The Communicative Constitution of an IT-Unit in an Organization
Applying Enterprise Architecture (EA)

The ability to adapt to the ever changing society has become essential even for public authorities. Consequently they often face the challenge of not only rapid, but also all-embracing organizational changes. The authority analyzed in this paper has been facing a number of organizational adaptations. Unfortunately, successful organizational changes are quite rare. In this case the changes have resulted in an authority with departments in which the co-workers in one department are unfamiliar with the co-workers and their tasks in another. The co-workers do not see the various departments as a coherent whole. The authority is also challenged by the fact that it is not a well-known authority by the public. The director-general decided to employ a communication practitioner to deal with these issues. The main focus in this case study is therefore the work by this appointee. Two web surveys are designed for the study. The first survey was conducted prior to the employment of the communication practitioner and the second one is to be distributed during spring 2011, two years after the employment of the communication practitioner. As a complement, we have also conducted individual interviews and observations.