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SOLARIS AND SUPERNOVA

Change

- **New strategy** which a lot of issues to be dealt with
- **Internal factors**: keeping employees satisfied and happy, catering for the different skills of the 2 separate businesses
- **External**: performance standardization, process are different (predetermined script vs. autonomy)

What needs to be change? Very contrast atmosphere (sing song, punk out vs. traditional environmenrt call centre; as culture differs, need to manage Supernova the Solaris way

Intervention -> Evolutionary by relaxing metrix in Supernova and introduce Supernova the Sing Song and Fun Days

Change agent should be from inside the from that has authority so can be acknowledged by Supernova -> Kimberly; help adapt the culture change

Implementation: Fun Days can be held in Supernova to help socialize; awal'' jgan dicampur langsung. Lessen the strictness of Supernova, but don't get much free autonomy like in Solaris

Communication

Functional Approach: effective communication will rely on how a message is designed and transmitted.

1. **Functional design (purpose of the message)**
   - Solaris's communication highly revolves around establishing relationship between people. Solaris wants to present their employees with a welcoming, friendly and a light-hearted culture. To communicate this, the design of their message should reflect its content (i.e. shaped in a warm, gentle way). Means of communicating the culture through fun days, spot prizes, sing songs which is all light-hearted.
   - Supernova's communication is focused on organizing -as it established rules, regulations and policies. To do so, communication is strict and rigid, designed to reflect the inflexibility of the rules. Rules concerning breaks and shifts were clearly expressed to employees in great detail (such specificity shows management's expectation on employee's behavior). It may be seen as oppressive and efficient, but employee's job performance can be threatened due to low job satisfaction.

2. **Networks**
   - Solaris network is informal, creating a sense of involvement. Open network so workers are not afraid to express themselves.
   - Supernova's is formal, vertical movement from top to bottom.
3. **Channels**
   - Solaris are unorthodox as it is face-to-face, more indirectly through the encouragement of culture activities.
   - Supernova is formal and final as there are predetermined scripts which employees must abide by are put in writing.
4. **Direction**
   Supernova is prominently downward direction of communication.
5. **Frequency and load**
   - Solaris overloads some of their more cynical employees by making them feel stifled or suffocated by the culture. This is because their methods of communication of the culture (e.g. through sing songs) may be seen as overdone and some employees feel humiliated by the culture exercises and pressured into performing them.
   - Supernova's communication may be overloaded. The very detailed and severe rules and regulations may come off as oppressive.

Meaning-centered approach

1. **Organizing and decision-making**
   In Solaris, communication was very open and inclusive. Buzz words such as "partners" and "trust" were encouraged to cultivate a family-like atmosphere, where employees may feel free to express their opinions and thoughts. It fostered a participative philosophy which allows employees more discretion in their work and opportunities for giving feedback for management's decisions. Not only management accept feedback, but they encouraged and expected employees to contribute in discussions and meetings.

   Supernova is the opposite, communication is strictly top-down and employees have little discretion at work. Their shifts and breaks are rigidly decided for them by harsh rules and regulations. Feedback from employees is limited in such an oppressive organization and decision-making is not participative.

2. **Influence and power**
   In Solaris, the use of communication as source of power and influence is rather invisible. Influenced employee to enjoy their work and manipulate them to view it as a 'more like party than a lifeless chore' – the Solaris way being captured in the slogan 'Excitement, Attitude, Achievement' which is printed everywhere and planted on its employee's minds. This is so they can present to customers an a way that is exciting, cool and fun.