

Findings from transcription

In this table, we have chosen only to include what we consider to be significant findings which display evidence or counter-evidence to the effective use of storytelling. This includes both summaries of what was said as well as direct quotes from the subjects.

We have chosen to split our findings into two tables, one for each leader. This was a tactical choice made for the effective comparison of the responses of each leader to the responses of their own employees – and also for the effective comparison between the two teams.

The abbreviations L1 and L2 signify Leader 1 and Leader 2. M1 and M2 are Employees 1 and 2. As such, L1M2 would signify Employee 2 of Leader 1. These abbreviations have been put in place in order to uphold the anonymity of our research subjects.

	Identity	Stability	Commitment	Meaning	Thesis
L1	As far as the importance of employees knowing and identifying with company values and background, L1 consistently replies that this is of importance for their employees. The leader consistently through several questions continue to	Again, the leader emphasises the importance of stories, and also demonstrates detailed knowledge of the core story of Telenor. This is evidence of the existence of storytelling within the organization. The leader also expresses that clear	The leader is asked questions that relate to how they attempt to make the stories matter to the employee. L1 explains this as «drips that fall every now and then» («drypp her og der»), and explains that they to ask questions that lead employees	When asked what type of leader they wish to be, they focus mostly on boundaries and clear communication. L1 is also asked which Telenor-specific factoids they utilize when trying to engage staff. Here they mention company history, but focus more	At this point, L1 has been given an explanation of the term storytelling as well as what we are trying to discover in our thesis. They have very little previous knowledge of the term. They explain that from their own experience, stories make things easier

	<p>state the importance of identifying with company background. Furthermore, the responses regarding their own communication of company identity and values, their responses are less consistent. Early on in the interview, the leader is asked about in what ways the leader attempts to communicate organizational values. Here, the leader states that seeing as the current employees «have been here for a while» («...de som er her har vært her en stund»), it is not in her position to hold basic training in</p>	<p>expectations have been set for their behaviour in the terms of specific strategy and the Telenor-specific behavioral concept «E4». L1 expresses that the core story of Telenor feels distant for employees of their unit, and that it is of importance that the employees have a relationship to the company core story in order to understand company routines and work norms. L1 does not comment on the frequency of their use of stories. When asked about what messages L1 utilizes to inspire motivation among staff, they state background</p>	<p>to making the discovery themselves. There is low evidence of L1 attempting to use storytelling to create commitment.</p>	<p>on strategic decisions. When asked directly how they provide meaning to employees in their everyday worklife, L1 focuses more on stories and specifically mentions both core stories and other stories («gladhistorier», in their own words). This points towards awareness of storytelling as a tool to create meaning, but not so much towards it being used in everyday scenarios.</p>	<p>to remember, rather than a «grocery list», and that stories will more often touch the hearts, rather than the heads (in his/her own words, «(historier) treffer oftere hjertet på hver enkelt da, enn hodene, som alt annet gjør»). L1 explains that from their own experience, they have two leaders; one whom they believe to be utilizing storytelling consciously and one whom they believe to be utilizing storytelling without specific intention or agenda. This leader finds it more effective when used intentionally and consciously.</p>
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	<p>Telenor values and culture. However, later on in the interview the leader is asked about the importance of employees identifying with company background. The leader states that this is of importance, and that company background has previously been neglected in leader-to-employee communication within this unit. The leader also states that it is her intention to communicate «something about the backdrop and something about where we're going» («noe med bakteppet og noe med</p>	<p>and purpose as main messages.</p>			<p>They add that they believe it could give employees motivation and drive, and that they would be better able to convey messages to staff if they had more assistance or correction in how to use it.</p>
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	<p>hvor vi skal»). In conclusion, the leader believes that employees are adequately familiar with company values, but insufficiently familiar with company background. The leader makes frequent attempts to communicate the company background to her employees. Evidence suggest that the leader attempts to utilize storytelling as a mean to establish identification.</p>				
L1M1	<p>When asked about how their manager conveys Telenor company identity, they emphasize behavioral aspects as well as the current</p>	<p>The employee is asked about the communication of guidelines, rules and norms. Again, the employee repeats that such guidelines</p>	<p>This employee does not recall being taught about company history and background upon recruitment, but does state that such information</p>	<p>L2M1 gives unclear responses to questions on whether or not their manager is a motivating leader. Furthermore, they state that their manager has a motivating</p>	<p>The results on these questions indicate that the subject misunderstood the concept of storytelling as something that relates to stories about</p>

	<p>process of rationalization. This person states that there are norms, but these apply to customer treatment rather than company internal behavior. This is repeated several times upon different questions regarding company values. This employee does not know the Telenor values by heart, and also struggles to differ values from strategy. When asked about rites and rituals, the person mentions larger gatherings that have been of importance for them, because they give the feeling of being a part of</p>	<p>are communicated, but only insofar as they apply to customer treatment. This person states that they are meant to establish team rules on their yearly team day, but this is often left out due to time crunches and rationalization. Furthermore, they state that their motivation mostly comes from positive customer feedback. Lastly, this person states that they feel the current manager is making changes rapidly and without further investigation. This could also affect the factor of identity. These</p>	<p>is sometimes shared at team meetings. The person displays some knowledge of company background, no knowledge of detail. L1M1 states that knowledge of company values makes them proud of being an employee of Telenor, and that it adds to their pride and makes them work harder. Furthermore, L1M1 does feel that their position is of importance, but also that this feeling is self-generated and not contributed to by their leader. Lastly, when asked about what timeframe they see</p>	<p>personality and is motivating because they are skilled and competent. L1M1 also states that they won't say that their manager is or is not a motivating person. When asked directly what gives them meaning, L1M1 says this is something they feel when they can resolve problems. The responses do not show evidence that storytelling is being used to create meaning.</p>	<p>customers. However, when asked about the background of the company values, L1M1 simply states that they suppose they were developed in workshops on top level management. This indicates little awareness of company history as a cause of the current state of affairs. As such, we find no evidence of L1M1 having noticed any use of storytelling.</p>
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	<p>something bigger («Du får følelsen av at du er en del av en større sammenheng»), but also states that these do not occur on a regular basis. This employee states that at such occasions, smaller and larger stories regarding the company are shared by key figures in the organization . This employee does believe that her manager holds extensive knowledge about company history, and that said manager would be a lesser leader without said knowledge. These answers do not give evidence of effective use</p>	<p>questions give no evidence of notable use of storytelling.</p>	<p>themselves having in this job, they state that they take one day at a time, but are aware of the opportunities that exist within Telenor. L1M1 mentions both the current and recently elected CEO of the Telenor Group as being people they look up to. It should also be mentioned in the context of commitment that L1M1 repeatedly mentions the matter of rationalization. They also bring it up in the context of managers within the organization stating that keeping this unit in Norway is expensive, and that it</p>		
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	of storytelling.		might get outsourced to Sweden.		
L1M2	<p>L1M2 states repeatedly that organizational culture in their unit is measured by the units accomplishments. They do not display knowledge of company values. When asked directly whether their leader frequently communicates background, values and history, they state that there is not much focus on these things. L1M2 makes no noteworthy observations of rites or rituals. They state that their culture is defined by general professional behavior as well as the fact that Telenor is a large organization</p>	<p>L1M2's replies indicate that communication regarding both background stories as well as rules and guidelines is sparse. While they display knowledge that rules and routines exist, they also describe them as more or less general professional behavior. L1M2 speaks vaguely and unclearly of the topic, but does not appear to recall this being a topic of conversation. This employee states that when their leader tries to motivate staff, they utilize demonstrations of</p>	<p>L1M2 displays very limited knowledge of the companys core story. They state that leaders in general often talk about behaving in a way which is in line with company values. However, L1M2 also states that behavior is rarely discussed in the context of company stories. L1M2 does feel their position is of importance for Telenor, but also underlines that there are many people who bear the brunt. L1M2 mentions the top manager of the company as someone</p>	<p>Regarding communication from their manager about company background, L1M2 states that their manager might have touched upon the topic, and probably within the context of team meetings. L1M2 is vague in claiming that their manager is a motivating leader, and days that the messages given from their manager which motivate are those who bring messages of success within the unit, or otherwise messages where the manager has made changes which better</p>	<p>L1M2 does not hold previous knowledge of the term storytelling. He says top managers often talk about the core stories of the company when you see them, but does not give any evidence of this being utilized by their own manager.</p>

	<p>, which also means their moves are being observed by the public. They mention the social work environment as the main motivating factor, and when asked directly about what gives them identity at work, they reply stating that they're a part of a large organization that is of importance to a lot of people, especially in Norway. L1M2 does not display evidence of use of storytelling to create stability.</p>	<p>numbers and results.</p>	<p>who's visible in the media and can pull conversations in a positive direction, and says this might help give identity to those who work at Telenor. Regarding time frame, L1M2 comments that they will not be in this position in ten years' time, but that they'd be comfortable holding a different position in Telenor.</p>	<p>facilitate success.</p>	
<p>Conclusion</p>	<p>Evidence suggests that L1 does attempt to utilize storytelling to create identity. However, it also suggests that L1M1 and L1M2</p>	<p>Rules and norms are important factors in upkeeping stability. These interview results indicate that all subjects have different</p>	<p>While L1 displays no evidence of attempting to utilize storytelling to create commitment, both employees mention CEO's, current and</p>	<p>Evidence suggests that L1 has strong knowledge of stories within Telenor. This proves that storytelling does exist within the</p>	<p>In this case, all subjects agree that the use of storytelling would be beneficial. Again, it is stated (in this case by L1M2) that top managers</p>

	<p>has limited knowledge of the company core story, and while they both are aware that company values exist, neither know these particularly well. L1M1 and L1M2 do not display evidence that they identify themselves particularly much to the company, nor that storytelling has been utilized by their manager to steer them in that direction. It is also noteworthy that L1M1 mentions large rituals where storytelling was utilized as building identity.</p>	<p>experiences of the rules and norms of the company, as well as the communication of such. While the manager, L1 expresses that it is of importance that employees know the company's core story in order to understand routines and procedures, neither L1M1 nor L1M2 are able to make a connection between the two factors. While L1 states that the core of her motivational messages are messages that involve background and purpose, L1M1 and L1M2 both respond differently – where L1M1 states that her motivational</p>	<p>elected, as people they look up to. We therefore conclude that these two have a heroic position in the view of L1M1 and L1M2. Both employees recognize their positions as important, but L1M2 also states that he is one of many people who bear the brunt. Both employees have a long term perspective of their careers within Telenor, but not necessarily within the same position. The results give evidence that storytelling exists within the position, but not that the manager utilizes it to create or support</p>	<p>organization. However, neither employee is consistent in referring to their leader as a motivational person. L1M2 suggests that core story may have been touched upon within team meetings. There is low evidence of stories being utilized to create meaning.</p>	<p>utilize storytelling. L1M1 misinterprets the term. L1 understands the term, and sees high value in it. L1 believes that they need more assistance or correction on how to do so.</p>
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		<p>messages come from customers, LIM2 states that they do come from L1 but are rather messages containing positive results. Evidence indicates the intention to use storytelling from L1's perspective, but also suggests that this either has not been executed or has not resonated with the staff.</p>	<p>commitment</p>		
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	Identity	Commitment	Stability	Meaning	Thesis
L2	<p>Results of the interview with L2 indicates that L2 wants to be an inspiring leader for the employees, and furthermore L2 is concerned</p>	<p>For commitment L2 indicates that using L2's own experiences in L2 communication with employees. The results suggest that commitment is important for L2</p>	<p>Stability is a result of communication about behavior and Telenors background and history</p> <p>“det blir rett og slett kommuniser t i ROS-samtale,</p>	<p>Results indicate that L2 wants to be a leader that sets clear and concise expectations and wants to be a leader that has a open door policy. Using success</p>	<p>After being told the background for the interview L2 indicates that storytelling is a topic that can inspire, make employees more loyal and</p>

	<p>with how the employees identify with Telenor</p> <p>“Ikke sier “husk den verdien” men heller bruke det daglig. Minner dem på at vi gjør det enkelt både mot kunden og for de ansatte”</p> <p>“Vi ønsker å ha en viss arbeidskultur på arbeidsplassen”</p>	<p>already in the recruitment process.</p> <p>“og den jobben vi gjør med rekruttering da, når vi tar utvalget, så er vi veldig obs på at vi må lukte etter god atferd”</p> <p>Furthermore L2 uses success stories to further the commitment in employees.</p> <p>“det er vel rett og slett det å inspirere og ikke minst bare det å komme med noe bevis”</p> <p>Det kan være suksesshistorier for en KA, så det er ikke bare suksesshistorier fra ledere, men også historier fra medarbeiderne”</p>	<p>mye enklere å påvirke en til en”</p> <p>“ det vil jeg si er en veldig viktig oppgave jeg har akkurat der”</p> <p>Da blir det jo en jobb de like gjerne kunne hatt i Netcom eller One Call”</p>	<p>stories to create meaning.</p> <p>“Vi hadde en ledersamling der vi måtte sette mål på hva slags type, eller måte, eller hva målet mitt som leder. “</p> <p>“Det har jeg jobbet en del med i etterkant.”</p> <p>“Er at jeg er en åpen leder som setter tydelige forventinger”</p> <p>“ja så lenge jeg finner en historie jeg kan bruke, en suksesshistorie fra avdelingen er jo gull”</p> <p>Furthermore L2 indicates that being apart of Telenor makes them feel a sense of pride</p> <p>“det å jobbe for en</p>	<p>moreover proud. Furthermore the leader suggests that moving storytelling from the unconscious to the conscious will make L2 a better leader and getting more out of the work they do today.</p> <p>“Jeg kan ikke se for meg en leder som ikke setter ting i sammenheng og drar historier og bruker på en måte tidligere suksesshistorier for å få en gruppe til å kjenne på følelsen av at “ja men det her klarer vi, det har vi jo gjort tidligere”</p> <p>“eller vi er veldig klar over verdien av storytelling, vi kan sikkert uten</p>
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				bedrift som du er stolt av, produktene, tjenestene vi tilbyr, det kan de ikke ta for gitt”	tvil få noen tips ifht til det”
L2M1	<p>L2M1 indicates that L2M1 believes that Telenors identity is something that is communicated in a formal setting, but that Telenors personality is something that lies inside of every employee.</p> <p>“Helt siden starten så går det veldig mye på historie, det er en slags stolthet du har der, det er et samfunnsansvar da å sett og vis”</p> <p>Furthermore L2M1 believes that the distance between leaders and</p>	<p>The results indicate that commitment for L2M1 stems both from the recruitment period and L2M1’s role in the organization</p> <p>“Ja, altså du har, jo sane spilleregler, du har jo “make it easy” og ja...”keep promises””</p> <p>“Problemløser, ja det er en viktig stilling. På kundesenteret, men utover det nei. Man får ikke den følelsen”</p>	<p>L2M1 suggest that stability is the result of “rein folkeskikk” and the communication is done mostly in a formal setting. These manners are latent in every employee.</p> <p>“ det er for det meste rein folkeskikk, egentlig på atferd, veldig mye på kultur også”</p> <p>More over L2M1 indicates that the leaders competence in Telenors background and history.</p> <p>“ det kan nok debatteres</p>	<p>Results indicate that meaning is created through motivation and how the leader behave.</p> <p>“faktisk at lederen har tatt opp med en vanskelig kunde. Og da blir det motivasjon, da er det kjekt og vite at h*n stiller opp”</p> <p>“H*n har en måte å si hei på og det er veldig fysisk og anerkjenne at du kommer på job og spørre hvordan turen har var”</p>	<p>L2M1 indicates that they do not see storytelling in their department the only storytelling that L2M1 has seen are success stories and maybe feedback from customers</p> <p>“Veldig lite, føler jeg. Ikke så mye der altså. Ikke på det nivået her. Men definitivt de større, Telenor Norge, der ligger det nok veldig mye. Så du har jo sånn, du har suksesshistorier, du har jo forsåvidt det, det at man får en bra tilbakemeldi</p>

	<p>employees create a sense of community.</p> <p>“så både fysisk distanse og annen distanse den er veldig kort”</p> <p>“Nei, det er vel for at alle skal føle felleskap går jeg ut fra”</p>		<p>men... det generelle, de viktige tinga mest sannsynlig”</p>		<p>ng fra kunden og ligger stabilt høyt, det er jo en slags storytelling da, at man får mulighet til å kommunisere til andre at man gjør en god jobb. Men ikke noe på... jeg føler i utgangspunktet ikke på det nivået vi er”</p>
L2M2	<p>L2M2 suggest that identity is agreed and that the values and personality of Telenor is something L2M2 can relate to and they exist implicit.</p> <p>“det er vel generelt verdier jeg kjenner at jeg kan relater”</p>	<p>Results for the interview with L2M2 indicates that commitment in their sense stems from both the recruitment process and moreover information about behavior and proper behavior are implicit.</p> <p>“jeg har ikke fått noe følelse av at det er noen som ikke gjør noe som Telenor vil at vi skal</p>	<p>Results indicate that stability for L2M2 comes mostly from the motivation that L2M2 gets from the work and furthermore from the continues learning process</p> <p>“er et morro jobb med mye bra mennesker, spesielt teamet mitt”</p> <p>“Som person er han veldig straight on</p>	<p>For L2M2 meaning is created through results and working on getting better”</p> <p>“Det er vel spesifikt i teamet mitt så har vi hatt litt sår for eksempel NPS og sånn tilbakemeldinger, då kan vi ju dra noen ting tilbake på når vi lå efter og det blir jo litt mer motiverende for å bli ett</p>	<p>L2M2 do not know storytelling as well and indicates that the only results L2M2 can see from storytelling is a bigger sense of pride</p> <p>“Det er kult å være en stor del av en så stor bedrift det er det jo”</p>

		gjøre der ute” “Jo det er vell, for å si det på en måte...hvis man slår allting sammen så er det ryktet de kan måle mot andre konserner og sånt, i til eksempel NPS som brukes over hele verden”	for å si det sånn” Hvis det er noe han sier så sier han ifra direkte, men på et konstruktivt sett”	igjen da. Men ikke noe mer enn det”	
Conclusion	L2 indicates how they wants to be as a leader, and furthermore how the employees identify with Telenor. L2 indicates that he doesn't utilize storytelling to create identity in L2 employees. Evidence from the results with L2M1 and L2M2 shows that both these employees perceive their	The results from the interviews on the subject of commitment show evidence that this is something that is important for L2, by using L2 own experiences and utilizing success stories, for L2 this do not mean that L2 utilize storytelling in an effective way to create commitment .	Creating stability for L2 and its employees is communicated through behavior and Telenors background and history. L2 intentions is to convey a sense of ownership with one to one communication and furthermore conveying the employees role in Telenors background and history is an	L2M1 is motivated by the behavior of the leader, results show that L2's intentions of motivation employees through the goals L2 set for the leader style they have is not focusing on utilizing storytelling as a tool to creating meaning for employees. This further emphasizes L2M2 results in how meaning is created through	After telling L2 about the assignment L2 expresses that they clearly know the value of storytelling, evidence show that their intentions are not clear and employees have not understood the value and furthermore that L2 had intentions in the communication and utilization of storytelling in this

	<p>identity with Telenor to be something that lies inside themselves. L1M2 says: “it is some kind of pride you have there, it is some kind of CSR in some sense”</p> <p>Further evidence to L2 not utilizing storytelling to create identity is found in L2M2 in the statement: “it is well overall values that I know that I can relate to”</p>	<p>The results from the interview with L2M1 and L2M2 shows evidences that their sense of commitment stems for their teams and their results. This shows that L2’s utilization of storytelling does not reach the employees in the way they intend it to.</p>	<p>important task.</p> <p>Both employees of L2 show that this message doesn’t come through. L2 does not utilize Telenors background and history in a storytelling way that effects the employees in the way that L2 intends. This shows that storytelling is not utilized in a way that convince the employees.</p> <p>L2M1 and L2M2 indicates that behavior is something that is latent in every employee and that these are manners that every employee have from before.</p>	<p>NPS and the team and going from a bad result to a good one.</p>	<p>communication.</p> <p>L2M1 indicates that storytelling is non existing in their department and the only evidence maybe the use of success stories.</p> <p>L2M2 also haven’t seen any storytelling and has also not perceived it in the leader. The only indication L2M2 gives is the sense of pride after attending Mobil Gathering, but this was a brief experience and furthermore this was leaders above L2.</p>
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