Internal communication and leadership: *the effects on teams' performances*

Bachelor Thesis for Obtaining the Degree

Bachelor of Science

International Management

Submitted to Lidija Lalicic

Marcel Fassl

1421505

Vienna, 17th June 2018

Affidavit

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

The thesis was not submitted in the same or in a substantially similar version, not even partially, to another examination board and was not published elsewhere.

17.06.2018

Date

Abstract

In today's rapidly growing business world where new start-ups aim to grow to become an international recognized business, internal communication has been growing steadily in importance. Engaging employees through internal communication has proven to be an effective way of developing workforce that is able to communicate with external partners and firms. Due to the increased need of engagement inside firms, leaders nowadays acquire different communication skills, methods and characteristics to successfully run a business. This paper analyzes how a leaders' communication can enhance a teams' performance and subsequently a team's entrepreneurial atmosphere. Another focus of this research is to evaluate the effect of communication on entrepreneurial firms (i.e., diversity, team building and global business). In order to explore these topics, interviews with CEO's throughout different kinds of industries in Austria are conducted. The interviews conducted demonstrate the views leaders have on communication. The research identifies the advantages as well as disadvantages of communication inside organizations. Furthermore, the study indicates that effective communication of leaders contributes to a well-functioning organization as well as creating a better work environment. It is yet to say that benefits outweigh the challenges, therefore, internal communication has positive effects on entrepreneurial teams.

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1 Introduction

1.1 Motivation

As communication across cultures and work is becoming increasingly important due to an increasing flow of information, it is essential to evaluate advantages as well as challenges communication brings to companies, leaders, and employees. Daniela Robu (2010) argues that communication is a fundamental part in today's business life as it plays an essential role within systems where the flow of information enables the performance of an organization. There is no doubt that communication is a much needed and important factor in today's business world. This paper specifically focuses on internal communication of leaders and how important communication is to them to inspire teams and be successful in their operations.. Internal communication is said to be one of the fastest growing specializations in public relations as well as in communication management which has emerged as a critical function for organizations (Vercic et al., 2012).

1.2 Outline of the Research

As Internal communication is a steadily growing specialization in public relations and communication management (Vercic et al, 2012), it is of importance to evaluate the benefits and implications communication brings to organizations. The aims include a thorough comparison of leaders with excellent communication skills and an effective communication style and how this influences teams to be creative and best-performing. Therefore, the research question of this paper is:

How can a team leader's communication enhance a team's performance and subsequently a team's entrepreneurial atmosphere?

Overall, the aim of this thesis is to analyze and consider the benefits as well as the implications of successful internal communication for businesses. More specifically the thesis aims to describe how communication can enhance a team's performance and subsequently a team's entrepreneurial atmosphere. The study is also interested in how leaders take advantage of specific skills, emotions, and style to communicate with employees effectively. The relationship between effective communication and communicative leadership is explained to gain further insights on how leaders in

entrepreneurial firms benefit of such communication tools and skills to reach followers. While having the ability to communicate effectively, leaders must also be able to engage and contribute in persuasive communication (Conger & Kangungo, 1998 in Van Knippenberg et al. 2013) and use their emotion to influence how followers think, feel and behave (Van Knippenberg et al. 2008).

Views, opinions, and experience on internal communication will be gathered through interviews of leaders working in different industries. And thus, concluding whether leaders practicing effective communication skill is an advantage in today's business world. Furthermore, the interviews should identify certain advantages communication of leaders brings to the spirit of a team. Additionally, this should give an insight of how effective internal communication of leaders influence/effect working style, motivation, and interest of employees. Lastly, the thesis aims to understand in which way technology has affected internal communication processes and the landscape of internal communications within organizations.

The research should identify the possible advantages as well disadvantages of internal communication and whether or not effective leadership communication influences the performance of employees.

1.3 Outline of the Thesis

The thesis outline is as follows:

- Chapter 1: This first chapter of the thesis will consist of an Introduction to the topic of communication as well as the research question.
- Chapter 2: This Chapter is split into three sections
  - Section 1 covers an intensive literature review on the topic of internal communication. Furthermore, this section will include definitions of various topics that support the importance of internal communication within a company.
  - Section 2 mainly covers the role of leadership communication within an organization. It starts with an explanation of how leaders communicate with employees followed by explaining the different kinds of leadership styles. The end of this section will explain how effective leadership contributes to a well-working team.
  - Section 3 will start off with a short history and definition of entrepreneurship before it continues to explain the meaning of intrapreneurship. Entrepreneurs, as well as Intrapreneurs, will be introduced to understand the difference between both further.
- Chapter 3: This chapter covers the methodology of the research, which was conducted through interviews with people that are currently in a leadership position working in different industries.
- Chapter 4: This chapter analyses and evaluates the outcome of the interviews.
- Chapter 5: The conclusion, implications and future research will be discussed.

2   Literature Review

An extensive analysis of internal communication literature aims to develop an understanding of how internal communication is practiced within an organization. Furthermore, it is to find out which communication channel is the most effective and sufficient channel to use. Besides, work structures will be explained in detail and it is to find out which components support employee motivation. However, challenges of communications inside an organization between leaders and employees might also become evident through the literature analysis.

The second part aims to deliver an analysis of Leadership and communications. The focus in this part is to develop an understanding of how leaders use different communication skills as well as communication styles to effectively communicate with their employees. Besides, the effects of leadership on a tea, will be examined and should visualize potential advantages of internal leadership communication. In addition, the analysis aims to discover different ability's leaders need to have in order to communicate effectively.

The third section of this literature review should visualize the main idea of an entrepreneurial team. Moreover, it should demonstrate how internal communication strengthens personal relationships with employees.

2.1   Communication

Communication is one of the most important tools for an organization our days to exchange information, build a network and guarantee a smooth running work flow within a firm. Communication has been practiced since Antiquity where it has been one of the fundamental activities performed between people and societies (Ors, 2015). According to Reid and Reid (1993), there are three dimensions of communication: *formal external, internal and informal communication.*

Initially, communication was an activity conducted by small number of people using face-to-face modalities. Today, new technologies have emerged due to Globalization and the 21st Century has made it possible for information to be produced, distributed and shared (Ors, 2015). According to Ors (2015), "Organizations demand quickly

obtained and accurate information to compete. Therefore, technologies like computer networks, data banks, portable personal computers, wireless communication, satellite communication, e-mail, and the Internet have acquired strategic importance."

As Information and Technology information became important throughout the years, so has verbal communication within a firm. To date, various communication channels have been utilized by companies and leaders to communicate with employees. Among various different kinds of channels where information can be shared, verbal communication is often the favored optimal channel for communication as it facilitates immediate feedback (Cameron and McCollum, 1993). Verbal communication is supported by congruent non-verbal messages such as facial expression or gesture. The congruence between these two elements is what makes communication genuinely useful (Tuhovsky, 2015).

Zugaro and Zugaro (2017 p.56) describe the purpose of communication as follows: "*Communication is one of the four important milestones that lead to effective action and change. If you want to change things you need to communicate. Communication helps you to understand your stakeholders. If you listen to them, you will be able to constantly adapt your working efforts and needs of the stakeholders you are serving. And you may bring these stakeholders along your way, Whether it's your boss, your internal customer in a company or the external consumer and client or colleague. Communication allows us to both inform and to learn. And successful communication only occurs when both partners change after that process - either because they have learned something and can better understand the other person's viewpoint or because what you learned will make you change the things you do and how you do them. So, there has to be the will to change, the openness to accept and to listen.*"

2.1.1 Internal Communication

As communication is an essential activity in our daily life, it is also applicable to an organization. An organization has to communicate a message to its clients, buyers, distributors as well as with its internal target groups such as managers and employees. Internal communication contributes to positive relationship by enabling communication between leaders and employees. Furthermore, it is part of the

organizational context in which employees are engaged or disengaged (Bakker, Albrecht, & Leiter, 2011). As effective internal communication contributes to organizational effectiveness, it can play a part in developing a positive sense of employee identification as well as promoting employee awareness and threats.

Internal communication has been identified a critical area of communication practice within a firm, growing in importance (Zerfass et al. 2010). Many definitions of internal communication can be found in public relations and communication pieces of literature. Robu (2010) defines internal communication as all communication acts that occur within an enterprise. Jean-Paul Thommen(2001) states that internal communication includes the exchange of verbal and non-verbal messages from one sender to one recipient. The similarities in these definitions can summarize internal communication as a prerequisite for effective communication.

Studies which were conducted in Europe and USA report that internal communication is among the top five responsibility areas of public relations and communication management practitioners (Lurati, Aldyukhov, Dixius, & Reinhold 2010). This specifically reflected at organizations which practice innovative culture.

2.1.2   Internal Communication functions

Internal communication can be divided into five different tasks according to Eriksen (1992) in Zheng (2009):

- *Work communication* – communication inside the company practiced by employees to complete tasks
- *News communication* – communication of informative news passed on by employees
- *Control communication* – communicating effectively towards the goals of the company
- *Change communication* – communication of unplanned events
- *Culture communication* – leadership, equality, issue communication happening inside the company

According to Eriksen (1992) in Zheng (2009), these five functions are part of internal communication and are practiced by employees and managers in situations

throughout the day. The first function being work communication, communicating information about the company's development of projects as well as policies and plans. Second one, being news communication which contains the communication of information to one another. Control communication is the practical way of communicating with leaders and employees and steering the company towards its goals. Change communication provides information about unplanned events and culture communication deals with the organization managing leadership, equality, and issues.

Management support programs must involve employees and take their opinion on board. Verčič (2012) says that internal communication must be performed as managerial activities cannot be executed without communication with employees and managers to some extent.

Hamrefors (2010) adds that employees must develop certain skills and knowledge to contribute to organizational effectiveness. Thus, knowledge asset are like communication through process, communication through structures, communication through social interaction and communication to and from the environment. These knowledge assets sum up and describe how employees contribute to the effectiveness of an organization.

2.1.3   Communication Channels

Several communication channels are being used by managers as wells as employees to communicate inside the company. According to Men (2014), the three most frequently used communication channels are written, oral and electronic. The three different channels allow the sender to transfer information to the receiver according to the data being sent. Oral communication includes meetings, workshops, seminars, and face-to-face conversation which is most preferred by employees since a lot of information can be transferred (Men, 2014). The second favored channel of internal communication is electronically. Electronic communication has been well favored over the past years as electronic devices are flexible and easy to use such as emails, Intranet, and video chat. The channel with the lowest amount of information to be transmitted is the written channel which includes magazines, newsletters, and other prints.

Communication

Oral communication is mainly the shared channel to communicate complex information as it facilitates immediate feedback. Doppler and Lauterburg (2008) describe oral communication as the real optimum communication to use. Furthermore, the authors state that regular team meetings give employees the possibility of receiving information and taking part in discussion with their leaders. Leaders and CEO's are most comfortable with face-to-face discussions and group chats as they value employee feedback and believe that this channel is the most effective Pincus et al.(1991) in Men(2015).

Electronic Communication

Digital Platforms such as instant messaging, Intranet or blogs have been increasingly used by companies and organizational leaders to engage employees. The web era 2.0 has fundamentally changed the landscape of internal communications within organizations as leaders promote platforms on electronic devices (Crescenzo, 2001; Men, 2014). New media channels with features such as webcams, online chat or embedded audio or video facilitate complex information distribution and allow the receiver to when where and how to utilize the information. Furthermore, it allows leaders to respond in a timely manner and facilitate upward employee communication (Men & Tsai, 2013). A recent survey by Weber Shandwick (2014) has shown that CEOs can demonstrate innovation and provide employees with an opportunity to communicate with the CEO more frequent when using social media channels.

Written Communication

Written channels give the reader the advantage to go back again to the information if needed. According to Stolzenberg and Heberler(2009), the newsletter appears typically on a regular basis and informs about news and processes. The newsletter is often sent electronically which can serve as a reference work and provide information permanently. The written form of communication is frequently suitable for presenting facts and documentation however written channels reduce the possibilities for two-way communication.

Another form of written communication that is widely used in organizations is staff magazine's which big firms often release once external information or information

about the company's culture need to reach the staff. The next section will look into the communication structures within firms in addition to the channels used.

2.1.4 Communication Structures within an Organization

As the form of communication is crucial for acceptance as well as its effect, the decision of choosing the right communication structure is of importance. When talking about communication structures within organizations, there are three different communication structures to distinguish. These structures discussed being *vertical, horizontal and diagonal communication* (Klöfer & Nies, 2001).

The general aim of a communication system is to process information and connect different hierarchy positions as well as several departments. Communication problems within organizations are usually structured dependent. The communication structure thus forms the basis on which successful communication within organizations can take place (Mast, 2006).

Vertical Communication – downwards

Downward communication is the flow of information from top to bottom, from leader to employee (Mast, 2006). According to Mast (2006), downward communication pursues the following goals:

- Work instructions towards employees.
- Information about projects, development and future plans of organizations.
- Justification of management decisions.
- Further education arrangements.

Vertical Communication – upward

Upward communication is another vertical communication structure which is the upward communication (bottom-up), from employees to leaders (Mast, 2006). It pursues the following goals according to Mast (2006).:

- Information of current workflows and work processes of the employees.
- Communication of unsolved problems.
- Suggestions for improvements and innovations by employees.

- Know how, experience and opinions of employees take part in goal definition and problem solutions.

Horizontal Communication

Horizontal Communication often referred to peer communication is the transmission of information between people, divisions or departments. Horizontal communication refers to all communications of groups within the same level of an organizational hierarchy. Peer to peer communication among employees decreases misunderstandings between departments working on the same project as well as facilitates teamwork and helps with the implementation of decisions to problems (Mast 2006).

Diagonal Communication

Diagonal Communication facilitates the flow of information among departments different hierarchies and serves to coordinate cross-functional task related independencies (Hoffmann 2001).

Thus, the type of communication has an impact on the employee satisfaction and work climate. Therefore, the next section will explain this in more details.

2.1.5 Value and motivation

There is no doubt that communication influences work satisfaction and the quality of work execution (Grunig 1992). Furthermore, Grunig (1992) mentioned that symmetric communication allows an organization to function the right way. On top of that, internal communication is a crucial aspect of the success of the company it helps organizations define their goals and values (Grunig, 1992). Wirrer (1998) in Baumgartner (2009) provides a literature analysis to determine if and how internal communication support employee motivation. Wirrer (1998), sums up the main motivational components which could be linked with internal communications :

1. *Feedback:* In all theories of performance motivation research, feedback is a key motivational component.
2. *Clear formulated goals:* A person can only be motivated to achieve certain goals when the goal is understood. Internal communication can make a decisive contribution to clear targets and goals.

3. *Acknowledgement/recognition:* Recognition, the most intangible reward factor, can conveyed through positive feedback. Symmetric communications helps employees feel that they are recognized members of the organization.

4. *Meaningful activities:* According to a motivational research, meaningfull activities is important to motivate employees to deliver higher performances.

5. *Trust in leaders:* increases the degree of target acceptance and thus performance motivation. Trust in leaders can also be promoted by symmetric communication.

6. *Acceptance of leaders:* Motivation and commitment depend on whether employees perceive the power of their superior as legitimate.

7. *Work satisfaction:* Work or job satisfaction is represented in almost all theories of motivation and achievement.

8. *Rewards:* Companies reward employees by praising them for a job well done.

Communication can have many positive effects on employees. However, communication can also cause challenges which will be discussed in the next section.

2.1.6 Challenges of Communication

Internal communication is crucial nowadays, as more frequent and faster communication is required at top organizations. It has also made it easy to struggle with internal communication with so many different tools and forms being used. Although internal communication is important for organizations, it could also cause problems to occur. The most common causes that create problems are:

1. *Interrupting*

   According to Tuhovsky (2015, p. 41), "Despite someone's irritating voice, swearing or muttering, it is the interrupting which is the main verbal factor beneath irritation and unsuccessful conversations".

2. *Lack if information*

   Vercic (2012) found out in her Delphi study that the credibility of leaders, engagement and employee loyalty is a most common communication problem. This could be due to the lack of information or inconsistency.

3. *Misunderstandings*

   Misunderstandings due to the lack of information, not actively listening or pressure at work. They intend to finish projects which are urgent rather finish projects which are important.

4. *Culture differences*

   Differences such as time, manners or language could cause problems which are likely to happen.

5. *Misreading of body language*

   A common problem which is known throughout organizations is the misreading of body language or any other form of non-verbal communication between employees as well as leaders.

These five causes mentioned above are the main challenges that could cause problems inside an organization. However, a good leader knows how to deal with occurring challenges and constantly aims to solve the problem as soon as possible rather than causing difficulties. How a leader communicates to solve problems with its employees will be discovered in the next section.

2.2   Leadership and Communication

Hackman and Johnson (2009, p.11), defines leadership as a unique form of human communication which develops into a relationship to enhance organizational effectiveness and *"modifies the attitudes and behaviors of others to meet shared goals and needs"*.

A leader is a person who guides an organization by inspiration and tends to focus on the vision of the organization. Studies have shown that the personality of a leader, the maturity of followers and the needs of the environment determine the leadership style to follow. An effective leader will be able to adapt to certain kinds of leadership styles to suit circumstances. Styles of communication will differ throughout leaders, but communication with people remains an intrinsic part of leadership (Zulch 2014). Zulch additionally suggests that leaders vary leadership styles when a particular situation turns, using a different leadership style for distinct phases of a project.

A leader with little to no communication skills will be unable to maintain a certain relationship with their staff, mainly due to ineffective communication causing misunderstandings. Having no set of skill to properly communicate with employees often lead to failure of goals.

The process of leadership should encompass different traits and behaviors. Robbins et al. (2011), have listed seven attributes that proved to be consistently associated with leadership. These traits are: *intelligence, desire to lead, drive, honesty, self-confidence, knowledge, and extraversion.* Although possessing certain characteristics can be a plus when aiming for a leadership position, these traits do not give the guarantee of becoming a leader (Robbins et al., 2011).

The ability to communicate allows leaders to motivate, direct and train employees towards a certain set of goals. Having a set of self-knowledge and organizational knowledge are key characteristics of good leaders. Furthermore, Tuhovsky (2015) adds that the ability to effectively communicate consists of:

1. Understanding of others (and showing it)
2. Clear expression of oneself
3. Imposing an influence on others
4. Active listening
5. Asking open and detailed questions
6. Taking care of our own needs and goals during a conversation
7. Exchanging opinions in a non-conflicting way

Emotional Intelligence is another important factor for leaders which they need to possess. Self-awareness, self-management, self-motivation, empathy and social skills are the five dimensions of Emotional Intelligence (Robbins et. al. 2011). Leaders which have the ability to control self-emotion as well as the emotions of others have proven to be more effective and successful in their jobs. Leaders use the so-called "Sandwich Feedback" model to give feedback to employees which allows them to motivate people instead of giving those negative feelings (Tuhovsky, 2015). The model is split up into three section where the first one being giving a positive emotion. At the beginning of giving this feedback, leaders show that the person you give feedback to did well. In the second section, leaders explain employees what to improve or what

they can do better next time and the third section being giving positive feedback again. With techniques like this, leaders can tell employees what they need to improve without upsetting them or giving negative feelings. The next section focuses on two leadership styles commonly used and will be explained in depth to understand the difference.

2.2.1 Leadership styles

McNamara (2008) in Ali et al. (2015) identified a leader as someone who sets the direction in an effort and influence people to follow such directions. There are many definitions of leadership and leaders, however, it can be said that leadership behaviors are one of the factors that may lead to the success of the business (Ali et al. 2015). The responsibility of leaders takes into account high commitment in accomplishing tasks. Leadership styles can be divided into two major forms; transactional and transformational leadership style.

Transactional leadership

Transactional leadership means that followers agree with the leader in exchange for rewards in order to avoid any disciplinary action. Transactional leaders use their disciplinary power to motivate employees to perform their best. *"Transactional leadership builds upon contingent reinforcement in which followers are motivated by their leaders' promises, rewards, and praises….by providing contingent rewards, transactional leaders could inspire a reasonable degree of involvement, loyalty, commitment and performance from followers."* Aga (2016, p. 518). Transactional leaders are often concerned with the smooth running process, making sure everything goes well from day to day.

Transformational leadership

Transformational leadership is defined as the exchange of information between leaders and followers with the aim to guide followers through a vision driven change (Bass, 1985). Leaders help individuals transcend their self-interest for the overall benefit of the organization by making them aware of the consequences of their behavior (Bass, 1985). Leaders show optimism and enthusiasm about goals and the future. Furthermore, they consider the need of others over their own needs. They expect their followers to have specific attributes of behavior such as high

communicating values and high-performance standards. Overall, transformational leaders influence followers to achieve goals, as well as increase confidence, commitment and job performance (Ali et al. 2015). Sanders et al. (2003), came to their conclusion from a study that transactional leaders tend to be less confident about their ability to control elements of their external environment. Whereas, transformational leaders have a strong internal focus and have faith in their ability to make a change in a different organizational direction.

Both leadership styles require not only effective communication but also effective listening which will be explained in more detail in the next section.

2.2.2   Communicative leadership

Zugaro (2017), came up with the term 'communicative leadership' to describe both a new way to interpret and enact corporate communications as well as a new leadership philosophy. He refers to communicative leadership as: *"Communicative leadership is the corporate translation of empathy and active listening. It describes the ability of a company to become a truly communicating organization with an empathetic and outside-in culture which is able to listen to all internal and external stakeholders in order to drive decision-making processes and therefore ensure a constant transformation and adaption process"* (Zagaro 2017 p.6).

Listening leader

Leaders cannot lead without recognizing the importance of communicating and listening. Listening is often equated with hearing, however, the ability to hear does not mean that the person is listening. Hearing involves the reception of sounds whereas listening requires a combination of non-verbal and verbal responses. Listening is a set of skill which is assumed rather than studied even though it is an essential characteristic throughout the communication process. Zugaro (2017) entails five different achievements in order to become a listening leader.

1. *Credibility* – The listening leader has to be credible which can be reached through information.
2. *Managing dialogue* – The listening leader has to be able to manage the dialogue with stakeholders through communication.
3. *Learning and teaching to learn* – enabling the stakeholders
4. *Deploy power* – prepare for action as the leader hands over responsibilities, driving an impactful empowerment of his people.
5. *Shape agenda and get ahead of developments* – actively involving stakeholders and making them embrace the change.
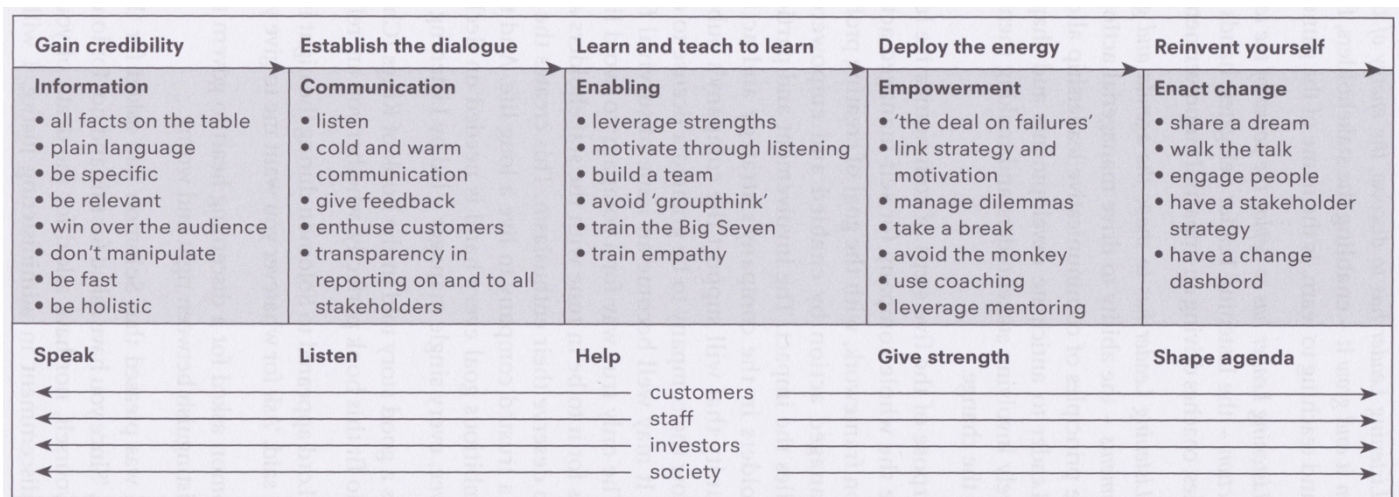
Gain credibility	Establish the dialogue	Learn and teach to learn	Deploy the energy	Reinvent yourself
Information	**Communication**	**Enabling**	**Empowerment**	**Enact change**
• all facts on the table • plain language • be specific • be relevant • win over the audience • don't manipulate • be fast • be holistic	• listen • cold and warm communication • give feedback • enthuse customers • transparency in reporting on and to all stakeholders	• leverage strengths • motivate through listening • build a team • avoid 'groupthink' • train the Big Seven • train empathy	• 'the deal on failures' • link strategy and motivation • manage dilemmas • take a break • avoid the monkey • use coaching • leverage mentoring	• share a dream • walk the talk • engage people • have a stakeholder strategy • have a change dashbord
Speak	**Listen**	**Help**	**Give strength**	**Shape agenda**

customers
staff
investors
society

Figure 1: The journey of communicative leadership (Zugaro 2017, p.19)

Leaders effective communication inside an organization brings a lot of advantages with it. The skills leaders must possess in order to communicate effectively will be discussed in the next section.

2.2.3   Leadership communication skills

According to Barett (2006), leadership communication uses the full range of communication skills to overcome difficulties and to create and deliver messages that guide, motivate, inspire or direct others to action. Furthermore, Barett (2006) adds that leadership communication consists of layers, expanding skills from core strategy development and effective writing and speaking to using these skills in more complex organizational situations.

As a project develops, managers/leaders will need to improve their core communication skills in order to become a more effective communicator for more complex organizational situations. Communication demands grow more complex as managers progress to higher levels of the organization. Leadership communication consists of three skills which include: core communication, managerial communication, and corporate communication. The higher a manager or leader moves up inside an organization, the more complicated his or her communication demands become, see figure 2.
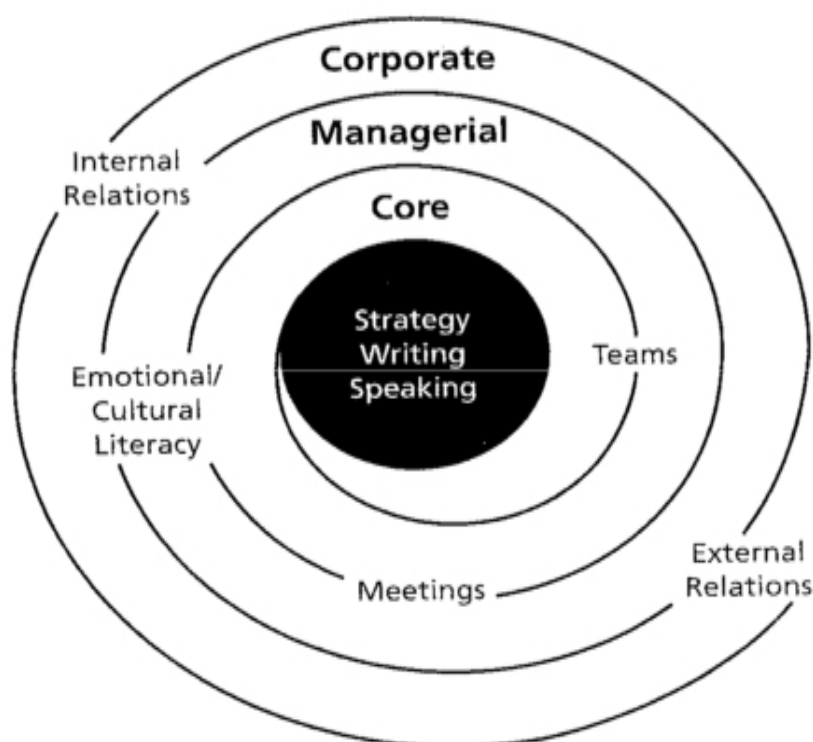
Figure 2: Leadership communication framework (Barett, 2006)

Core communication skills include individual skills such as strategy, writing, and speaking. Daily tasks such as writing documents, writing emails, reports, and speaking are core skills needed in communication. Effective communication depends on the core skills at the center of the spiral. Managers and leaders must master the skills at core communication. Followed by managerial skills which include listening, managing teams, emotional intelligence are needed to lead groups.

Managerial skills are the skills needed to interact with individuals as well as managing groups. In order to interact effectively with individuals, leaders must have a set of

emotional intelligence or interpersonal skills and a broad understanding of cross-cultural differences. The ability of listening is required because managing others effectively requires understanding others and not merely hearing what others say.

Corporate communication involves expansion from the managerial skills to those abilities needed to lead an organization and address a broader community. A good strategy and good communication becomes more complicated as the audiences becomes more extensive and more diverse. Besides, as leaders move into higher levels of an organization, they find that they become the projects face to the public.

According to Zugaro & Zugaro (2017), corporate communicators have four roles:

1. *Monitor internal and external audience:* Monitor, analyze and create stakeholder governance.
2. *Enable management:* Ensure that internal stakeholders are enabled and empowered to practice meaningful information and communication.
3. *Ensure good listening:* Good listening throughout the organization in order to understand and support individuals.
4. *Drive change:* Making sure the organization hears what was said and continuously challenges and adapts its strategy accordingly.

2.2.4   Effective Leadership

Studies have shown that transactional, as well as transformational leadership and innovativeness, have a positive effect on business performance (Yildiz et al. 2014). Wang et al. (2010) argued, that once leaders can execute its leadership well, employees will be inspired to actively put in effort into work. Besides that, effective leadership additionally arouses employees' job satisfaction and employees will provide their best work performance to increase the company's performance. Yildiz et al. (2014) sum up the variables which affect business performance such as entrepreneurial orientation, information technology, strategy and other variables. Even though there are many variables which affect business performance, it is mainly the leadership style and the innovativeness factors that have considerable effects on business performance. As competition has become a pressure tool for businesses all over the world, leaders have been forced to continually innovate to compete with others. Changes in customers' needs, as well as changes in markets, have obliged

previous products, services or business models to new methods and systems. A performance decrease has confronted businesses that have chosen to stick with old products or services and not to innovate. Therefore, effective leadership increase business performance, manages process change as well as effectively innovate (Yildiz et al. 2014). "Performance is a concept which is shown by organizations' prominent employees while fulfilling their tasks. This is why organizations' success is directly proportionate to their employees' performance" *(Benligiray 2004 in Yildiz et al. 2014).* Yildiz (2010) says that business performance is a description of the level of a fulfilled task of business's aim according to obtained output at the end of a business period.

Effects of leadership on a team

Leadership effectiveness is considered when individuals in the positions of leadership are able to impact a group to perform their tasks with positive organizational outcomes (Dhar & Mishra 2001 in Madanchian et al. 2017). Medanchian et al. (2017) have summed up significant leader outcomes that researchers have found in their studies of evaluating the effects of leadership on employees. These outcomes include:

- Advanced job satisfaction
- Increased subordinate performance
- Advanced commitment
- Commitment to organizational goals
- Improved group performance
- Increased subordinate satisfaction and performance

2.3   Entrepreneurial teams and firms

Harper(2008 p. 614) defines an entrepreneurial team as "a group of entrepreneur with a common goal that can only be achieved by appropriate combinations of individuals entrepreneurial actions". He later adds that entrepreneurial teams could emerge within, across or outside firms. Bounded structural uncertainty as well as perceived strong independence arising from common interests concludes to spontaneous formations of teams (Harper, 2008). Additionally, a study has shown that firms founded by teams which trust each other as well as have the same vision, are more successful and achieve faster growth than those firms founded by individuals

(Kamm et al. 1990). Furthermore, team member's ability to adapt and respond flexibly is necessary for success, especially for growth-oriented start-ups.

It is safe to say that excellent communication between leaders and employees is practiced by entrepreneurial teams and firms. Communication has a unique role in the everyday life, therefore it plays a particularly important role within a company. As Human communication is considered to be the essence of human relations, it is of importance and impetuous required to direct specific attention to improve the communication process in the entrepreneurial area. Modrea (2012 p. 1089) describes entrepreneurial communication as "*An act designed to achieve a connection to influence the maintenance or, function of interest, attitude and activity change of the others".* He later adds that *"In terms of entrepreneurship, communication is a set of processes to exchange information and meanings between people".* Communication among employees and leaders cannot be perceived as a simple process of transmission, it is based on the interaction between people.

The role of communication involves sending and receiving messages. Most of the times, communication is realized without being aware of the actual importance of communicating among employees. Analyses have shown that formal communication – who communicates what to whom is the communication form which most entrepreneurs foster when communicating with employees. However, informal communication processes within entrepreneurial teams are equally important (Harper, 2008). *"In order to foster and maintain cognitive coherence among sub entrepreneurs, the lead entrepreneur must shape informal communications and interactions within the entrepreneurial team so as to promote the propagation of his overarching business conception"*(Harper, 2008 p. 622). Team members may involve thick and detailed patterns of communication in order to coordinate their actions. Innovative culture will be explained in the next section to understand its context and relationship with entrepreneurial teams and firms.

2.3.1 Innovative Culture

Organizations throughout industries need to have an innovative culture in order to be successful and continuously develop to compete with other businesses. Morris (2007) reports, as the business world has become more complex and competitive, companies

have turned innovation into their durable source of competitive advantage. Therefore, innovation has become well famous across organizations and is among the top priorities for the majority of the companies. Leaders that seek to be successful over the long term with their firm have to develop a strong innovation culture. Kevin Ruck(2016) adds in an article that leaders who give employees a voice will see their culture energized with increased innovation, generating ideas that improve performance.

Morris(2007) defines innovative culture as *"an expression of people, their past, and their current beliefs, ideas, and behaviors. They make innovation happen, and they do so consistently over time"* (Morris, 2007, p.3). He later adds that *"the purpose of innovation is precisely to create a particular form of variation, variety that is valuable for novelty"*(Morris, 2007, p.4).

The trend of the modern management is toward standardization, rationalization, and simplification as this allows for a smooth running and efficient process. However, none of these factors favor innovation, in fact, these factors together could drive out innovation entirely (Morris, 2007).

Leaders at firms such as Apple, Samsung or Google have found a way to standardize the process of innovation. These firms have created a true innovation culture where new innovative products launch that people have never seen or heard of before. At Apple, innovation in manufacturing telephones has been a tremendous breakthrough in simplification. Whether its innovation in design or innovation in performance, in total it has revolutionized the telephone industry in every aspect.

Morris(2007) compares the status quo culture with innovative culture. The comparison between these two cultures should give a further understanding which features are inherent to innovative culture, see Figure 3.

The Innovation Culture Table

	Status Quo Culture	**Innovation Culture**
1.	Predictability	Un-predictability
2.	Seek stability	Seek novelty
3.	Focus on core competence	Focus on edge competence
4.	High success rate	High failure rate
5.	Reinforce the organizational hierarchy	Reinforce organizational networks
6.	Fear the hierarchy	Focus on creative tension
7.	Avoid surprises	Embrace surprises
8.	Focus on inside knowledge	Combine inside and outside knowledge
9.	Easy to live with	Hard to live with
10.	Corporate politics	Moving the cheese
11.	Efficiency through standardization	Efficiency through innovation
12.	Extend the status quo	Abandon the status quo
13.	Avoid change	Embrace change
14.	Measure stability	Measure innovation
15.	Look for data to confirm existing management models	Look for data to contradict existing management models
16.	Look for certainty	Embrace ambiguity

Figure 3: The Innovation Culture Table (Morris, 2007 p.6)

2.3.2 Entrepreneurship

According to the website "Oxford Online Dictionaries" the term entrepreneurship is defined as: "a person who sets up a business or businesses, taking on financial risks in the hope of profit"(Oxford dictionaries, 2018). This definition of entrepreneurship will be further elaborated by authors later this section. Peredo et al. (2006), draws attention to the character of the entrepreneur which according to him is a person that takes up risky challenges in the eager pursuit of social innovation in spite of its limited resources.

The following definitions, taken from standard works and relative articles, show that there is a relatively large agreement on what entrepreneurship is:

Kao & Stevenson (1989, p.91): *"Entrepreneurship is the attempt to create value through recognition of business opportunity, the management of risk-taking appropriate to the opportunity, and through the communicative and management*

skills to mobilize human, financial and material resources necessary to bring a project to fruition."

Timmons (1994, p.7-8): *"Entrepreneurship is the process of creating or seizing an opportunity and pursuing it regardless of the resources currently controlled. Entrepreneurship involves the definition, creation and distribution of value and benefits to individuals, groups, organizations and society. Fundamentally, entrepreneurship is a human creative act, usually requires a vision and the passion, commitment and motivation."*

Hornaday (1992, p.18) proposes a three dimensional of entrepreneurship by describing three dimensions: "economic innovation", "organizational creation" and "profit seeking in the market sector" arranged in a cube which makes it clear that entrepreneurship is not one-sided absolute concept but a relative concept, in which the various dimensions are present in different forms, see Figure 4.
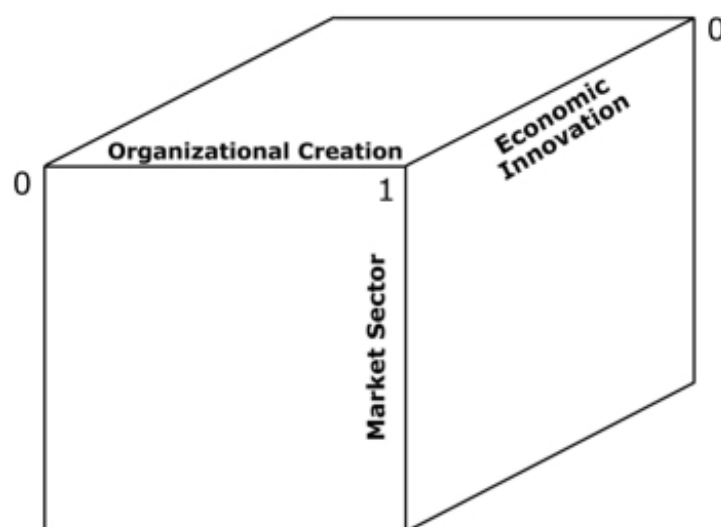

Figure 4: Three dimensions of entrepreneurship (Hornaday, 1992)

2.3.3 Intrapreneurship

According to Schumpeter in Buekens (2014), entrepreneurs are innovators who use a process of challenging the status quo of the existing products and services, to set up new products and services. From this theory, by Schumpeter, we can conclude that entrepreneurship essentially innovates from within an existing company. An intrapreneur is someone who manages the daily business life with entrepreneurial

flair in line with the limitations of the business environment. Furthermore, Buekens (2014 p. 581) adds that *"An intrapreneur is someone who has entrepreneurial streak in his or her DNA, but chooses to align his or her talents with a large organization in place of creating his or her own "*.

Vesper in Sharma & Chrisman (1999), defines Intrapreneurship as: "employee initiative from below in the organization to undertake something new; an innovation which is created by subordinates without being asked, expected, or perhaps even given by a higher management to do so".

Stevenson and Jarillo (1990, p. 23) state that Intrapreneurship refers to "a process by which individuals inside the organization pursue opportunities independent of the resources they currently control".

The following example provided should help the reader to further understand the definition of Intrapreneurship as people tend to mix up intrapreneurship and entrepreneurship. Steve Jobs and Steve Wozniak were the entrepreneurs behind Apple and are both well known for people around the world as they appear in the news, TV shows and events. However, the ultimate intrapreneur might be Jonathan Ive, who is the lead designer and conceptual mind behind all products across the apple platform.

The author of this research method has focused on three topics being Communication, Leadership and Entrepreneurial teams and firms. The topic of communication was introduced first. Communication Channels, structures and challenges were explained to further elaborate this topic in the second section of leadership. This section focused on how leaders communicate with their employees. Different leadership styles as well as leadership communication skills were introduced to show how leaders make use of such skills in order to communicate with employees. With the third section, the author focused on explaining what an innovative culture is as well as the main difference between entrepreneurship and intrapreneurship.

Throughout this literature review, the importance of communication between leader and employees inside an entrepreneurial team has been proven throughout these sections. Besides, the author specifically has drawn attention to internal leadership

communication and how this fosters and affects employees motivation and working style. The next section of this research paper analyzes the interviews of participants which were asked questions about the three topics mentioned above.

3 Methodology

3.1 Research Design

To achieve the most accurate results, qualitative research will be conducted. According to Creswell (2014), there are three different research methods to use. These three methods being: quantitative, qualitative and mixed methods. As Creswell (2014) describes, a method chosen by the researcher depends on several factors such as the problem of the study, personal experience to the topic of the researcher, and the audience of the study. Quantitative research is the preferred method to use when the researcher intends to test a theory (Creswell, 2014). The quantitative design includes experiments or surveys and mainly focus on data collection. Qualitative research method use open-ended questions and Mixed methods is a combination of both quantitative and qualitative methods (Creswell, 2014).

The qualitative research method will be used to examine the topic of internal communication between leaders and employees. Interviews are carried out to complement the literature review. The structured Interviews were sent via email to leaders working in different industries and different departments. The electronically communication channel was chosen due to interview partners having a busy work schedule as well as the effectiveness, and therefore this method was the most efficient choice.

3.2 Sample description

The sample of this research consisted of 9 leaders based in Austria working for an Austrian company. The nine interviewees are all active in a higher leadership position within their company and agreed to actively take part in this research project. The respondents indeed are all Austrian citizens and were born in Austria. However, the industries the interviewees work for differ. Snow ball method is a non-probability sampling technique which was used to attract more interviewees which were happy

to be part of this analysis. This sampling method was very effective as participants have asked others to take part.

Respondent	Position	Industry	Employees
Christian Fassl	Project Director	Construction	30
Christoph Jany	Project Manager	Construction	15
Andreas Fassl	Program Manager	Consulting	20
Barbara Schuetze	Managing owner	Management consultant	5
Karina Breitwieser	Project Director	Construction	20
Bernhard Krumpel	Head of Group	Gaming	30
Bernhard Wolfschuetz	Head of HR	Bank	25
Lukas Simbrunner	Co-Founder	Technology	15
Andreas Renner	Purchasing Manager	Contracting	10

3.3 Interview Guide

This part gives the reader an idea of the structure of the research interview and specifies its main themes. The interview questions include the topics of communication and leadership. The questions aim to identify certain preferences of communication and leadership. Furthermore, Interviewees are asked for personal preferences and give their opinion to specific abstract terms and conditions. Also, answers to particular questions will be filtered through to extract advantages as well as disadvantages to some topics. The questions were based on the interviewees personal and work experiences.

With the first question, the respondent is requested to provide an introductory overview of his/her position as well as past work experience at different organizations.

> ➢ Q1: What is your current position and past working experience?

The next two questions focus on communication. Participants are required to come up with definitions to describe their communication strategies and communication style inside their firm. In addition, they are asked what kind of communication channel they prefer.

> ➢ Q2: How would you describe your communication strategies and communication within your current firm? What works better and what could be improved?
> ➢ Q3: What kind of communication do you prefer with your employees and business partners? Why?

Then, a very honest and personal question being asked to identify what a good leader is. Interviewees are also asked to describe leadership.

> ➢ Q4: In your opinion, what is for you a good leader?

Question 5 combines the topics of leadership and communication. The respondent is being asked to state attributes of communication leaders need to have.

> ➢ Q5: Do you think that communication is an important leadership characteristic? State some of the attributes that you think communication is an important characteristic of a good leader.

Afterward, two questions being asked about the topic of leadership. Good leadership communication usually influences employees somehow. The 6th question, therefore, is to find out how the interviewee's communication with employees influence employees working style, motivation and the performance. Furthermore, the Interviewer is to interpret how their interaction leads to advantages or disadvantages within their firm.

> ➢ Q6: In your opinion, how does great leadership communication influence i) working style, ii) motivation and iii) performance of employees?
> ➢ Q7: What advantages/disadvantages does a solid communication of team-leader lead to in a company?

Question 8 continues with a personal opinion of leaders whether or not they agree that leaders with communication skills are more likely to be seen in leadership

positions. Research has shown that communication skills of leaders are a must to communicate effectively with employees but the real world has proven that persons with little to no communication skills have been promoted to a leadership position.

➢ Q8: Do you think good communicators or leaders with communication skills have a higher chance to be seen in a leadership position? Why?

In the literate part, we have seen that communication can cause several advantages and advantages. The 10th question, therefore, is to find out which advantages and disadvantages leaders experience in their organization with effective internal communication.

➢ Q9: What advantages/disadvantages does effective internal communication bring to a company?

Then, a question being asked about the working environment. The Interviewee is asked to explain how internal communication with employees strengthens personal relationship as well as the working environment.

➢ Q10: How does internal communication with employees strengthen personal relationship as well as the working environment?

Question 11 deals with upcoming communication challenges in an international setting and how leaders adapt to certain parameters regarding communication and leadership style.

➢ Q11: How do you deal with communication in an international setting (i.e., various cultures)? And what changes in terms of communication and leadership style?

To round things up and finish the questionnaire, interviewees are asked to share and add further clarification about the topic of communication and leadership.

➢ Q12: What else would you like to share about this topic of communication and leadership?

In the end, each Interviewee received a thank-you email for his valuable contribution to this research.

4 Results

This section analyzes and reviews the interviews of the questionnaire sent out to functional leaders. Some of the significant findings of respondents will be covered in this section to understand and review a leader's point of view on internal communication as well as leadership. Although this only includes a few answers from respondents, detailed information can be found in the appendix section 7.1.

4.1 Profile

The main aim of the first question of the interview is to get an idea of the interviewees' leadership position. Furthermore, it aims to examine the interviewees' past work experience. Some Interviewee's kept this the answer to this question concise as they were not able to share further information about their current position or past work experience. Although, some of them gave very detailed answers.

> **Bernhard Krumpel:** *Head of Group Communications. In the past, I worked for politicians in Lower Austria and the Minister, afterwards in the Telekommunication industry (Motorla). But I also worked as a Managing Director in a PR Agency.*

> **Karina Breitwieser:** *Project Director on Site (Senior Project Management). Previous: Head of Project Management/Commercial Management/Installation; Representative Managing Director.*

> *Christoph Jany: Project Manager at KSC Construction (Austria), Project Director at Ungersteel ME(UAE), Engineering Manager at Ungersteel ME (UAE), Detailer at Unger Stahlbau (Austria)*

4.2 Communication strategies

Respondents described their communication strategies within their firm somewhat in a broad perspective form. Most of the participants agreed that open communication

strategies such as group meetings are occurring inside their company to gather opinions, views, and recommendations from employees.

> Karina Breitwieser: *A combination of regular exchange meetings (project review, management jour fixe, strategy days etc), Meetings for specific topics (project specific, as part of the continuous improvement process, etc), emails, direct verbal exchange*

> Bernhard Wolfschuetz: *There are implemented communication circles both concerning business and staff. Besides, each department has separate communication circles on its own: weekly meetings, group meetings, morning huddle. There is also an important informal communication going on with trainings, lunchtime, etc.*

> Lukas Simbrunner: *Open Communication, every opinion is important and is able to share his thoughts. Additionally, we have daily meetings as well as a big meeting where each departments gathers every second week. The daily meetings are important as employees are able to share results, problems and solutions where the whole team can benefit from. The Team meeting which happens every two weeks is to share new creative ideas, innovations but also improvements.*

Other respondents have pointed the importance of such strategies in which the relationship between employees and the team can be strengthened. Furthermore, some respondents had the same views of improvements to be made when communicating inside an organization.

> Christian Fassl*: It is always important to build a good relationship between all the people and therefore it is very important that you talk to the people. Talking speeds up the process and of course there is always room for improvements.*

> Barbara Schuetze: *transparency and appreciation on top and consistent reflection of understanding. Improvement anyway could be given on focus on agile structures, open mind, criticism and responsibility on/of innovative ideas and contributions.*

Karina Breitwieser: *Improvements to be made: restrict number of involved people during a meeting; better longer meetings with a specific outcome than short meetings in which people only discuss what should be done; LISTEN to what others say; after every meeting, protocol or short (email) summary*

4.3 Types of communication

To the question of what kind of communication interviewees prefer with their employees, every respondent has the same point of view to this topic. Respondents were consistent with the assumption that direct verbal communication is the most efficient and effective communication channel to use when communication inside a company through different hierarchy's. Besides, many interviewees find it necessary to use email as an electronic communication channel, in some cases, with employees and business partners as it is an easy and fast form of communication. As expected, none of the respondents has mentioned preferring written communication such as newsletters as communication as it is not suitable when information between peer to peer is needed.

Bernhard Krumpel: *We try to integrate employees in our communication. Personally I prefer Townhall meetings (direct communication). Besides that, we inform our employees through Intranet and screens, which are located on the floor.*

Christoph Jany: *I would prefer a face to face communication but due to the time pressure in the job and different geographical locations involved, it is necessary to work with email communication. My personal experience was that in many projects with multicultural participants, we could reach good solutions in everybody favor if we sat down and solved the problem together (verbal communication) instead of sending emails back and forth.*

Christian Fassl: *Nowadays, sending emails is the easiest and most used communication tool in the job I work for but it is not that effective as verbal communication. I prefer talk to the people and to inform them ahead about a case, I am sending out email to inform them ahead to make them aware about special situations.*

4.4 Good leadership

In general, the main findings bespeak the authors' literature review. Some respondents went into more detail than others, but overall, respondents had the same perspective of good leadership. Two respondents have shown a rather clear statement of the description of a good leader which accompanies with the literature review.

> Christian Fassl: *A good leader is a person who talks to the people and actively involves people in all processes and also empowers them for the activity/job. As a leader, you should guide and support people which improves their self-confidence. In addition, a leader should be able to motivate employees which could result in job satisfaction and job performance.*

> Lukas Simbrunner: *A good leader inspires and motivates its employees. Supports employees with occurring problems but also empowers employees to take responsibility.*

4.5 Communication and leadership

Some respondents answered in a very short way, and some other explained why they think communication is an essential leadership characteristic. In total, all eight respondents believe that communication is a vital tool leaders must possess to lead effectively. Some respondents added that communication is one of the most crucial components when it comes to leadership.

One of the respondents draws attention to the fact that communication is a process where leaders adapt to certain circumstances. Zulch (2014) has demonstrated similar thoughts to this as he indicated that effective leaders will be able to adapt to certain kinds of communication styles.

Two of the respondents listed attributes that support that leadership is an important leadership characteristic.

> Karina Breitwieser: *Listen and try to understand what the other one really wants to say; ask questions; have a good understanding of [..] blind spots, etc. that determine communication; use empathic skills and try to develop a good*

understanding of the communication specifics of the other person; aim for clarity in communication

Barbara Schuetze: *ability of empathy, reflection, understanding situations, system of influence, clear articulation of facts and targets and never giving up even if you feel you already failed.*

4.6 Employees and Communication

Some respondents had different opinions to question 6. In general, participants of the questionnaire agreed that communication influences certain attributes of employees if the leader is able to communicate with employees in a respectful and understanding matter. To conclude, seven participants thought that communication influences working style, motivation and the performance of employees.

However, one respondent had different views about communication influencing working style of employees.

Lukas Simmbrunner: *I think working style is more dependent on the person rather than leadership communication influencing working style. However, communication does influence motivation and performance of employees.*

4.7 Advantages of communication

It came as no surprise that the majority of respondents saw only advantages which come with internal communication. Moreover, respondents confirmed the research made by the author that there are mainly advantages of communication rather than disadvantages. In closing, benefits such as the engagement of employees, efficiency of employees, motivation, team spirit, team focus and efficient workflow are the foremost advantages respondents have answered.

Andreas Fassl: *Personally, until now I have had the experience that internal communication does only bring advantages to a team or organization. However in order to gain advantages from internal communication, the leaders communication style, skills and its effectiveness is an important factor which has to keep in mind when considering. In conclusion, effective internal communication brings advantages to both employees and leaders.*

4.8   Leadership position

Answers to question eight were overall roughly the same. Respondents agreed that people with good communication skills are more likely to be seen in a leadership position. This reflects the literature review findings in which Barett (2006) stated that communication skills are of advantage to overcome difficulties and to create and deliver messages that guide, motivate, inspire or direct others to action.

However, one respondent was doubtful and pointed out that skills of fluent communication just aims out to manipulate oneself to top of hierarchies. Furthermore, the respondent went into detail and made clear that there are many more factors/components influencing individuals when aiming for a leadership position.

> Barbara Schuetze: *There are more ingredients needed, by example career planning, fitting a demand, being at the right place at the right moment, having mentors and supporters, integrated communications, social psychology, will and consistency to reach the goal.*

4.9   Effective Communication

Respondents confess that effective communication of leaders is an advantage and it became clear that benefits outweigh disadvantages; therefore effective internal communication is an asset in today's business world. The analysis indicates that effective communication of leaders contributes to a well-functioning organization as well as creating a better work environment.

> Christian Fassl: *Increase productivity and empower people so they can grow and get self-confidence.*

> Barbara Schuetze: *All staff and teams share a common vision, goal, habit, code of conduct and even if targets sometimes disappear from horizon, effective internal communication of leaders will find a way to succeed.*

4.10 Relationship with employees

A decent personal relationship with employees is critical for feeling positive comfortable within a firm as respondents have mentioned. Furthermore, participants indicated that anyone who feels involved sees themselves as part of the company. Therefore, the relationship gets stronger as well as the emotional bond with the employer.

> Andreas Renner: *A Leader showing his interest in his team will result in advantages such as work wise and personal wise. In addition, Personal relationship with employees maintains a certain feeling in which employees feel accepted and welcome. Furthermore employees feel respected and needed which surely could results in performance and motivation of employees.*

4.11 Communicating with other Cultures

In general, respondents had the main thought of challenges when communicating with other cultures. Nevertheless, respondents did not experience communication in an international setting as a problem when talking to people living in different cultures. The business world today is very flexible, and employees/leaders are able to adapt to certain situations in no time. Diversity within a company is no rarity anymore which explains that companies are very open concerning where people come from. For the most part, respondents mentioned that the style of communication slightly changes into a more explanatory way when communicating with people from different cultures so. Also, respondents have mentioned studying different cultures beforehand to understand their behavior and acts afterward.

5 Conclusion

The research of this thesis aimed to identify how effective leadership communication contributes to a well-functioning organization and creating a smoother work environment for employees within a firm. Furthermore the aim was to find out several advantages effective leadership communication brings to employees.

The topic of internal communication has been well examined by researchers all around the world. The results of this research should be seen as a contribution to the existing knowledge. Furthermore, this research could be seen rather relevant for leaders around the world seeking for a better communication with employees.

Overall, primary research paired with the data collection has proven that internal communication of leaders can enhance a team's performance as well as the entrepreneurial atmosphere inside a company. Furthermore, the author stressed attention to some interesting findings in the literature review. In fact, it all comes down to the leaders' emotion, style and effort a leader puts in to effectively communicate with employees. Zulch (2014) has demonstrated similar thoughts to this as he indicated that effective leaders will be able to adapt to certain kinds of communication styles.

Innovation within a firm can only exist if leaders are able to work together with employees. Clear communication as well as the respectful handling of leaders and employees encourages employees to be passionate in their job and bring their ideas to life. Additionally, Morris (2007) considered employees as one of the most important sources of innovation. In conclusion, communicative organizations have proven to be more diverse than others as this lead to more distinct innovative ideas of employees. Therefore, communication is far more important to innovative cultures as first anticipated.

The results of the interviews has showed that all nine respondents do think that their effective communication with employees can be an asset as it could influence working style, motivation and performance of employees. Furthermore, respondents had similar views and rather listed advantages of effective internal communication.

Based on the literature review and the outcomes of the interviews, it is clear that communication of leaders contributes to a well-functioning organization. As a result, it creates a better work environment for leaders and employees but also influences motivation, performance and job satisfaction of employees. Therefore, the author emphasizes that leaders need to make use of their communication skills and communicate with employees. In addition, it is important that leaders integrate and talk with employees which can only have positive outcomes in terms of individuals as well as business wise. Overlaps between the literature review and the interviews has been found. In fact Medanchian et al. (2017) has summed up the results of effective leadership communication. Interviewees had the same thoughts of outcomes to this topic as they listed roughly the same results as found in the literature review.

To conclude this research, the author highlights attention to future research opportunities to the topic. It would be recommended to include more participants to the study to find out how the majority of people sees the importance of leadership communication inside the company. Furthermore it would be interesting to see if leaders from different demographics have different views to the topic.

5.1 Limitations

This study has been restricted by several limitations throughout the beginning. Therefore, this section discusses some of the major limitations throughout this research. One of the greatest problems occurred was to find participants which were able and willing to take part in this interview. Most participants declined as their workload was too high and most leaders ignored my request. The author came to the conclusion to adopt the snowball sampling method due to the lack of participants. However, even though the sample itself is geographically well distributed in Austria, the conclusions cannot be observed in the entire field of internal leadership communication as the sample itself consisted of only nine respondents. In conclusion, it can be said that the findings gained from this work, internal leadership communication basically has the opportunity to contribute to employees' motivation and the overall satisfaction of employees. However, internal leadership communication can only increase employees' motivation, if leaders focus on employees' needs.

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7 Appendices

7.1 Appendix 1

7.1.1 Christian Fassl

What is your current position and past working experience?

Answer: Working as a Project manager and Project director for a international company

How would you describe your communication strategies and communication within your current firm? What works better and what could be improved?

A: It is always important to build a good relationship between all people and therefore it is very important that you talk to the people. Talking speeds up the process and of course there is always room for improvements

What kind of communication do you prefer with your employees and business partners? why?

A: Nowadays sending emails and copy everybody in is the easiest and most used communication tool which works but is not that effective compared to verbal communication. I prefer to talk to people and/or to inform them ahead I am sending emails, to make them aware about special situations and to get attention in terms of giving this email more priority

In your opinion, what is for you a good leader? Describe leadership?

A: A good leader is a person who talks to the people and actively involves people in all processes and also empowers them for the activity/job. As a leader you should guide and support people which improves their self-confidence. In addition, a leader should be able to motivate employees which could result in job satisfaction and job performance.

Do you think that communication is an important leadership characteristic? State some of the attributes that you think communication is an important characteristic of good leaders.

A: yes, because during the communication you can build a relationship and also see the strength and weakness from your "gegenueber" and then you can guide him in that way that u use his strength

In your opinion, how does great leadership communication influence i) working style, ii) motivation and iii) performance of employees?

A: communication is a absolute booster for all

What advantages/disadvantages does a solid communication of team-leader lead to in a company (i.e., spillover effect?)

A:

Do you think good communicators or leaders with communication skills have a higher chance to be seen in leadership positions? Why?

A: definitely yes, if you are looking at the leaders of big companies, with their communications skills they can sell emotions and create needs (Apple, Tesla, ….)

What advantages/disadvantages does effective internal communication bring to a company?

A: increase productivity and empower people so that they can grow and get self confidence

How does internal communication with employees strengthen personal relationship as well as the working environment?

A: they get more self confident and then perhaps they start asking more questions and want to take on more responsibility

How do you deal with communication in an international setting (i.e., various cultures)? and what changes in terms of communication and leadership style?

A: In international settings for you have to understand that there are many cultures on earth and all are somehow different, like Europe, middle-east, Asia, Africa. The differences and understanding of things are sometimes totally different. From My experience you have to accept this and you have to know that you can't change their mentality. Based on that you have to be flexible what and how you are talking to different cultures, so that they understand and accept what you are talking. Most of the time a difficult task

7.1.2 Christoph Jany

What is your current position and past working experience?

Answer: Project Manager at KSC Construction (Austria)

Project Director at Ungersteel ME (UAE)

Engineering Manager at Ungersteel ME (UAE)

Detailer at Unger Stahlbau (Austria)

How would you describe your communication strategies and communication within your current firm? What works better and what could be improved?

A: The current situation in our small company is more like an anarchy and doesn't have a communication strategy.

Improvement:

- Try to understand and implement good ideas from the employees

What kind of communication do you prefer with your employees and business partners? why?

A: I would prefer a face to face communication but due to the time pressure in the job and different geographical locations of involved companies it is necessary to work with email communication.

my personal experience was that in many projects with multicultural

participation we could reach good solutions in everybody's favor if we sit and solve the problem together. Instead of sending emails back and forth.

In your opinion, what is for you a good leader?

A: He/she should know what they are talking about.

He/she should understand the complexity of the given task.

He/she should be able to inspire and motivate employees so that they do their work with more self-driven commitment.

How would you describe good leadership?

A: Listen to the ideas of the employees.

Show and fix with your employees reachable targets for the project tasks and for their development within the company.

Do you think that communication is an important leadership characteristic? State some of the attributes that you think communication is an important characteristic of good leaders.

A: Be honest with your employees

Be inspiring

be open minded

In your opinion, how does great leadership communication influence i) working style, ii) motivation and iii) performance of employees?

A: All the above mentioned (i, ii, iii) will improve if the leader is able to communicate with the employees in a respectful and understanding matter.

What advantages/disadvantages does a solid communication of team-leader lead to in a company (i.e., spillover effect?)

A: advantages:
Motivated employees

efficient work
better work flow

No disadvantages

Do you think good communicators or leaders with communication skills have a higher chance to be seen in leadership positions? Why?

A: If you are a motivator/influencer of other employees the management will definitely honor your engagement.

What advantages/disadvantages does effective internal communication bring to a company?

A: advantages:
Motivated employees
efficient work
better work flow

No disadvantages

How does internal communication with employees strengthen personal relationship as well as the working environment?

A: Yearly appraisal will give you the possibility to strengthen the relationship to your employees. During the discussion you can create the development plan so that the employees can grow and stay in the company.

How do you deal with communication in an international setting (i.e., various cultures)? and what changes in terms of communication and leadership style?

A: Especially in construction business i prefer the drawing, as this is the common language of the engineers.

In regards of the internal leadership style i would recommend to study the different cultures to understand their behavior.

What else would you like to share about this topic of communication and leadership?

7.1.3 Andreas Fassl

What is your current position and past working experience?

Answer:

Current: Program Manager - ERP Implementation (ILF Group Holding)

Previous: Director Projects (ILF Germany), Interim Manager - Head of Project Controls & Head of Planning (OMV), Head of Department - Energy (Siemens AG),

How would you describe your communication strategies and communication within your current firm? What works better and what could be improved?

A: Open communication, "open door" - policy

What kind of communication do you prefer with your employees and business partners? why?

A: Open communication, "open door" - policy

In your opinion, what is for you a good leader?

A: good leader enables employees

How would you describe good leadership?

A: good leader enables employees to deliver

Do you think that communication is an important leadership characteristic? State some of the attributes that you think communication is an important characteristic of good leaders.

A: yes

In your opinion, how does great leadership communication influence i) working style, ii) motivation and iii) performance of employees?

A:

What advantages/disadvantages does a solid communication of team-leader lead to in a company (i.e., spillover effect?)

A:

Do you think good communicators or leaders with communication skills have a higher chance to be seen in leadership positions? Why?

A: not mandatory, as their superiors need to be good communicators as well

What advantages/disadvantages does effective internal communication bring to a company?

A: biggest risk are the "useless" discussion forums. open communication does not mean productive communication. you can have "good" meetings where everybody Is pleased with, but no results.

How does internal communication with employees strengthen personal relationship as well as the working environment?

A: again both ways - communication Is neither linked to relationship or working environment. Communication Is the tool to maintain this relationships.

How do you deal with communication in an international setting (i.e., various cultures)? and what changes in terms of communication and leadership style?

A: Intracultural aspects need to be considered,

What else would you like to share about this topic of communication and leadership?

A: Good leaders are mostly good communicators, whereas good communicators are not mandatory able to lead

7.1.4   Barbara Schuetze

What is your current position and past working experience?

Answer: Managing owner

How would you describe your communication strategies and communication within your current firm? What works better and what could be improved?

A: transparency and appreciation on top and consistent reflection of understanding. Improvement anyway could be given on focus on agile structure, open mind, criticism and responsibility on/of innovative ideas and contributions

What kind of communication do you prefer with your employees and business partners? why?

A: systemic reflection and integration of third party remarks, offers and complains enhance joint development. Appreciative inquiry should be the key of team success and keeping up spirits and enthusiasm

In your opinion, what is for you a good leader?

A: one who's understanding of leadership is offering frame, rules and procedure within agile solutions may grow

How would you describe good leadership?

A: appreciation of team´s contribution, having and giving vision and targets able to provide enthusiasm and empowering team to strive. Aligning diverse speed, competences and understanding towards an agreed target, putting right questions on table and insisting on and motivating to answer.

Do you think that communication is an important leadership characteristic? State some of the attributes that you think communication is an important characteristic of good leaders.

A: ability of empathy, reflection, understanding situation, system of influence, clear articulation of facts and targets and never giving up even if you feel you already failed.

In your opinion, how does great leadership communication influence i) working style, ii) motivation and iii) performance of employees?

A: clear and concise preparation, solid and fact based appreciation awakes and develop all resources and experiences of individuals, encourage to contribute to a common goal and taking responsibility of any result and going beyond targets….

What advantages/disadvantages does a solid communication of team-leader lead to in a company (i.e., spillover effect?)

A: I like the „solid" in your question ;-)
I am a fan of fractal interactions, convinced of spillover and infectious role model effect, as well attitudes as results … everybody wants to be part of a winning team or project

Do you think good communicators or leaders with communication skills have a higher chance to be seen in leadership positions? Why?

A: depends on the aim of „good communication"… and the level of consciousness. Sometimes skills of fluent communication just aim to manipulate oneself to top of hierarchy. Sometimes leaders lead without having the power of function, just by personality and never aim for a higher function. There are more ingrediences needed, by example carrier planning, fitting a demand, being at the right place at the right moment, having mentors and supporters and amongst many others, non verbal, integrated communications, social psychology, will and consistency to reach the goal.

What advantages/disadvantages does effective internal communication bring to a company?

A: all staff and teams share a common vision, goal, habit, code of conduct and even if targets sometimes disappear form horizon, the crowd will find a way to succeed.

How does internal communication with employees strengthen personal relationship as well as the working environment?

A: sharing ideas, targets, successes and joy, celebrating results build teams and foster collaboration beyond working environment and individual responsibility and service.

How do you deal with communication in an international setting (i.e., various cultures)? and what changes in terms of communication and leadership style?

A: knowing diversity and appreciate all cultures and abilities to contribute to a well understood target is not depending on different countries, religions and values. Diversity can be found also within one company and therefore necessary part of any leaders`communication

What else would you like to share about this topic of communication and leadership?

A: Stay open, interested in new and even strange, welcome obstacles and constrains as your support and motivation of personal growth

7.1.5   Karina Breitwieser

What is your current position and past working experience?

Answer:

now: Project Director on Site (Senior Project Management)

previous: Head of Project Management / Commercial Management / Installation; Representative Managing Director

How would you describe your communication strategies and communication within your current firm? What works better and what could be improved?

A: combination of

regular exchange meetings (project review, management jour fixe, strategy days etc),

meetings for specific topics (project specific, as part of the continuous Improvement process, etc.)

emails,

direct verbal exchange;

Improvement:

restrict number of involved peoples;

better longer meetings with a specific outcome than short meetings in which people only discuss what should be done;

LISTEN to what others say;

After every meeting: protocol or short (email) summary

What kind of communication do you prefer with your employees and business partners? why?

A: direct verbal communication:

Ask questions and get quick answers (speeds up the process of exchange)

possibility to make sure that there are no misunderstandings / Interpretations

pass a lot more information (eg non-verbal body language,)

In your opinion, what is for you a good leader?

A: someone who can set up the conditions in such a way that his people can fully make use of their potential to contribute to the common target

How would you describe good leadership?

A: following main tasks:

analyse the situation (market + client / internal and external resources / processes / technical room for solutions, products) and re-analyse in a continuous process

develop and formulate clear targets and adjust them flexibly as the conditions change

set up an organisation (including processes) to reach those targets with the given resources and adjust in a continuous process

develop resources and make them fit for future targets

continuous communication process with own people / top management / management team to make sure that all involved have a similar understanding or different views are incorporated into the decisions

make sure that own resources have the work-life balance needed to keep a long-term efficiency

Do you think that communication is an important leadership characteristic? State some of the attributes that you think communication is an important characteristic of good leaders.

A:

LISTEN and try to understand what the other one really wants to say

Ask questions

have a good understanding of own 'filters' / approach to certain topics / 'blind spots' etc. that determine communication ('4 ears / 4 beaks')

use empathic skills and try to develop a good understanding of the communication specifics of the other person

aim for clarity in communication

In your opinion, how does great leadership communication influence i) working style, ii) motivation and iii) performance of employees?

A: great leadership communication can ensure:

Internally:

efficient working of employees because it is aiming for clarity

enhance motivation and make full use of employees' potential

reduce internal friction relating to rumours / mobbing / power fights

Externally:

good client communication can improve market position, supplier effectiveness and project success

What advantages/disadvantages does a solid communication of team-leader lead to in a company (i.e., spillover effect?)

A: good communication leads to an alignment of other team leaders (and their teams) and makes sure that all activities are focusing on reaching the targets

Do you think good communicators or leaders with communication skills have a higher chance to be seen in leadership positions? Why?

A: because they imply trust that problems can be solved in the organisation

What advantages/disadvantages does effective internal communication bring to a company?

A: see 9

How does internal communication with employees strengthen personal relationship as well as the working environment?

A: communication with employees makes sure that problems can be seen and hence solved earlier, proposals for improvement can be identified and used earlier; it is essential for a leader to understand what is needed to make his team most effective and efficient

How do you deal with communication in an international setting (i.e., various cultures)? and what changes in terms of communication and leadership style?

A: dos and don'ts need to be properly understood and respected

What else would you like to share about this topic of communication and leadership?

A:

what is said is not necessarily what people want to say /

what is understood is not necessarily what you want the other one to understand /

what you hear is not necessarily the correct or whole message;

7.1.6   Bernhard Krumpel

What is your current position and past working experience?

Answer: Head of Group Communications. In the past I worked for politicians in Lower Austria (Spokesperson) and the Minister of the Interior (Minister's office), afterwards in the Telecommunication industry (Motorola). But I also worked as Managing Director in a PR Agency.

How would you describe your communication strategies and communication within your current firm? What works better and what could be improved?

A: We try to communicate our activities in the field of responsible gaming, we also focus on international media (the Group has locations in more than 50 countries and exports high-tech electronic gaming equipment and solutions to more than 75 countries). The current focus is to improve our internal (employees) communication

What kind of communication do you prefer with your employees and business partners? why?

A: We try to integrate employees in our communication. Personally I prefer Townhall meetings (direct communication). Beside that we inform our employees through our Intranet and screens, which are located on the floors.

In your opinion, what is for you a good leader?

A: Someone who has a vision and who has the ability to communicate this vision.

How would you describe good leadership?

A: To motivate/empower people to make decisions (on their level), to give feedback to his/her staff and to be a model in his/her daily behavior

Do you think that communication is an important leadership characteristic? State some of the attributes that you think communication is an important characteristic of good leaders.

A: Definitely. You always have to inform the people about things they need to know, to repeat the vision and to check if people are on the right way.

In your opinion, how does great leadership communication influence i) working style, ii) motivation and iii) performance of employees?

A: It is one of the three important topics for Leadership beside payment and team spirit.

What advantages/disadvantages does a solid communication of team-leader lead to in a company (i.e., spillover effect?)

A: It is motivating, it is a token of esteem and people stay on the (strategic) course of action.

Do you think good communicators or leaders with communication skills have a higher chance to be seen in leadership positions? Why?

A: Definitely. It is a psychological effect and we live in the age of communication. It is more important than ever to translate complex issues in simple words - beside all the evolutionary side effects, like Social Media

What advantages/disadvantages does effective internal communication bring to a company?

A: I only see advantages: Motivation, dedication, and people will be ambassadors.

How does internal communication with employees strengthen personal relationship as well as the working environment?

A: People know what is going on in the company and the can also argue against rumors which come from other people. They are the best storytellers (credibility!) And at least they motivate each other.

How do you deal with communication in an international setting (i.e., various cultures)? and what changes in terms of communication and leadership style?

A: Main language is in English, so you have to work with short and clear messages/sentences. Because of different time zones it is better to work with short (~2 minutes) videos and you have to empower the local management to set their own in activities.

What else would you like to share about this topic of communication and leadership?

A: You should have a plan what you should communicate and when you will do it. Communication is a strategic tool, which needs planning and regularity.

7.1.7 Bernhard Wolfschuetz

What is your current position and past working experience?

Answer: Head of HR

How would you describe your communication strategies and communication within your current firm? What works better and what could be improved?

A: There are implemented communication circles both concerning business (Vertriebssteuerungskreislauf) and staff (MbO). Besides, each departement has separate communication circles on its own: wöchentl. Vorstandsmeeting, Gruppenleitertreffen, morning huddle …

There is also an important informal communication going on within trainings, lunchtime ...

Improvement could be done in the quality of meetings: clear agenda and process, summit

What kind of communication do you prefer with your employees and business partners? why?

A: direct, clear and individual; personal presence, video conferencing or phone

In your opinion, what is for you a good leader?

A: someone, who has followers

How would you describe good leadership?

A: a good leader works within **reality**, which is shared within the team. There is no illusion

A good leader is **couraged**: she/he takes responsibility, is initiative and sustaining

A good leader is full of **values**, that make sense and therefore brings engagement.

a good leader has **visions**, attractive pictures of the future, consisting of creativity and objectives and data, logics and analytics

Do you think that communication is an important leadership characteristic? State some of the attributes that you think communication is an important characteristic of good leaders.

A: Yes, I think so. A good leader always focuses his/her communication on the acceptor: how can I reach my "audience" direktly and touch deeply?

In your opinion, how does great leadership communication influence i) working style, ii) motivation and iii) performance of employees?

A: of course really great leadership has a positive influence on all of these.

What advantages/disadvantages does a solid communication of team-leader lead to in a company (i.e., spillover effect?)

A: a solid, clear and direct communication always has the advantage of high orientation for the employees. I can see no disadvantage.

Do you think good communicators or leaders with communication skills have a higher chance to be seen in leadership positions? Why?

A: Yes, I think so, mostly because they are more visible to the board. And sometimes this is not fair.

What advantages/disadvantages does effective internal communication bring to a company?

A: short processes, quick resolutions, high orientation

How does internal communication with employees strengthen personal relationship as well as the working environment?

A: this is part of beeing recognized as a human within the working process, with all my strength, weaknesses, hopes and fears

How do you deal with communication in an international setting (i.e., various cultures)? and what changes in terms of communication and leadership style?

A: know and acknowledge the basic of communication rules and habbits in other cultures

What else would you like to share about this topic of communication and leadership?

A: less communications and words is sometimes more: make it short and practical.

7.1.8 Lukas Simbrunner

What is your current position and past working experience?

Answer: Co-Founder, Head of Marketing. Vorher div. Praktika in Werbeagenturen

How would you describe your communication strategies and communication within your current firm? What works better and what could be improved?

A: Offene Kommunikation, flache Hierachien. Jede Meinung ist wichtig, jeder wird dazu ermuntert sich einzubringen. Wir haben hierfür auch tägliche und zwei-wöchentliche Rahmen. Beim Daily Stand up hat jeder täglich die Möglichkeit Erfolge, Probleme und Lösungen in seinem Alltag zu erzählen, damit auch andere von den Lösungen profitieren bzw. Lösungsvorschläge liefern können. Das Teamfrühstück alle zwei Wochen ist dazu da um ungezwungen kreative Ideen zu besprchen und auch allgemeine Verbesserungen/Wünsche anzusprechen. Wir streben ein Höchstmaß an Transparenz an.

What kind of communication do you prefer with your employees and business partners? why?

A: Mit MA familiar und offen. Mit Geschäspartnern streben wir ebenfalls eine enge und joviale Beziehung an, da für uns langfristig erfolgreiche Partnerschaften nur über Kommunikation auf Augenhöhe erfolgen können.

In your opinion, what is for you a good leader?

A: Ein guter Leader inspiriert und motiviert seine Mitarbeiter. Geht auf Probleme ein, unterstützt, aber befähigt auch zu eigenverantwortlichem Handeln seiner MA.

How would you describe good leadership?

A: siehe oben.

Do you think that communication is an important leadership characteristic? State some of the attributes that you think communication is an important characteristic of good leaders.

A: Kommunikation ist einer der wichtigsten Bestandteile von Führung. Die meiste Unzufriedenheit ist mMn auf falsche Kommunikation zurückzuführen. Dabei ist Kommunikation keine Fähigkeit, sondern ein ständiger Prozess der vom "Leader" immer wieder adaptiert werden muss.

In your opinion, how does great leadership communication influence i) working style, ii) motivation and iii) performance of employees?

A: Ich glaube der Arbeitsstil ist zu sehr personenabhänig, als dass Leadership Kommunikation einen Einfluss darauf hat. Auf die Motivation und Performance hat gute Kommunikation auf jeden Fall Einfluss. Eine offene und insprierierende Kommunikation wirkt sicherlich sinnstiftend.

What advantages/disadvantages does a solid communication of team-leader lead to in a company (i.e., spillover effect?)

A: siehe 7

Do you think good communicators or leaders with communication skills have a higher chance to be seen in leadership positions? Why?

A: Bei der Führung geht es vor allem um das managen von Mitarbeitern. Wer da schlecht kommuniziert, wird nicht erfolgreich sein.

What advantages/disadvantages does effective internal communication bring to a company?

A: Kann man dieses "Warum" auch intern gut kommunizieren, wirkt es sich sicherlich positive auf den work flow aus.

How does internal communication with employees strengthen personal relationship as well as the working environment?

A: Wer sich durch gute Kommunikation eingebunden fühlt, sieht sich als Teil des Unternehmens. Dementsprechend besser ist die AG-AN-Beziehung wie auch die emotionale Bindung an den Arbeitgeber.

How do you deal with communication in an international setting (i.e., various cultures)? and what changes in terms of communication and leadership style?

A: Wir kommunizieren immer gleich.

What else would you like to share about this topic of communication and leadership?

A:

7.1.9 Andreas Renner

What is your current position and past working experience?

Answer: Einkaufsleiter Grossprojekte

How would you describe your communication strategies and communication within your current firm? What works better and what could be improved?

A: Attending meetings and get all info's which are required to do my job and secure the project. After put in a MOM and send to the concern persons to make sure everyone have same understanding.

What kind of communication do you prefer with your employees and business partners? why?

A: First oral communication, second phone calls and Skype conversations and third Emails

Oral communication is very important to understand the other party and have a picture to the person to whom you are talking

In your opinion, what is for you a good leader?

A: Good leader have to identify the strengths and weaknesses of his staff. He must be able to build a team where are all working in one direction. For me is a good leader if nobody feel that he is the Boss but all respect him and follow the direction which is given by him.

How would you describe good leadership?

A: A good leader have to know his job from A to Z or minimum how he can handle and manage.

Do you think that communication is an important leadership characteristic? State some of the attributes that you think communication is an important characteristic of good leaders.

A:Yes it is and it is very important to communicate with his staff regular to be aware of everything

In your opinion, how does great leadership communication influence i) working style, ii) motivation and iii) performance of employees?

A: work style his staff will follow without any doubt; motivation most of the employees will be very motivated if the leader make them understand their value to the team and company; if all are motivated output will be more and everything will go much more easier

What advantages/disadvantages does a solid communication of team-leader lead to in a company (i.e., spillover effect?)

A: Solid communication will avoid misunderstandings and de motivation because staff will notice their value to the team and company

Do you think good communicators or leaders with communication skills have a higher chance to be seen in leadership positions? Why?

A: Yes because he will be able to build a team and motivate his team continuously and in this way he respectively company will get all benefits from the staff

What advantages/disadvantages does effective internal communication bring to a company?

A: Internal communication if in a positive way will built better teamwork and relationships.

How does internal communication with employees strengthen personal relationship as well as the working environment?

A: A Leader showing his interest in his team will result in advantages such as work wise and personal wise. In addition, Personal relationship with employees maintains a certain feeling in which employees feel accepted and welcome. Furthermore employees feel respected and needed which surely could results in performance and motivation of employees

How do you deal with communication in an international setting (i.e., various cultures)? and what changes in terms of communication and leadership style?

A: Various cultures means different mentality which means first you have to understand as a leader there culture and mentality to make sure they can follow you.

What else would you like to share about this topic of communication and leadership?

A: Leadership means to manage his team and fulfil all duties and responsibilities which are given by the company. Leadership means to delegate, control, advise and finalize.

Push your employees to the limit and next level. Leadership means that your team accept and respect you without showing them who is the boss.

Communication Is the most important task in our business and culture.