Perception of employees on their involvement in the implementation of Cemig's strategy

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Abstract

The objective of this study was to evaluate the employees' perception of their involvement in the strategy implementation process of Companhia Energética de Minas Gerais (CEMIG). In order to understand the employees' involvement with this topic, it was analyzed the Strategy Focused Organization (SFO), an important and consolidated tool applied for 8 years to all employees. The company's documents and files were analyzed and direct observation was applied, allowing a triangulation of data. Analysis categories were used for evaluation of SFO in the period of 2011-2015. The results revealed that there is a perception of employees' involvement, understanding and direct participation in the implementation of CEMIG's strategy. These influences, however, are variable. One point of concern is that one significant portion of employees does not consider themselves sufficiently informed about the organizational strategy, which is not desirable when seeking higher alignment of people in the implementation of the strategy. It was identified the importance of the leader in the process of employee involvement with the strategy. However, while important, not all leaders play the role of strategy's multipliers to the employees. It is concluded that there is already a relevant effort to involve employees in the entire strategy implementation process. However, we realize that there is still to evolve on several levels. It is possible to believe that, once the direct contact between the leader and the team would be extended and matured, it will be possible to foster knowledge internalization and strengthen their individual contribution to reach the strategy.

Keywords: Strategy. Knowledge Management. Strategy implementation. Strategy Focused Organization (SFO).

Introduction

There are several studies on strategy implementation which, in a lesser or greater degree, evaluate it as an interactive process, not necessarily linear, shaped by the interests of individuals and groups, changes in the environment and the decision-making context (ALEXANDER, 1985; DUNLOP et al., 2012; PETTIGREW, 1987; WIT & MEYER, 1998).

According to Kaplan and Norton (1997), nine out of 10 companies fail in implementing the strategy and they summarize the main reasons for failure by identifying four major barriers: vision, management, resources, and people. Moreover, d employees' influence and importance are relevant in all of the four barriers. Therefore, strategies must be clearly explained so that people can understand them. They should be deployed to the business units, processes and people to create synergies and to align the actions around the strategy. People need to be motivated and to be able to identify how they can contribute to the results (KAPLAN; NORTON, 2000; 2004).

Given this context, the central research question that guides this study is: how to measure employees' involvement in the process of implementation of the strategy.

The research was conducted in a large company that represents a typical case of the Brazilian electric sector. Cemig, with 65 years of existence, is one of the largest integrated groups in the electricity sector. It has been active in business of electricity generation, transmission, distribution and sales as well as in gas, services, energy and telecommunications industries. In 2016, it had about 7,000 employees, 10 million customers and an annual revenue of RS $18.7 billion (CEMIG, 2016).

Hence, this study seeks to understand and analyze employees' perception of their involvement in the process of implementing Cemig's strategy. The following activities are intended as an extension of this objective: analyze the results of the research on the degree of strategic orientation of Cemig; and investigate if and how employees understand and evaluate their participation in the process of implementing the strategy. The paper is organized as follows: the next section comprises the theoretical background describing the implementation of the strategy, followed by the methodology, results and conclusions.

Theoretical Background

The strategy implementation is presented as an interactive process, not necessarily linear, shaped by the interests of individuals and groups, changes in the environment and in the context of decision-making. The strategic option chosen by the company is then translated into a series of concrete actions to be developed. After the definition of the purpose, all resources must be mobilized in order to reach the organizational desired goals (PETTIGREW, 1987; WIT; MEYER, 1998).
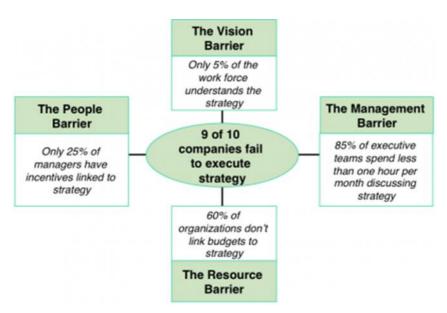
Studies show that most strategies fail in the implementation phase. According to Alexander (1985), there are two potential flaws in this process: one has to do with the failure to carry out the necessary actions of a well developed strategy and the other relates to a badly developed strategy, thus making its implementation unfeasible. The focus of this study is associated with the first flaw identified by Alexander

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(1985), specifically on employees' involvement in the implementation of the strategy, based on the availability of information and knowledge management practices, channels and tools for implementing the necessary actions within the scope of the strategy.

On the other hand, Dunlop et al. (2012) credit the problem of strategy deployment to three main factors: failure in the implementation of the strategy; failure in the adaptation and also failure in sustaining change over time. The first factor concerns the difficulty in appropriately translating the strategic ambition into specific actions that the organization must take to turn it into reality. The second factor comes from the inability of the company to adequately adapt the strategy when the conditions change. Finally, the failure in supporting change over time represents the company's inability to put into practice the organizational capabilities required to sustain the strategy already formulated. The emphasis of this study is on the first factor highlighted by Dunlop et al. (2012) regarding the need of individuals to get involved in the organizational strategy.

Kaplan and Norton (1997) state that nine out of 10 companies fail in implementing the strategy and summarize the main reasons in four major barriers: vision, management, resources, and people (Figure 1).

Figure 1. Barriers to strategic implementation

Source: Adapted from Kaplan and Norton (1997)

Aiming to address the management difficulties and to assist in the implementation of the strategy, Kaplan and Norton (1997; 2000; 2004; 2006; 2008) developed a performance measurement model called the Balanced Scorecard (BSC). The BSC is a system that combines the measurement of financial and non-financial performance of an organization and seeks to combine the metrics in a model of cause-and-effect relationships among various categories. The BSC is also a guide to develop, implementing and communicating the strategy to employees of an organization (MALINA; MAZHAR, 2001).

The BSC is a balanced system, which is distributed into four perspectives: financial, customer, internal business processes, and learning and growth. Each of the perspectives addresses key issues to enable the organization to achieve its vision of the future, comprising strategic goals and indicators linked by cause and effect relationships. This is known as a strategy map. After the objectives and related indicators are defined, goals aimed at the desired growth must be defined, showing the size of the organization challenges. Henceforth, strategic initiatives that contribute to the achie

Figure 2. Strategic map: regional airline example

Source: Adapted from Kaplan and Norton (2004)

According to Stollenwerk (1999), the learning and growth perspective of a strategy map is associated with knowledge management, as it comprises strategic objectives for Information Technology (IT), team development and also emloyees' training and development (T&D). According to the author, researchers in the area of knowledge management have used the system of Kaplan and Norton to measure intangible assets. At this point, a clear interface between the topics of strategy and knowledge management can be observed, since the strategy management models, such as the BSC, have recognized knowledge as an intangible strategic asset for the organization. Terra (2000, p. 206) asserts that "it is difficult to imagine a solid corporate strategy that does not consider the acquisition, development and maintenance of skills and individual and collective competencies as a central point for competitive success".

Kaplan and Norton (2000; 2004) followed the first results of companies that have adopted the BSC methodology and observed that they had improved their performance. They ascertained that these companies were using the following five principles that helped them to become strategy-oriented organizations: organizing for change through executive leadership; translating the strategy into operational terms; aligning the organization around the strategy; motivating people to make the strategy everyone's task and managing the strategy from a continuous process.

For these authors, leadership is primarily responsible for making the changes necessary to ensure that the organization reaches its goals. This point is corroborated by the work of Galas and Forte (2005) who point out that the involvement and support of senior management is considered the main factor for success in BSC implementation. Kich and Pereira (2011) claim that the presence of a leadership that believes in the implementation of the strategy is paramount to the success of the plan and to make things actually happen.

Consequently, the strategies must be clearly explained so that people can understand, and should be deployed to the business units, processes and people to create synergies and to align the actions around the strategy. People need to be motivated and identify how they can contribute to the delivery of results. Finally, the strategy should be continuously monitored, tested and, if necessary, amended to provide conditions to deliver the expected results.

Methodology
Research Characterization

The method chosen to address the research question proposed in this paper is the single case study that consists of an intensive examination, in breadth and depth, of a unit under study, using all the techniques available (GREENWOOD, 1973; YIN, 2005).

Cemig, the organization that constitutes the empirical analysis unit, has had a unified strategic planning process, since the early 90's. This strategic planning process has comprised the formulation of strategies for the entire corporation, aiming to achieve synergy between the businesses and companies in its portfolio. The process is the responsibility of senior management, represented by the Board of Directors and the Executive Board and is under the coordination of Planning and Strategy Management. The size of the company, its role in the Brazilian electric sector and maturity of its strategic planning process were deciding factors in choosing this case to address the purpose of this research.
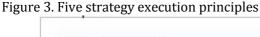
Analysis of the results of an existing study on Cemig's degree of Strategy Orientation, a tool already consolidated and recognized in the company with a relevant history of implementation dating from 2008, helps to measure employee involvement in the process of implementing the strategy. We opted for the last 5 years (2011 to 2015), considering it to be a relevant time to analyze the data evolution. In 2016, the Strategy Orientation research was not applied by Cemig.

Concerning data analysis, the information provided by the degree of Strategy Orientation tool was grouped into categories of analysis (BARDIN, 2002; LANGLEY, 1999). From the data collected, the following categories have been identified for research analysis (EISENHARDT, 1989): formulation/implementation of the strategy; channels, tools and practices; the role of leadership; the role of employees; the process of dissemination of the strategy. Additionally, a selection among the degree of Strategy Orientation tool statements that have direct relation to the scope of this study was made. Moreover, the analysis of documents, files and direct observation contributed to support and enhance evidence as well as to provide additional information to that collected in the survey mentioned above (JICK, 1979; YIN, 2005).

The degree of Strategy Orientation research

Since 2008, Cemig has implemented the degree of Strategy Orientation research, which relies on the international methodology developed by Kaplan and Norton (2000) regarding the Strategy Focused Organization (SFO) diagnosis. The purpose is to provide feedback on the company's degree of orientation in relation to its strategy.

The results obtained from Strategic Orientation research usually provide an important guide to organizations in order to assess their current behavior, define their guidelines for change and the possibility of using data in comparative benchmarking studies with practices adopted by other organizations geared to strategy (SYMNETICS, 2003). Therefore, the degree of Strategy Orientation tool is structured on the basis of the five principles of a strategy-oriented organization: translation, alignment, everyone's duty, continuous process and leadership (Figure 3).

Figure 3. Five strategy execution principles

Source: Adapted from Kaplan and Norton (2000; 2004)

The instrument has a total of 39 statements and four questions arranged in each of the five principles (letters A to E) described below.

Strategy translation

Cemig and its businesses strategies must be presented clearly and briefly, so that everyone can understand them. This is done through the following activities: development of strategy maps; setting goals that express the main challenges of the organization; indicators that help to assess whether the company is on the right path; goals with clear values to be achieved and the initiatives and actions that need to be put into practice in order to achieve these goals.

Alignment

Cemig is a large group comprising various businesses, companies, boards, administrations, managements and support areas. Each of these parts has a very im-

portant role in the group strategy, and these parties should not act in isolation without understanding the common goals that make them part of Cemig group. The collaboration among the parties is as fundamental as the performance of each one of them.

Everyone's duty

The discussion of the strategy should not be limited to boards or administrations. All employees need to know the direction that Cemig will follow and the actions that must be taken to ensure that the main objectives of the company are achieved. If employees do not understand how they can contribute to the strategy in their daily activities, it will hardly be possible to achieve the goals.

Continuous process

Once the strategy has been defined, it must not be forgotten by the following year. It is necessary to monitor periodically the results achieved, understand deviations that may have happened and propose corrective actions to return to the desired path. Constant monitoring of the strategy allows preparation to address changes that occur inside and outside the company.

Leadership

Leadership plays a fundamental role in defining Cemig's direction and, in particular, to put strategy definitions it into practice. The behavior of directors, superintendents, managers and supervisors must be in accordance with the strategy adopted by the company, regardless of their area of expertise. They are responsible for prioritizing initiatives and actions needed and to provide the necessary resources to achieve the objectives.

All Cemig's employees receive the link to answer the questions on the web. They are sent, in August, by a research firm hired to ensure the confidentiality of responses and the participants. The survey is made available for three weeks.

The Strategy Orientation indicator is calculated from the favorability obtained based on the scale shown in Figure 4. As an example, the 75% favorability represents responses in the agreement area (tend to agree and agree completely), in this numerical order and the remaining 25% would be located among the other points on the scale.

Figure 4. Strategic Orientation survey scale

Source: survey data

The degree of Strategy Orientation tool statements and questions selected are directly related to the scope of this study: to assess the perception of employees' involvement in the process of implementing Cemig's strategy. Thus, the statements and questions chosen for each Strategy Orientation tool principle (letters A to E) are listed in Table 1. It should be noted that the D principle (continuous process) was not

included in the selection, due to the lack of a direct relationship between the principle statements and the purpose of this study.

Table 1
Joint analysis: selected statements by principle

A– STRATEGY TRANSLATION

A2- I understand the connection (coherence) between the activities of my area and the strategy maps.

A4- I understand the connection between the indicators I work with and strategic indicators.

B- ALIGNMENT

B1- The performance of my area is aligned with the need to carry out Cemig's strategy.

C – EVERYONE'S DUTY

C1- The information you receive about Cemig's strategy, through the leaders (directors, superintendents, managers and supervisors), is consistent.

C2- The information you receive about Cemig's strategy by other means (printed, electronic, lectures, etc.) are consistent.

C3- I continuously receive information on Cemig's strategy and its implementation

C4- I have enough information to understand and participate in conversations and discussions on Cemig's strategy.

C5- The information I get is enough for me to understand my role and the role of my area in the implementation and success of Cemig's strategy.

C6- Managerial meetings of my area are good opportunities for me, using my knowledge about strategies, to ask, give opinions and make suggestions related to the improvement of processes and routine, daily actions.

C8- There are indicators to measure the work of my team, which have a direct or indirect impact on panels and strategy maps.

C12- I participate in specific training and strategic planning and management meetings that empower and allow me to contribute to Cemig's strategy.

C13 – The corporate communication actions (internal newsletters, Outlook messages, intranet, internal events and campaigns), deal clearly with strategic issues (mission, vision, strategic direction), keeping employees informed on the subject.

P1- How do you prefer to be informed about Cemig's strategy? Rate from 1 to 3, according to their importance to you, i.e., the most important choose "1" ... the second "2" ... the third "3".

• Printed Medium (paper, press release, bulletin) ( )

• Electronic media (messages via Outlook or intranet) ( )

• Face-to-face Communication (meetings with managers, lectures, chat, other) ( )

P2- Are you familiar with the "Vision & Action Online" (Cemig's website about strategy)? Yes ( ) No ( )

P3- Have you ever accessed the website "Cemig's Vision & Action" on the intranet? Yes ( ) No ( )

P4- Do you see any developments in the communication of the strategy? Yes ( ) No ( )

E - LEADERSHIP

E1- Senior leadership (directors and superintendents) permanently demonstrate in their discourse and actions that they are committed to and engaged in the implementation of Cemig's strategies.

E5- Leaders (directors, superintendents, managers and supervisors) ensure the necessary conditions for their teams to work primarily for the achievement of strategic goals.

E6- In addition to leaders, Cemig empowers/prepares others to transmit the strategic issues (mission, vision, strategic direction, strategic map, objectives, indicators, targets, initiatives) to all employees.

E7- Senior leadership (directors and superintendents) define roles and responsibilities for the implementation of necessary changes to the scope of the strategy.
Source: Strategy Orientation research data.

Based on this selection, the statements and questions were grouped into the categories of analysis of this study to facilitate the process of data cross-checking.

Result Analysis
Characterization of the company and the study

Cemig is one of the most important groups in the electricity segment of Brazil, with the participation of more than 100 companies. It is a publicly traded company controlled by the government of the State of Minas Gerais, with more than 100,000 shareholders in 44 countries. Its shares are traded on the stock exchanges of São Paulo, New York and Madrid. It also has investments in the segments of natural gas, telecommunications and energy efficiency.

The document analysis showed that Cemig adopts the formal strategic planning model based on the definition of its mission, vision and values. From the vision of the future, the key strategic drivers of the company are translated into strategy maps, following the methodology of the Balanced Scorecard (KAPLAN; NORTON, 1997; 2006). Based on the strategy maps, the organization discloses its strategy through contribution panels of various areas of the company. The degree of Strategy Orientation tool survey is applied annually to all employees of all levels and locations. Participation is voluntary and has been relevant regarding the percentage of return in relation to total employees (Table 2):

Table 2 - **Return of the Strategy Orientation survey responses**

Year	Data collection	% of return in relation to the total
2011	Questionaries by Internet	76.3
2012	Questionaries by Internet	84.4
2013	Questionaries by Internet	84.5
2014	Questionaries by Internet	84.8
2015	Questionaries by Internet	88.0

Source: survey data

Analysis categories
Channels, tools and practices

The results obtained in the degree of Strategy Orientation survey have shown that Cemig's employees receive information about the strategy in a consistent (C2), continuous (C3) and clear form and through various communication vehicles (C13) (Table 3).

Table 3 - **Statement's Favorability C2, C3 e C13 (%)**

Selected Statements	Application Years				
	2011	**2012**	**2013**	**2014**	**2015**
C2- The information you receive about Cemig's strategy by other means (printed, electronic, lectures) are consistent.	65.4	74.9	73.2	75.6	73.3
C3- I continuously receive information on Cemig's strategy and its implementation.	64.7	74.6	71.8	73.0	70.5
C13- The corporate communication actions (internal newsletters, Outlook messages, intranet, internal events and internal campaigns), deal clearly with strategic issues (mission, vision, strategic direction), keeping employees informed on the subject.	64.5	74.5	72.3	75.5	73.2

Source: survey data

Despite the wide availability of digital media, face-to-face communication is considered to be the preferred medium for receiving information (P1) (Table 4), according to the Strategy Orientation research respondents. The following questions (P1 to P4) also comprise the Strategy Orientation principle C (everyone's duty).

P1- How do you prefer to be informed about Cemig's strategy? Rate from 1 to 3, according to their importance to you, i.e., the means you consider more important, mark "1" ... the second "2" ... the third "3".

    a) printed media (paper, press release, leaflet) ( )

    b) electronic media (messages via outlook or intranet) ( )

    c) face-to-face communication (meetings with managers, lectures, chat, others) ( )

Table 4 - **Preferred means to receive information about strategy**

Means	2011	2012	2013	2014	2015
Face to face	**63.8**	**62.3**	**63.2**	**63.9**	**62.9**
Eletronic	28.8	30.5	30.3	29.9	32.2
Printed	7.4	7.2	6.5	6.2	4.9

Source: survey data

The vast majority of employees, the Strategy Orientation tool respondents, know the "Vision & Action online" bulletin on strategy, and this awareness has been growing over the years (P2) (Table 5).

    P2 – Do you know "Vision and Action *Online*"? Yes ( ) No ( )

Table 5 - Knowledge of "Vision & Action online" (%)

Knowledge	2011	2012	2013	2014	2015
Yes	80.8	87.5	91.7	92.2	94.1
No	19.2	12.5	8.3	7.8	5.9

Source: Survey data
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The access to the strategy site, Cemig Vision & Action, on the intranet has shown good percentages over the years, according to the Strategy Orientation responses (P3) (Table 6).

P3-Have you ever accessed the website " Cemig Vision & Action" on the intranet?

Yes ( ) No ( )

Table 6 - **Access to the strategy *site* (%)**

Access	2011	2012	2013	2014	2015
Yes	63.7	71.4	59.6	60.9	61.7
No	36.3	28.6	40.4	39.1	38.3

Source: survey data

In the Strategy Orientation survey, employees observe the development in the communication strategy (P4) (Table 7). This perception of evolution can be partially explained by the addition of new digital channels of dissemination of the strategy. However, the data shows that, although new channels and tools are added, there is still a preference for face-to-face communication.

P4- Do you see any developments in the communication of the strategy? Yes () No ()

Table 7 - **Perception of the evolution of the communication of the strategy (%)**

Perception of the evolution	2011	2012	2013	2014	2015
Yes	66.6	76.3	67.8	68.3	63.7
No	33.4	23.7	32.2	31.7	36.3

Source: survey data

The process of dissemination of the strategy

The Strategy Orientation respondents largely claim they receive enough information (C4) (Table 8). There is a significant margin of the Strategy Orientation respondents, varying in the range around 20 to 44% over the years, who still consider they are not sufficiently informed about the organization's strategy. This is not desirable when seeking higher levels of alignment of people in the implementation of the strategy.

C4- I have enough information to understand and participate in conversations and discussions on Cemig's strategy.

Table 8 - **Favorability of the statement C4 (%)**

2011	2012	2013	2014	2015
55.8	63.4	78.1	80.0	77.7

Source: survey data

Considering the wide availability and access to channels and tools associated with the strategy, one can infer that the reasons of having a group of employees less informed on the topic are linked to issues such as lack of time, interest or inadequacy of the communication format. The collected data allows us to see that the problem is

not the amount of information, but rather how it is disseminated. It does not seem necessary to create new channels and tools to solve the issue of sufficiency of information. In addition, the Strategy Orientation respondents believe that the information received is sufficient to understand their role and that of their area in the strategy (C5) (Table 9).

C5- The information I get is enough for me to understand my role and the role of my area in the implementation and success of Cemig's strategy.

Table 9 - **Favorability of the statement C5 (%)**

2011	**2012**	**2013**	**2014**	**2015**
63.9	73.9	71.8	73.0	70.5

Source: survey data.

In the Strategy Orientation research, most respondents believe that area meetings are important to discuss the strategy (C6) (Table 10).

C6- Managerial meetings of my area are good opportunities for me, using my knowledge about strategies, to ask, give opinions and make suggestions related to the improvement of routine and daily processes and actions.

Table 10 - **Favorability of the statement C5 (%)**

2011	**2012**	**2013**	**2014**	**2015**
62.2	67.1	69.9	74.0	72.2

Source: survey data

The Strategy Orientation result regarding employees' participation in training and meetings about strategy (C12) is relatively low compared to other results obtained in other topics. This issue is also reinforced by the similar result of the affirmative E6 which deals with employees' training in strategic issues (Table 11). This is an important point with potential for action which allows greater employee involvement in the strategy.

Table 11 - **Favorability of the statement C12 and E 6 (%)**

Selected Statements	**Years of application**				
	2011	**2012**	**2013**	**2014**	**2015**
C12- I participate in specific training and strategic planning and management meetings that empower and allow me to contribute to Cemig's strategy.	51.2	57.5	55.1	58.6	58.7
E6 - In addition to leaders, Cemig empowers/prepares others to transmit the strategic issues (mission, vision, strategic direction, strategic map, objectives, indicators, targets, initiatives, etc.) to all employees.	50.4	61.7	67.4	70.8	68.2

Source: survey data

The role of leadership

The Strategy Orientation respondents believe that information about strategy transmitted by the leaders is consistent (C1) and that leaders are engaged in implementing the strategies (E1). However, the favorability is smaller with respect to the leader providing conditions for the teams to work in favor of the strategy (E5) and in the definition of roles and responsibilities to meet the challenges (E7) (Table 12).

Table 12 - **Favorability of the statements C1, E1, E5 and E7 (%)**

Statements Selected	Years of application				
	2011	2012	2013	2014	2015
C1 - The information you receive about Cemig's strategy, through the leaders (directors, superintendents, managers and supervisors), is consistent.	64.4	75.5	73.4	76.1	73.4
E1 - Senior leadership (directors and superintendents) permanently demonstrate in their discourse and actions that they are committed to and engaged in the implementation of Cemig's strategies.	62.8	74.7	73.5	75.3	69.0
E5- Leaders (directors, superintendents, managers and supervisors) ensure the necessary conditions for their teams to work primarily for the achievement of strategic goals.	49.8	63.7	62.1	65.8	63.3
E7 - Senior leadership (directors and superintendents) defines roles and responsibilities for the implementation of necessary changes to the scope of the strategy.	54.4	67.1	67.5	68.9	64.8

Source: survey data.

The role of employees

The Strategy Orientation respondents recognize the connection between the activities of their area and the strategy maps (A2), between the operational and strategic indicators (A4 and C8) and recognize the alignment of the areas to the company's strategy (B1) (Table 13). This is an important result for the involvement of employees in the implementation of the strategy.

Table 13 - **Favorability of the statements A2, A4, B1, C8 (%)**

Statements Selected	Years of application				
	2011	2012	2013	2014	2015
A2 - I understand the connection (coherence) between the activities of my area and the strategy maps.	74.9	82.4	83.6	84.2	83.3
A4 –I understand the connection between the indicators I work with and strategic indicators.	71.9	79.9	79.8	81.1	79.7
B1 - The performance of my area is aligned with	79.0	85.3	91.6	92.1	90.3

the need to carry out Cemig's strategy.					
C8 - There are indicators to measure the work of my team, which have a direct or indirect impact on panels and strategy maps.	74.9	83.7	82.1	83.6	81.1

Source: survey data.

Conclusions

The analyses undertaken show that Cemig's employees receive information about the strategy in a consistent, continuous and clear way, through various media. Despite the wide availability of digital media, face-to-face communication is considered to be the preferred medium for receiving information. Employees see evolution in the communication of the strategy. This perception of evolution can be partially explained by the addition of new digital channels of dissemination of the strategy. However, the data show that, although new channels and tools are added, there is still a preference for face-to-face communication.

It should be observed, however, that a relevant number of employees still consider that they are not sufficiently informed about the organization's strategy. This is not desirable when seeking higher levels of alignment of the people in the implementation of the strategy. Considering the wide availability and easy access to channels and tools associated with the strategy issue, one can infer that the reasons why a group of employees are less informed about the strategy are linked to issues such as lack of time, interest or inadequacy of communication format. It seems that the problem is not the amount of information, but rather how it is disseminated. It does not seem necessary to create new channels and tools to resolve the issue of sufficiency of information.

In addition, employees believe that the information received is sufficient to understand their role and that of their area in the strategy. Most respondents believed that area meetings are important for discussion of the strategy. The participation of employees in training and meetings about strategy is relatively low compared to other results obtained in other topics. This is also reinforced by the perception of employees' low qualification in strategic matters. This is an important point with potential for action which allows greater employee involvement with the strategy.

On the other hand, employees see a connection between the activities of their area and the strategy maps, between the operational and strategic indicators and understand the alignment of the areas with the company's strategy. This is an important result for employees' involvement in the implementation of the strategy.

Finally, employees believe that information about strategy transmitted by the leaders is consistent and that these leaders are engaged in implementing the strategies. However, the favorability is smaller with respect to the leader providing conditions for the teams to work in favor of the strategy and in the definition of roles and responsibilities to meet the challenges.

Strategy cannot be implemented without people's participation. Therefore, the involvement of employees is seen as very important. The interface with people management is becoming increasingly critical to the extent that, despite all the technolog-

ical advances, it is the direct interaction with the team leader that still makes a difference.

We concluded that there is already a relevant and recognized effort to involve employees in the process of implementing Cemig's strategy. However, there is still room to evolve on several levels. We believe that when direct contact between leader and teams is expanded and matured, there will be a bigger knowledge internalization and a strengthening of individual employees' contribution to achieve the strategy.

The research presents certain limitations since it is a single case study. All findings specifically refer to the company in question, so it would be important to extend the study to other organizations in order to better assess the process of dissemination of the strategy.

New research may be undertaken to ratify, complement or question the results obtained in this study, both within the company in question and in other organizations. A recommendation for future studies would also involve the degree of dissemination of the strategy. Furthermore, the level of compliance of the strategic plan in organizations that have consolidated practices to involve employees in the process of implementing the strategy would be pertinent.

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