that say the same thing in a different way.

I Okay, that's good.

? Yeah, Team Vision is eight minutes or ten minutes of time, where as with the E-Letter, it's variable.

I Uh huh. XXX come back to it.

? You know, XXX.

? So you...

I So how many of you guys watch the whole Team Vision then? How many, I'm just curious. One, two, three...?

? I watched one.

I You watched one? That's it? Okay.

PEOPLE SPEAKING AT ONCE.

? And pieces of other ones. Not very often. And only because it was something I happened to be working on and engaged on.

I Okay.

? But I'll look at the head lines of Team Vision.

? Yes.

? But, that's about it. Sometimes I look at the text version. Very seldom, because there's not a lot of time.

I Okay.

? And if I can get in three to five minutes or less from Darren's E-Letter similar information, that to me is much more efficient.

I Okay, all right. Um, another question for you folks. Um you mentioned that you sent a note back to Darren and that you got a response. Anyone else? Have you guys um, corresponded with him? Do...has anyone sent stuff into the CEO mailbox or to Darren, or? Just-just curious? No?

? I have.

I You have?

? Yeah. More work related.

I And what was your experience?

? Ah, it takes a long time to get it back.

I Okay.

? But it's more of a... It's not a-an issue, like a personal issue, it's more of a work...

I Work related issue?

? ...work related issue. And it took a long time. I think he blindly signed it without knowing what it was. But that's...

I It came back from him or?

? Ah, it came back from his admin assistant.

I Okay.

? That another issue.

I Yeah, I don't know the um, the circumstances there so. Okay. Um, and, and what other things would you suggest that we do? Like it sounds like, just in summary a little bit, more personal, um the XXX perhaps we could vary the type

of content in this medium to have things like “the day in the life”, or you know “a week of Darren,” something like that. Something different.

? Diary for a week.

I Diary for a week.

? 24 hours.

I Diary for a week, 24 hours, what do you mean?

? It's like, like we want to know you know, what's going on there. Like was he really up til 3:00 in the morning?

I But why would you need to know that?

? Well okay, you're right. That's probably an extreme version of it. All I'm suggesting, maybe a little more personal information in there so that we can see how he balances off work and family life and XXX.

I Okay, that aspect, okay.

? XXX you know one thing the XXX has done, or whatever you want to call it is they've made our senior executive seem ah, like they're not human. They're just you know, whatever. They're just not human. They're just money-grubbing machines, or whatever you want to call them. We don't see them as people. They're, they're..they don't seem that XXX.

? Yeah, it's good to see the good and the bad because when I've talked to some people, honestly, truly, they're respect of Darren is so low at the moment because we've XXX after four years, and then for him going out and purchasing more, what I hear from other people is “we don't really give a flip anymore.” You know, like big deal, he has money, he's showing it off and what about us? He forgot about us. And that's what a lot of the people are saying. He's more of um, XXX...

? Well I know...

? It's not a family anymore what he said. At one time he say's let's be family, we're all one. And we're saying, “Where's the one?” “You've left us behind.” And that's where a lot of people... So, for information on him that's touchy because of what's happening out here too.

? Right but when??

? Can I say something?

? Yeah, go ahead.

? I think it's a quality of work life issue, huge. And I think if-if a lot of people saw the number of work hours that some of the executive, and I'm not saying it's right or wrong, some of the effort that an awful lot of people in senior and lower level positions put into making this company successful, they might be a little bit more empathy, or different opinion. I'm not saying it's right or wrong, because it's a balance thing. But balance is different for everybody. But I know that there's, from XXX and other's, even at most level's there's an awful lot of extra hours donated to the organization and maybe if more people saw that, and how much of it goes on at the senior levels, there might be a bit...

? Right, I agree. Because there's-there's people just like when people sit on a volunteer committee for your kid's soccer, you're not going to please everybody, because one person always thinks they're always going to outdo somebody else even though everyone is putting in their fair share amount in.

? Yeah, all I'm saying was that um, we don't hear anything about these guys personally. What we hear is oh, they got a 35%, like the rumors that we hear, 35% raise. XXX all this extraordinary stuff that makes them seem like kings or something, when the reality is probably something different.

I So then what would help? Would it help showing like the hockey players on the team, or on the newsletter? He makes so much money, so and so makes so much money?

? No, no. No, no, no. Well you know what? Well in terms of the money thing, yeah. Deal that up. Put that right in the rules area about the money. But I mean again, we don't really see him as a person. We don't see a picture of him with his family at a picnic or something that reminds us that he's a person that's trying to you know, provide for is family, et cetera. We don't see that. What we see is, sort of like this faceless, nameless, XXX. You know?

? And people do tend to focus on the perks rather than...

I Yeah, like I say...I'm with you know that one. So people say, "Oh, he's got a jet", well yeah, but how often is he seeing those twin kids or whatever, or whenever.

? And that's what I think what you're getting at. No I-I have supported the aircraft operation XXX and maintain relationship and they spend an awful lot of time in the air and it's another work office. He works from his... in his support, he works from the time he gets on that airplane until he gets off of it.

? I just want to clarify this, at the AGM, at the AGM, Darren was asked about his salary. The chair of the Compensation Committee reported that in the past three years he's had a nine percent raise, he explained how his bonus worked. So he hasn't had an extraordinary increase as you may have heard through rumors or whatever, um, he's had a nine percent raise in the past three years and in fact he had zero for two years and he had nine percent last year.

? Yeah, well I'm not just saying it just on the union thing, I'm saying that people in general when they're talking out there, there's a lot of anger.

PEOPLE SPEAKING AT ONCE.

? Because the morale has gone down. So it's not basically the money, like of his salary. It's what he's said, what he's promised that he didn't do, so his promises, people aren't believing him anymore. So, you know, it's great to know, personally on a person, but stand behind your words. And if you want to treat us as a family, let's be a family, but don't...

? So his promises to do the Collective Agreement 2003, you're saying that was broken?

? Yeah.

? Okay, I think that's fair.

? You know what I mean? And that's where I think you're getting a lot of loss of respect. And not, like I'm not going, I'm not here just because of the Union part, I'm coming here with what I hear from other people.

? Yeah, yeah, I understand.

? XXX they read. They don't care about him anymore and that's basically what people say. I don't care anymore. They're here because they have a job. They don't care.

? XXX who's been here a year...

I Uh huh.

? ...and deals with XXX which was odd. That's his perception as well. It's not just the bargaining unit issue, it's many people, and I don't know whether the E-Letter can help or XXX that or not. But it's the same sort of thing from people just putting in time because of the stress, workload, all of the issues going on. Just putting in time until their retirement date.

? See and I think some of the Union issues...

? But it's not just bargaining.

? I know, I know, but I..for myself and other union people that I've spoken to, some of them will take the word of the Bargaining Unit only, won't take this side, and I think to be fair, whether, you know, you believe he's not kept his word, there's two people involved here. And I don't think it's fair to say you know, Darren hasn't kept his word when in fact maybe he has tried to, but he's working with another group.

I Oh exactly.

? And so, that to me is-is not really a fair statement. You know, because if it was up to him, we probably would have some kind of an agreement. But on the other hand, if it was up to the Union alone, then yeah, we probably would have an agreement too, but you've got two different sides that have to try and work together and there was along time there when they weren't even talking to each other. So, you know, it wasn't just management's side.

I Uh huh.

? So, you know, it's-it's not a fair thing and I don't think you can put that in the newsletter. You know you can't...how can you put it in words to say, you know, we're trying work at this, well yeah, he's just trying to make you guys happy. Well, you know, XXX.

I Yeah, the other part of this too like when you think of other information sources and-and the role a document like this might play, okay? We will never, I mean it would be nice if we could, but we will never get to the point where one thing will do it all. It's a complex issue. This whole issue of morale, and team spirit and all that kind of stuff. It's not-it's not one document, or one situation, or um, one communication that will accomplish that. That's a whole bunch of stuff with a whole bunch of people um, accommodating many, many, many outside influences. XXX and pressures and opportunities and out of all of that, like at the end of the day, I think everybody, mutually would agree, that we're here, not...you know it's to me...it's so sad. Especially if that's a one year guy who's putting in time, like I don't want to...

? He's not saying that, he's noticing that in...

I He's noticing that in other people, okay. Well if that's the point, you know what, I know, I'm too passionate with this, but, from my daughter. I have a daughter who's eleven, and I want her to love what she's doing. And I want her to go for the gusto. And I don't want her to settle for less and I look around me and if I'm around a whole group of people who have settled for less, I think that that is shameful. They have wasted their time. They have com...you know, people who complain and don't do anything, it drives me nuts. I don't want her

to put up with something that's sub-standard and just be a friggen complainer. You don't like it, change. And the powers in you to change it. If we're here at Telus and there is a real desire, and Darren has I think, a very compelling vision of the future, and there are people who are on the bus and there are people who are waiting at the bus stop. And I'm thinking get off the bus stop and get on the bus and make a positive change and if you don't like it you can leave. ? But there are so many leaders and the rest are followers. And you're going to have that no matter what XXX.

I But at some point, the ownership is with the individual. And you can't say Darren, make me happy. You know, if you do that, then I think you're, you have just given him powers far beyond what you should and you've relinquished you know, you're ability to influence your own...

? Well being on the line XXX, we've had some people that would call in that would, you know, oh Telus this, Telus that, you know, bla, bla, bla, bla. They were negative and I says, well you know in the lighter aspect, I says at least we're out on the media. That people know what's happening with us, but I'm sure that with other large corporations, they have their, also a big share of problems as well. You know, what's happening out there.

? Well, yeah.

? And they don't know how to answer.

I See, how about...some of you folks are less than five years, like quite a number of you. How do, how does Telus compare? Like, and I'm assuming that you've had other jobs. And XXX, you've mentioned you had XXX. So how does Telus compare as place to work? Do you think this is a good company? Do you think that the vehicles that we have and the presents of the CEO is...?

? I would say, in my experience relative to other company's, Telus is an excellent employer. And ah, I thing there are a lot of people in this organization who have been here for along time, that don't have that perspective. They don't have a point of reference. So it's easy to say, be down the company, but they just haven't been out there and worked for some other employers...one's that I have.

? In the real world.

? They're looking back in the rear-view mirror.

? Yeah. They maybe, they may be, the reference point is a yeah, it's 20 years ago at AGT or where ever, but it isn't, it isn't they, if they were forced to take their skills to the market place, they'd be shocked at what...

END OF SIDE ONE

? ...probably the best in terms of their offering.

? Well and even the communication with the staff. I mean it's not as if the executive just talks to the executive and you have to wait for them to tell people under them who tell people under them. I mean you get communication right from Darren. We get communication in our group, we get it right from our um, executive vice-president. I mean he comes out and talks to us and um, it's a personal thing. I mean he comes around and actually talks to you before he does his presentation. How are things going in your area? And all this kind of thing and you get the feeling that he actually knows who you are. You're not just somebody who works in his area. You know? And I think it's not just Darren, it's all of them.

I Other thoughts from some of, some of the new folks. Like have you guys had other employer experience?

? I...

? I would say...oh sorry, go ahead.

? I was just going to say I can speak based on just kind of a previous experience, but also more from a comparative experiences with other people that I definitely think Telus is a great employer just because again, I think the perception of some people who have worked here for a really long time just...the market has changed so much and the work environment just everywhere has just changed so much that we really have a lot here in Telus. Telus really offers it's employees a lot. And even just as even kind of a new employee to start, like just, it's a totally different level from a lot of other company's where you can just start at in terms of you know, positions that you're starting at again, the communication that you have with senior level people, um, you know the benefits, just everything like that. It just seems to be a notch above what else is out there.

I What-what's your thought?

? Well there's always better out there, like, but it's you know, you can't compare yourself to the mess, like say working for the oil and gas company. A lot of my friends are just raking in bizarre money, but then I looked at my past employers and this has been by far, the best in terms of how they treat their staff, communication and how they look after you. I don't think there's any perfect employer, um, they're all going to have their strengths and weaknesses...

I Uh huh, uh huh.

? ...and you have to balance, for me personally, I've balanced what I think is important versus what I can live with and you know, Telus over all, I think is a very good package. Although not perfect.

I Yeah.

? I mean...

? I think that's a difficult concept for a lot of people to accept as well. Is the shift in the bus, XXX XXX, if people don't like it, they can get off the bus if they want. And that's a difficult, a difficult thing for some people to accept.

? Well there's definitely an expectation that if you go, you're going to go with a big pocket full of money. You know, nobody would go without money. That's the point of this conversation, but that is definitely an expectation.

I Okay, well I know that we're coming to the end here. Any...if we were to make um, changes and I know that this will put you on the spot a bit, but can each of you think of three things really quickly, if you were going to make a change in the communications within Telus so that it was more effective, more engaging, more informative. What would you do? What would you recommend? Just three quick, off the top of your head things that would be priority. Can I start with you?

? Sure. I would mention something about what we do. A lot of people, even employees don't know what we do here. Like our, what our LAN, like say for example our fiber optic cables. Like they can download data, like you could download the Holy Bible in a second. Like it just gives you an idea of the, of the infrastructure that we have and-and the kind of organization that we are, you know? Just exactly...

I What we do.

? ...well yeah, our presence and stuff.

? Man, that's good. I like that. I like to focus on different areas you know, within the company that maybe people don't normally see, like you know XXX area or you know, maybe specifically the sales areas. How are they, how they arrange some of those big deals. Like not just we made this much money, but what did you do? How long did it take you to do this and those kinds of things. Or what do the different areas do?

I Okay, good.

? Even um, you know, just with the diversifying I guess. The methods of communication and avoiding the repetitiveness. So use Darren's E-Letter as a

letter from Darren and make that again just a little bit more personal and a little more reflective of his um, perception of what's going on. His view of what's going on. And then use Team Vision as that information channel for those who are able to watch that again, or you can use the corporate intranet to view the media stories but, just you know, making sure that that information isn't being repeated amongst the different channels, and using them each for specific purposes.

I Okay.

? Um, I have to agree with these guys, or even maybe some of the other ELT members XXX, and maybe talk about what they're doing and what they're areas are and stuff.

? I would say that on the E-Letter to have contact information on each and everyone of those stories so that if people want further information, they can...

I Know who to talk to?

? ...go, they can go get it instead of trying to XXX based on that VP area that was mentioned.

I Right.

? The other thing is the inter-relationships between, on the deals because I get involved with that and XXX some of the deals that were mentioned XXX XXX management perspective, so it's interesting to see the outcome of those deals.

I Right.

? But also to XXX perhaps, to talk about some of the complexity and inter relationships between the different pieces of Telus that goes into to putting those deals together, because some of them are very complex. TD Bank deal was a good one for example. It took a long time and was very difficult to put together.

? Ah, I like the idea of XXX different areas, but please contact XXX first. It would be so beneficial.

? Oh, um, three things. One – Sorry I thought you were going to say something. I was just kind of relaxing there. Waiting for it to come.

I Sorry to wake you up.

? So, three things, one – like you had said, um, get the ELT a little bit more involved so through the different forms and stuff, let's see more of the ELT. Let's see more of them in Team Vision or whatever. Um, start the E-Letter off with a personal from Darren. Saying something personal, and not like really scripted and edited, but just spit it out you know. The third thing is, we need to have more comedy and fun in all of our communications, cause they're all really serious. And maybe even a way of thinking about it is, in all of this stuff, we need to have a little bit more People Magazine, little less Time Magazine. You know like, a little bit more comedy and fun, a little more people focused, little less focused in business.

I Okay.

? Not to become People Magazine, which would be too chatty and wouldn't be that helpful. We wouldn't read it then either. But just kind of make it a little bit more interesting.

I Okay, good. Good points.

? Don't steal Darren's thunder and what I'm talking about there is, you know, Team Vision where something monumental you know, I see it in Team Vision first, and something like that I'd say, you know Darren, I'd want to hear it from Darren and tell us from your perspective. All of the other, you know the detail and who, not the contact, sorry, I'll get that out of Team Vision and everywhere else. I want Darren's view on what this is. How important this is to the company. The strategic link and you know, things like that where um, um, you know, if it's a significant event, should hear about it from Darren first and ensure that the information isn't redundant between all of the sources.

I Okay, good points.

? I don't have a lot to add, you know it's ah, again from the... I'm still relatively new, so for me it's um, putting things into context, understanding what our external sort of threats are, and understanding what the chal- Like what is his thinking about, what does he see as our um, our opportunities, and try to understand where he's com—like what's his vision. I mean I think he does a good job of it in a, on a global perspective, but how does that, what are we doing right now to sort of position ourselves to be successful in the future. That kind of information.

I Okay.

? Um, I don't have a lot to add. I guess I would agree with XXX in the sense like make it a little less dry and scripted.

I More people.

- ? And fun.
- ? Yeah, and more fun.
- ? I think it needs to have 18% more fun.
- I 18%? And upon what are you basing that...
- ? 18% more fun, low carbs...

EVERYONE SPEAKING AT ONCE.

- ? Sorry, I've got to run, so can I ah?
- I You can. Thank you everyone for this. If you have any um, final thoughts or observations when the next E-Letter comes out and you feel compelled to let someone know.
- ? One thing that I wrote down that sort of was eluded to this, more on the strategy I'd like to see.
- I More on the strategy?
- ? More on the strategy and more importantly the "Why's".
- I Yeah.
- ? XXX especially the "why". So that people can internalize that and link it to their own business unit and link it more easily to their own strategies for why they're here.
- ? Yeah.
- I Thank you very, very much for being here.

END OF TAPE