

ORGANIZATION CHANGE

- **Creating new business line merging two corporation's units into one**
- Case study

Jyväskylän Yliopisto
Business economics faculty
Management
Master's Thesis
Fall 2009
Tiia Kivistö

ABSTRACT

JYVÄSKYLÄN YLIOPISTO ECONOMICS FACULTY

Student Tiia Kivistö	
Study name ORGANIZATION CHANGE - Creating new business line merging two corporation's units into one	
Subject Management	Work: Pro-Gradu thesis
Time Fall 2009	Page count 93
<p>Abstract</p> <p>This study is concentrated with change management when merging two separate units inside a corporation. Change in organization affects the balance and that creates already movement in organization. Studying these is concentrated to study this particular two unit's change into one. The target is to find out what is the situation at the new unit after five months has passed since the official announcement of the merge. The additional target was to find areas and aspects that need corrective actions for the management. This study is concentrating on interviewing the personnel and management from the new united unit (later unit Q). This study is based on change management theories such as Kotter's eight change management steps and Kvist and Kilpiä's guidance how to ensure the smooth change in the organization (Kotter 1996, Kvist & Kilpiä 2006). The results have been analyzed and presented according to the themes also found in questions. The study creates an image what the situation during the interviews. The results of this study indicate what corrective actions can be made in the organization and what areas have been managed well during change.</p>	
<p>Key words</p> <p>Key words: Change Management, Organization change, change resistance, Motivation during change, Communication during change</p>	
Storage place Jyväskylän yliopisto / Taloustieteiden tiedekunta	

Tiivistelmä

JYVÄSKYLÄN YLIOPISTO TALOUSTIETEIDEN TIEDEKUNTA

Tekijä Tiia Kivistö	
Työn nimi ORGANISAATION MUUTOS- Uuden liiketoimintalinjan eriyttäminen yhdistäen kaksi olemassaolevaa yksikköä	
Oppiaine Johtaminen	Työn laji Pro-Gradu
Aika Syksy 2009	Sivumäärä 93
Tiivistelmä - Abstract	
<p>Tämä on muutosjohtamisen tutkimus, jossa tutkitaan kahden yksikön yhdistymistä suuressa yrityksessä. Tämä tutkimus on keskittynyt tarkastelemaan tutkimuksen kahden yksikön yhdistämistä yhdeksi. Tutkimuksen tavoitteena oli määrittellä missä vaiheessa muutos oli menossa uudessa osastossa kun haastatteluja tehtiin. Haastattelut ajoittuivat viisi kuukautta osaston virallisen yhdistämisen jälkeen. Pyrittiin etsimään myös puutteita tai ongelmia, joihin johto voisi kohdistaa mahdolliset korjaavat toimenpiteet. Tämä tutkimus keskittyy tarkastelemaan työntekijöiden ja päälliköiden haastatteluja muodostetusta uudesta yksiköstä. Tämä tutkimus keskittyy käsittelemään aihetta muutos johtamisen teorian perusteella kuten Kotterin kahdeksan muutosjohtamisen portaan kautta ja Kvist ja Kilpiän kuinka saavuttaa sujuva muutos ohjeiden kautta (Kotter 1996, Kvist& Kilpiä 2006). Kysymykset on muodostettu näiden teemojen mukaisesti. Vastaukset on analysoitu ja esitetty myös vastaavasti noudattaen valittuja teemoja. Tämä tutkimus muodostaa kuvan mikä tilanne on organisaatiossa muutoksessa haastattelujen aikana. Tulokset indikoivat korjaavia toimenpiteitä, jotka organisaatio voi toteuttaa. Tulokset näyttävät myös alueet, joissa muutos on johdettu hyvin.</p>	
Asiasanat	
Muutosjohtaminen, organisaation muutos, muutosvastarinta, motivaatio muutoksen aikana, viestintä muutoksen aikana	
Säilytyspaikka Jyväskylän yliopisto / Management Faculty	

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1. Introduction

There are many books and experts writing about change and change management. The definitions vary from very simple to more theoretical. Kragh and Andersen (2009) define “We understand change management as intentional attempts to replace specific organized patterns of behavior understood in term of organizational routines.” (Kragh & Andersen 2009, 642). It is still one of the most discussed areas today and at the same time the managing that change successfully is one of the hardest things to get done without disturbing the everyday productivity excessively. The change itself is very simple thing, but then you have to take into consideration many things such as all different people involved, the communication, the motivation and presenting the big picture of the situation.

The ultimate reasons behind the change are coming from the global happenings such as the market balance between Asia and Europe is equaling out meaning that Asia is growing rapidly, people are aging in Europe fast and the new business intelligence needs to be grown, the scarcity of the natural resources is creating its own challenges and of course all the needs that corporations do have within that create a need to make the organization perform better and more sufficiently (Kvist & Kilpiä 2006). The world is changing constantly. “Continuing to do what you always have done to be successful is no longer enough. There are both large changes and small ones that can make a difference, and neither should be neglected.” (Brown 2009, 38). Many times the finance issues are the strongest reasons to change organizations.

Organizational leaders regularly utilize transitions such as mergers, acquisitions, downsizings and restructurings in hopes of accelerating the attainment of strategic and financial goals. However, transitions are difficult events for organizational leaders to manage, difficult events for organizational members to experience, and, as a result, regularly detract from employee well being and organizational effectiveness. (Marks 2007, 721.)

The organization “should, can and must” be managed during change or crisis (Sturdy and Grey 2003, 653 as cited by Thurlow & Mills 2009, 462). According to Thurlow and Mills (2009) there are three points about the change: change being necessary for organizational survival, change being described as a threat and change being an issue of leadership (Thurlow & Mills 2009). Which ever point is valid for company in question the view chosen to approach the organization is building up the culture and the constitution for what the company has been set up with. Therefore it is

important to see what point of view the management has since it is affecting the culture and motivation of the whole company or unit in question.

When management is pondering the necessity of merger or big change, there needs to be realization that it will affect the everyday work hindering the profitability before the organization starts to work again with full steam. Others see the need and reasons behind the change very simply: "Organizations are finding that their ability to respond to unpredicted changes in the market is becoming a key factor in survival." (Philips & Wright 2009, 1071). There are also available more throughout definitions such as:

In their quest for competitiveness, organizational leaders have increasingly turned to transitions to see outcomes such as increased productivity, lower overhead, more effective decision-making, greater innovativeness, and more rapid technological enhancements. (Hoskinsson & Hitt, 1994 as cited by Marks 2007, 723).

The need for change is various in organizations. "Planned change is usually triggered by the failure of people to create continuously adaptive organizations (Dunphy 1996 as cited Weick & Quinn 1999, 362). Weick and Quinn further analyze that "change starts with failures to adapt and that change never starts because it never stops" (Weick & Quinn 1999, 381). This is very interesting point of view that if company needs a change, it is actually a fault of organizations adaptation to the environments changes. "The types of changes required by organizations have also become more complex." (Almaraz 1994, 10). Companies have the choice to change themselves fundamentally so that the organization is prepared to adapt itself continuously. The other choice is reactive and episodic change. The main difference is that companies have chosen episodic change strategy: the change is discontinuous, infrequent and unintentional with environments triggers and replacement affecting the change. When a company chooses continuous change, it becomes emergent, self-organizing with constant and cumulative change as triggers being company's own development milestones (Weick & Quinn 1999).

The world is constantly changing and the need for continuous change adapted organization is starting to arise. All organizations change and sometimes the change process is not completed before new change is already coming. This global economic time also ensures that companies need to study their organizations and make needed changes in order to be competent in global markets. There are many things driving organizations to the changes- small or immense ones. According to Shaw, Hall, Edwards and Baker (2007) the organizational change is actually a crisis: proactively constructed change in organization and those which are brought in by external market demands. (Shaw et al 2007.) However, according to Kovoora-Misra (2009) the crisis and change situations can be described as both threat and possibility. When seeing them as possibility and also communicating

the employees, management can make the change smoother for the organization. (Kovoor-Misra 2009.) Philips comments "Given that the current business environment remains fast moving turbulent, and unpredictable due in part to the ever changing trends in e-business, the need for flexibility becomes stronger." (Philips & Wright 2009, 1072).

"Successful organizations identify critical processes within the organization and gather knowledge about them as a basis for improvement. Investment decisions should be based on developing organizational processes that help achieve strategic aims." (Philips & Wright 2009, 1077). In this kind of case study and organization aims to find out what the situation is and how the change plans have been executed and how successful they have been. Case study is concentrating on one organization has done for the purpose to improve and develop the organization itself. In theory the data is good for comparison when other organizations are making changes. However, the research data is most valid for the company in question since it can be used for full value when developing the organization further. The positive thing in the studies is that it reveals what is the true situation and how the company can start retuning the change's effects.

In this study the company is a large global company where changes are present in some parts of the world. In a large Corporation (figure 1.) there has been created a new organization (later unit Q), which has been formed from two old organizations inside corporation (later unit A and unit B). When viewing the merge with ideas from Kragh and Andersen (2009), during the analysis of the study needs to be realized that both of these organizations have routines of their own. During merge these two different sets of routines are broken thus creating a lot of changes to roles, responsibilities, social networks and tasks (Kragh & Andersen 2009). Unit A was a corporation provided service. Unit B was taking over the same projects after unit A. The starting point for the change was very different. The study was made to find out how the change management and communication had been handled in these two departments merge and what was the situation after five months had passed in new organization.

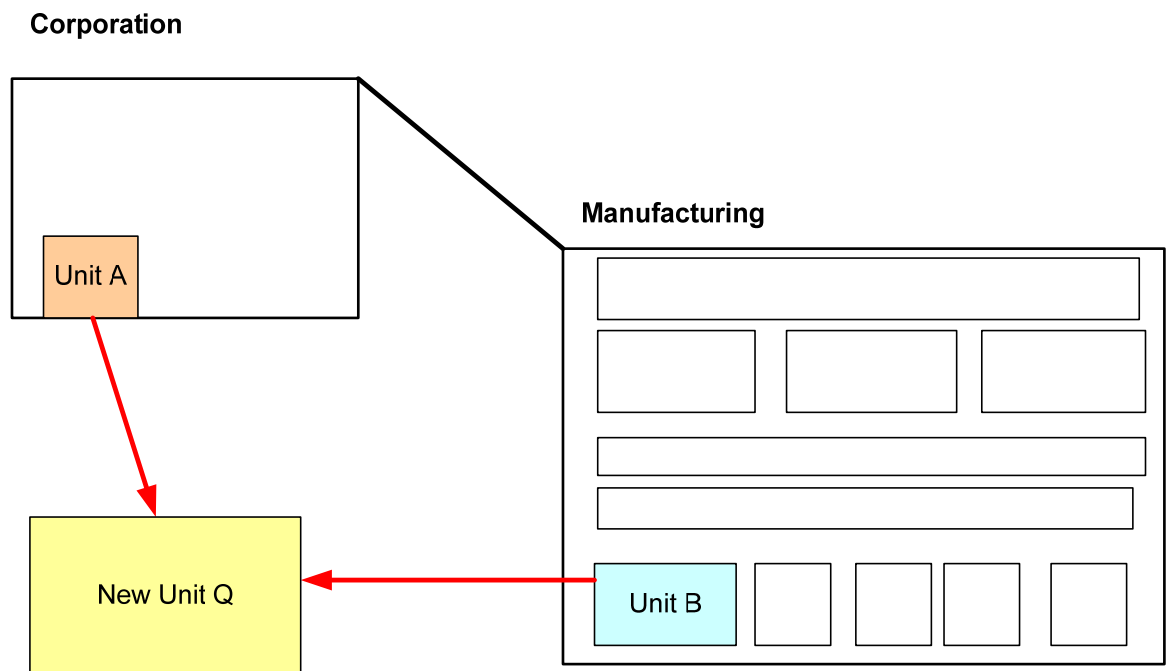


Figure 1. How unites were roughly placed in previous organizations

1.1 Study's goal

In this study the goal is to *describe and analyze how the change been adopted in the organization and to find out the situation of the personnel vis-à-vis the change. Important aspect is to find out how personnel understands and reacts to the change in order to define possible corrective actions needed in the organization.* The idea of the study came from managers in this organization. The goal of the study has been pondered through strategic and change management theories and ideas. Through these, theory and change management context, it is possible to view the situation in the organization when the study was conducted.

1.2 Study main question and objectives

The target of the study was to find out what is the current situation of the change, how people understand the change, how well the change was communicated and has the communication been understood. The aim was to find out what was the situation during the interviews regarding the change procedures and knowledge.

The main question:

How the change management has been executed and communicated in two large units merge?

The sub questions:

- Why the change was needed and what is the target of the change?
- How change and its target have been communicated?
- How the change was executed?
- Do the members of the organization see the change reasonable?
- What expectations do people have for the new organization?
- Does the change motivate personnel?

The study questions are added as attachment 1.

The questions need to collect information about many things such as facts, actions, behavior, knowledge, information, values, attitudes and opinions (Hirsjärvi et al. 1996, 186). The study aims to find out what the actual situation is in the organization and the impressions of the personnel have towards the change. The questions were open questions that interviewees could tell the answers in their own words and the impression gathered would give the most accurate view to the situation as possible.

All questions were aimed to find out answers for the study goal and main question. There are totally ten questions, which are repeating important issues in order to find out the real situation among interviewees. The questions were arranged, formed and asked in certain order form causing all interviews to follow the same structure and order. The interviews were carried out as individual interviews. This gave a good opportunity to observe the interviewees while they were responding to see were the interviewees telling about real situation or where they toning the situation someway. "With the questionnaire and interview is found out what people think, feel and believe. But they do not tell what really happen. With observation one can collect information do the interviews really act like they say they do." (Hirsjärvi et al. 1996, 201).

The questions were based on the change management point of view. The questions were created in order to find out facts to reach the goal in a change management perspective. Some questions were also looking for signs of change resistance in the organization such as: 1. what was your first reaction to the organization change? What do you think of it now (after 5 months have past in this new organization)? To define also how well the change has been adopted by the personnel and to find out how well they are aware of the new target of the organization. The additional was also to find out through target questions were that were the personnel aware the big picture of the change: meaning why the change was needed in the first place. There were questions as: 2. What is the target of the new organization? What is the target of the change of organizational structure?

2. Theory

A study is always made with the intention to find out some information. In the study there is a need for theory because it gives a shortcut for communication, gives ideas and helps to organize them and creates explanations and predicts future (Hirsjärvi et al. 1996, 133).

In practice many things are dependent on other things such as good communication can make the motivation better even during difficult economic times or make employee feel that the employer is also committed to the personnel. The workplace is always unique since the companies are different and the personnel working there are individuals. Thus here is used theory as a context to see what the true situation is in the workplace at the moment.

2.1 What is change?

What is change then? Change is a process not one single happening. Kvist and Kilpiä (2006) say that change is vital for the organizations that do want to avoid full stop. Change is a normal and continuous stage of mind in individuals and in corporations (Kvist & Kilpiä 2006). The mindset that change is always present needs to be adapted by individuals working in the corporations, then the change can be set and implemented to the corporation's way of life. Kvist and Kilpiä also bring up other points of views such as the change is a natural reaction to the movement happening outside the organization. Change can be one radical change movement or series of small changes (Kvist & Kilpiä 2006, 15).

Organizational change according to Thurlow and Mills (2009) can be also viewed as management discussion that causes important effects and alterations in the organization. There are few levels of changes that can be separated. The smallest one is change meaning more like a small improvement, second is the transition and third is the transformation. The small improvement is really adapting companies' ways to work according to environments changes. This continuous change is low risk operation with little change resistance. However, this way of changing this is easily buried under everyday routines. It is very hard to keep continuous changes going according to the plans. In Transition there is nothing improved, but instead something old is replaced by something new. Transition projects should not be regarded as technical changes. The employee's needs, fears and feelings need to be counted in as well. It is very crucial that the bottom reason leading to the transition is communicated clearly to everybody. Without profound communication the transition will only cause anxiety and fractions at the work (Kvist & Kilpiä 2006). It is important to get employees involved to the planning and executing of the transition. Employees need to

be reserved time and support to adjust and learn new things. One need to remember that without the employees there is no change either. Isoaho (2007) says that there is need for brave leaders to ensure the correct direction and to ensure that no possibilities are wasted. Employees are the ones who set the speed of development launched by the leader (Isoaho 2007). The transformation is the most profound change. This change means total change in organization way of thinking, culture and ways of working. Transformation process is planned and guided so that all answers will eventually be clear. There are a lot of unsure things when the progress is build piece by piece. (Kvist & Kilpiä 2006, 25-31.)

The change and continuity are very interesting concepts. Today the world and environment are constantly changing so that the organizations need to evolve all the time. The change management guru Peter Drucker (1999) says that the change itself is not something you can manage. Instead the managers are managing the after effects of the change. Companies need to stay ahead of the changes in environment to keep up with progress. Drucker emphasizes that there is no point on focusing on change resistance, since the changes are here to stay. (Drucker 1999.) There is no way for any of the companies to avoid the changes. Today's world is craving for brave leaders. Isoaho comments that the importance of everyday leadership can not be too much stressed. With brave leadership it can be made sure that people really become the asset for the company and the employees can see the owner's vision and goals as an interest to them aiding the company to evolve constantly and changing into the future. Isoaho's (2007) important point is that good leadership's primary goal is to achieve the financial target and to be the best in the market. In practice this means setting the goals high enough, clear communication and active everyday leadership with corrective actions (Isoaho 2007, 43). To be a brave leader you need to have five qualities in your philosophy. She states that you need to be or have dream, passion, brave, persistence and know-how. (Isoaho 2007.)

2.2 Organizational Change

The managers need to act as examples during the change getting the needed drive for the change. According to Lämsä and Savolainen (2000) managers need to be examples and show high commitment during the change. They also need to take full responsibility during the whole change regardless how well the change is going. (Lämsä & Savolainen 2000, 297.) The management needs to believe in the change with their full hearts. Manager needs to be enthusiastic and show that they are fully backing up the change and seeing the possibilities future presents when changing the organization.

Intelligent leadership is based on a broad *concept of a human being* who acts, feels and searches for a meaning. People have to be led in such a way as to enable them to develop and mature. ... Only enlightening leadership will uncover the greatness hidden within all of us and enable us to create and build intelligent organisations. (Sydänmaanlakka 2005, 9).

Today's world is requiring a lot from the manager. He/She needs to be expert on all kinds of management sub fields. The new management rules and roles are not something they already have learned in school or in practice. The whole past in the companies is usually based on only the trainings and experience and those are not meeting the needs of today's and future's needs. Today the world requires much more from the managers, employees and organization: constant adaptation. Most of the management persons are in principle ready to say that the initiative, creativity and passion are good things, they have not been training or guided how to let go of the constant supervision of the employees (Hamel 2007).

The new challenges for the leader are to make the organization to handle the constant changes well and have the employees develop the organization continuously through fluent discussion with business market. There are some points that need to exist according to Hamel (2007) so that the organization can be independent and respond automatically to the market changes. The leader needs to arrange a democracy of the ideas, ensure the possibility that innovations are present in every employee every day, how to change the fact that company is always investing to the past not to the future, to ensure the division of the tacit knowledge, to minimize the old beliefs reflections and how to involve all into development work (Hamel 2007). When the leader can get all these points free-flowing the organization, the company will become a tough competitor in its market.

Executives need to learn that they can no longer afford to be married to their business plans, and strategies. Businesses and the executives as well should constantly be questioning their surroundings and looking for new and exciting ways to do things that improve the conditions for all of the stakeholders. (Switzer 2008, 27)

The management literature uses two definitions Knowledge Managers and Knowledge workers. Knowledge worker is very independent and committed member of the personnel who are extremely important for the companies. The Knowledge Managers need to give autonomy and freedom for their employees. Switzer sees this a little bit differently that the manager creates any of the organizations plans, they need to be prepared to alter the plans all the time and take into consideration the Knowledge workers feedback. This requires a lot from managers since they need to be constantly adaptive to the changes and also be ready to give out the power while only guiding employees. (Switzer 2008)

Many researchers and writers comment about different challenges of the leadership in today's continuously changing world. Sydänmaanlakka (2005) writes about creative intelligence needed in today's leadership due to the continuously changing business environment. There are all together rational emotional and spiritual intelligence. He further emphasizes that manager needs to have strong vision or a dream in order to have leadership. He also says that companies who can adapt to the uncertainty caused by the continuous change are the ones who achieve best success. With intelligent leadership the company can be transformed to be characterized by continuous renewal. The organization also needs to be involved with the strategy planning. He emphasizes that manager needs to get the conceptual thinking and seeing freed in the whole organization and then communicate how these new skills can be used in a clear and beneficial way. (Sydänmaanlakka 2005.)

2.2.1 Change management steps for successful change

There are many people writing about change management. Most of them have many similar points. It is very common to have steps for successful change management, most of the time eight steps. The things that are crucial to remember in change management are not complex. The steps are very simple and easy; the hard part is to actually follow these steps in execution phase when everything is going on in managed or not managed crisis.

John P. Kotter (1996) is one of the gurus what comes to change management. Eccles (1994) and Kvist and Kilpiä (2006) have also written about successful change in organization. All of them have steps for successful change management. They share many common steps but there are some differences as well. There are two common steps that all these writers state that there needs to be intensity, enthusiasm for the change and the vision and strategy needs to be created before the change and repeated often so that everyone does understand them clearly. Kvist and Kilpiä (2006) emphasizes in this step that the employees can do much more than management thinks so the change agent needs to get people enthusiastic about the change and so getting the people fired up. All three point in their next step to focus on empowered team or person with credibility and leadership. Kvist and Kilpiä (2006) bring out the need of change agent and Kotter (1996) and Eccles (1994) talk about empowered top management groups. All point out that there needs to be change agent person/group with power and responsibility to see the execution and communication of the change is well handled. The important point for change agent is also that he/she needs to be present for the personnel as information source if there are any unclear issues or problems appearing because of the change. (Kotter 1996; Eccles 1994; Kvist & Kilpiä 2006.)

All of them emphasize on planning, creating needed structure and acting according to the plans. Kotter (1996) and Kvist and Kilpiä (2006) emphasize to the need to make changes quickly to the change management plan if it is noticed that there is a need to change the direction of the change. They also state that in order to get forward you need to dare sometimes to stop. Change agent or management needs to have enthusiastic state of mind and create the conditions for the change. Eccles (1994) states that the most important thing in change is that there is at least one person who has power and who believes to the change and embodies and lives the new dream and possibility. With the enthusiastic individual the change has good possibility for the change to be realized successfully. (Kotter 1996; Eccles 1994; Kvist & Kilpiä 2006.)

Kotter (1996) and Kvist and Kilpiä(1994) agree all that organizations need to empower and include the employees to the change and development. The wisdom of the change is between noses. During change the collaboration and cooperation is emphasized and multiplied. Empower employees to participate in planning and execution of the change and you will get the best results. Both Kotter (1996) and Eccles (1994) emphasize on the importance of concordance and open and trustful communication while Kvist and Kilpiä (2006) point the importance of the change agent who gets people involved and enthusiastic about the change and will communicate to the organization. Both Kotter (1996) and Kvist and Kilpiä (2006) also bring up important points of small things and managers do need to concentrate on short-term successes in the way to the ultimate change. A big change is made with small steps. Many times the most simple and smallest things are overlooked by managers, but these are actually the points that employees are most interested or notice eagerly. When small things do change the employees start to believe to the possibility of the big changes. All of the writers point out in different ways that there is need to stick the changes to the company and get the changes to the organization culture. Kotter (1996) makes the improvements stick and finally root the new ways to work to the corporate culture. Kvist and Kilpiä (2006) think that in change is chaos and structure. The change always has all opposite things happening at the same time, one place is in chaos when other is in well balanced and structured situation. (Kotter 1996; Eccles 1994; Kvist & Kilpiä 2006.)

Kvist and Kilpiä (2006) additionally present few important points what change agent or management needs to remember during change. Change resistance, fears and worries are really the change energy. Change energy and ability already exist. One has to dare to stop and be present to oneself and for others. Accepting the differences will lead to common goals. There is a need to offer different support to different individuals. (Kvist & Kilpiä 2006.)

2.2.2 Change management's common mistakes

Kotter (1996) has written a lot about change management and also about failure of change. He presents an impressive list of reasons why changes in organizations are not successful: companies are too confident to the existing situation and all do not see the change is necessity, there is not enough strong guiding team, vision is underestimated, vision is not communicated enough or clearly, the obstacles are not eliminated from the new vision, there are no short time successes forming, victory is announced too early and the change is not rooted to the corporation culture (Kotter 1996, 3-14). These are all very important points which are many times overlooked in companies. There are nice change management plans, but the execution phase with all the rush and chaos does not execute all the points mentioned in change management plan.

Kvist and Kilpiä (2006) list things that employees stated to be mandatory elements in departmental change that occurred in Hewlett-Packard Company (Kvist & Kilpiä 2006, 59). These points are very interesting since during the organizational change in Hewlett-Packard these matters were brought up by the employees as things that were missing during change or they were badly handled. First of all while introducing and training the organization to the new process, the managers should be trained first well enforcing their managerial skills for the change. The management needs to communicate the strategy in the workshops so that the personnel truly understand why the change is occurring. The teams need to end up into an agreement that the change is good with clear directions how to proceed. Then after the managers the rest of the organization's members should all be trained and arranged leisure time events so that all personnel are mixed to get departmental barriers broken in order to get from the personnel as many as possible to get acquainted with each other. One more thing Hewlett-Packard personnel had stated is important regarding to work atmosphere is to remember to have fun together and do things with humor. They also enforced that open and honest communication is very important factor along with energetic change agent. (Kvist & Kilpiä 2006, 59.)

One often forgotten thing is the persistence. Shaw et al (2007) in their research were studying a quite similar situation within two separate units within one company. The units were geographically separated, but the basic starting point seems to be the same than in this study. Shaw et al (2007) describe how the management did make a great effort to form change management group which they called Ashton Group to control the change. Ashton Group arranged three big workshops bringing the geographically divided people together into one location to work on efficiency, communication and knowledge sharing and also to follow the progress of subprojects which were assigned to certain manager. (Shaw et al 2007.) The

important point what to learn from this is that the Ashton Group “accomplish nearly all of their tasks and had avoided a large proportion of the threats of the crisis:” (Shaw et al 2007, 575). The change and the change monitoring in organization cannot stop after the project is over. In today’s world it is better to keep company ready for changes all the time, since the next change is just around the corner. That will cause the company to be flexible and competitive in its market.

2.2.3 Dementors

“When organizational members perceive a crisis or a change situation to be highly threatening, they will defend and maintain their identification with the organization, and resist the *perceived organizational identity* (POI) change.” (Kovoor-Misra 2009, 501) POI is meaning the environment present in a company. When hearing someone talking about the organizational change, the next thing that comes into mind is change resistance. The changes are very common today and there are inevitably bad feelings with at least with few people in the company about the change.

The individuals who resist the change out of fear or other reasons can cause a lot of bad feelings and influence the atmosphere negatively. Buttle (1998) comments that word of mouth will influence all personnel and many conditions such as awareness, perceptions, expectations, behaviors and attitudes even nine times more efficiently than any of other advertising (Buttle 1998). It is very important for organization to pay attention to rumors in the corridors because the word of mouth can be managed in individual but also in organizational level. J.K Rowling (1999) launches excellent definition for change management in her books of Harry Potter. She writes in her books about characters called dementors. These creatures are clearly describing change resisting people in the work place who divide among themselves bad feelings, complaints and negative atmosphere. In the book these creatures are described as really depressing and they suck out of all the joy out of the people. They are creating bad feelings and anxiety by just being there beside you. In every workplace there are people like this creating chaos to the work and sucking energy out of the people. (Rowling 1999.)

What seems to be forgotten often is that most of the change resistance studies and material are about employee change resistance. However, employees do look to the manager as an example and therefore it is extremely important that manager will be example with attitude and also with actions. “Important to employee attitudes and behavior is that a leader’s attitudes and behavior can be expected to exert significant influence” Bass 1990 (as cited Rubin et al. 2009). Whether the resistance is starting from manager or from employee, company needs to consider ways

to faze the resistance in order to keep it in control. "From top managers down through the various levels of employees, the issue of resistance to change and the institutionalization of quality concepts are key determinants of success." (Almaraz 1994, 6). It is important to realize that the demotors in the work place do make the difference in work atmosphere. The demotors can be employees, but sometimes also managers. In discussions why the change is being done, these kind of things become obvious, which ties the reactions to the change closely to good and well handled communication. Juuti (2005) emphasizes; the acceptance of others makes us enthusiastic. Without the power, support and encouragement given to us by others, our lives would be meaningless. Work is at its best enthusiastic, pleasant activity and good cooperation. (Juuti, 2005.) When the change is handled well, the change actually can boost up the performance in the organization with other employees enthusiastic support.

Juuti (2005) states different types of change traps. Usually in organizations all are concentrated on problems not on positive things. He further analyzes that even the negative side effects have been realized long time ago, the organizations development still follows the negative pattern, which is based on enrolling in negative cycles. The organizations development starting point needs to start from finding problems that organization does have right at that moment (Juuti 2005, 162). He further recommends focusing on positive things according to David Cooperrider's Appreciative Inquiry (AI) method. This method focuses on searching what is good in organization together with other people in organization. This creates dialog and discussions among personnel which creates positive cycle that lifts up the whole organization. He further emphasizes that it is not possible to build anything on negativity. The new things can only be building to on positive action and positive thinking. According to Juuti (2005) the organizations need spontaneous, creative and true action. When people are spontaneous they are totally present in the moment giving their fullest and not worrying about the past or future. (Juuti 2005.)

2.2.4 Change resistance

During the change there might exist personnel who resist the change. Sometimes the organization can use the crisis to benefit the team spirit and at the end make the atmosphere better. De Dreu and Van de Vlier (1997) suggest that in order to succeed managers need to develop the teams so that the atmosphere is allowing and open to diverse viewpoints and differences can be solved inside the team. As earlier stated already according to Kvist and Kilpiä the change resistance, fears and worries are really the change energy. Change energy and ability exist among the personnel. Manager has to dare to stop and be present change and its consequences to oneself and to

others. Accepting the differences will lead to common goals. There is a need to offer different support to different individuals. (Kvist & Kilpiä 2006.) The change resistance is not only negative thing. Change resistance can be used as beneficial tool during change. Personnel will undergo always certain feelings of fear and insecurity which can escalate also to change resistance. Management can use the change resistance to speed up the process among personnel so that the resistance aids people to accept the organization change faster. When employees do understand the reasoning of the change the execution is an easier to realize.

Some writers in literature suggest to use the change resistance to get the change quickly through in the organization. However, using change resisters as tools to create conflicts in the organization and through the conflicts aim for better organization is very hard and delicate process to accomplish. The management through conflict should always be well planned and managed. According to De Dreu and Van De Vliert (1997) the conflict can disrupt the communication reducing the quality of decision making, or hindering the implementation or it can reduce satisfaction and affective acceptance among the teammates which can cause threat to the cohesion and the prospects for future decisions. They further emphasize that in organizations need to recognize and develop a process to solve the conflicts in accepted way in order to reach social diversity. (De Dreu & Van De Vliert 1997.)

Karlöf and Lövingsson (2004) have written very interesting points of views about the change management. They think that there are many kinds of changes such as revolutionary, slow changes toward long term goals and everything between of those two types of changes. However, it is important that the personnel will usually set to 20-60-20 percent category when viewing the change resistance. This means that 20% are very much against the change and 20% is very enthusiastic about the change. The rest of the personnel are just waiting what is happening. Karlöf and Lövingsson (2004) made a point that companies tend to focus on that 20% of the personnel who are very critical about the happening change. This is useless because these people do not really see anything else than what they have formed their opinion. (Karlöf & Lövingsson 2004)

Companies should focus on the 20% who are enthusiastic about the change and make them as the change missioners among the personnel. This way the organization does not give attention to those who are against the change but do emphasis the importance of those who are supporting the chosen change in work or in organization. They also further state that the main point to change resistance is when the employees do not trust the top management and those who are executing the change. Vice versa it is very important that the top management trusts the employees by listening them and by inviting and empowering them to the change process itself. In order to get the employees to work for the change, they need to understand what is going to be changed and why. (Karlöf & Lövingsson 2004)

2.2.5 Change without any change resistance

“When organizational members perceive a crisis or a change situation to be and an opportunity rather than a threat, negative comparisons with peer organizations as they learn “who we could be” will diminish identification with the organization but increase openness to change.” (Komoor-Misra 2009, 504) There is evidence that when necessary steps have been taken the change can work such as proper planning, change responsibility and communication have been taken care of. The change becomes successful when the organization links up the individual and organizational learning through individual beliefs which lead to the individuals actions. (McGreevy 2009.)

Kvist and Kilpiä (2006) have found two examples of big transformation changes that have happened without any change resistance and without any crisis: Veljekset Keskinen and Maxit. Vesa Keskinen the CEO of Veljekset Keskinen a mall situated in the middle of the countryside has succeeded making himself a positive and enthusiastic leader and working hard beside every single employee. He has had big dreams that become true with support of his employees. He has succeeded because he gets everybody to believe and enthusiastic, to work hard, to honor the history, to listen the customers and just plainly: being positive. This is good example of charismatic leader who expresses with every act that he is interested and committed to his workforce. Vesa Keskinen has gotten people to build up his dream into middle of nowhere. When you get your employees to understand your ideas and they adapt the idea of the vision, all will aim to the same direction and there exist no change resistance. Instead there is powerful innovative thinking and execution with all employees trying to develop things further and better all the time. (Kvist & Kilpiä 2006, 100-115.)

The Maxit Company followed John P. Kotter’s eight steps to successful change. Thus Kotter’s points were already earlier discussed in this study have proven to be efficient also in Maxit’s case. Maxit company kept the steps clear in their mind, developed clear vision, involved employees in planning and executing the change and used change agent who ensured that the change was kept at all times at the right track. In this case the company management made sure the change and communication plans were executed to the simplest task possible. The persistence of the work paid of resulting successful change. The changes can be made without any change resistance, without any negative impacts to the company. (Kvist & Kilpiä 2006.) People are ready to make the changes in their work when they have a vision which they are aiming toward (Hamel 2007).

2.3 How people react to the changes? - Who moved my cheese?

During the changes in organization it is important to involve the employees and also take into consideration their coping abilities. When the individuals can cope well with the change, there is very little or no resistance as in Maxit and Veljekset Keskinen cases. The open and direct communication is the key for employees to understand why the change is happening and the vision where it is aiming to.

Johnson (1999) has written book called Who Moved My Cheese? This book is really opening the new views on how people are dealing with change in work and in their lives. The writer tells a story about the maze, cheese and four amusing characters are looking for the cheese. The cheese is really a metaphor for what we want in life and in work life. The maze represents the world where everyone spends time looking for what they actually want. This story about characters, cheese and maze perhaps seem to you as irrelevant. However, this is exactly what the changes in organizations are about: the management decides to move somebody's or some organization's cheese and the employees and organization needs to adapt to the change. (Johnson 1999.) This book creates self awareness how oneself reacts to the change and how one should be reacting to the change.

The world is constantly changing and it makes the difference that individuals are trained well to adapt to the changes in work. Therefore it is very important to include employees to the change and ensure that employees are coping with the change. Employees need to see the situation and the surroundings changing so the adaptation to coming changes in work can start. The adaptation is not one event, it is continuous process. Johnson (1999) shows with four different characters that the adaptation to the change is that individual needs to seek for the new cheese and find the thrill and excitement for their work. It is important because if the employees bring the bad feelings with them to work. This will affect their work abilities and also make difference to others as well. (Johnson 1999.) Character Haw realized few really important points in Johnson's (1999) book:

Change happens --They keep moving the cheese; Anticipate change-- Get ready for the cheese to move; Monitor change-- Smell the cheese often so you know when it is getting old; Adapt to change quickly-- the quicker you let go of old cheese, the sooner you can enjoy new cheese; Change-move with the cheese; Enjoy change! -- savor the adventure and enjoy the taste of new cheese! and Be ready to change quickly and enjoy it again & again-- they keep moving the cheese" (Johnson 1999, 74).

Since someone will always just move my cheese without consulting me, it would be beneficial to be aware of the world around oneself and be ready that the cheese will move one day again.

These points enforce how the change is inevitable as long as the world keeps moving. Therefore it is important to train individuals and organizations to better adapt to the change in early states since there is going to be soon another change ahead. It is sure that they will move the cheese again. Barnett and Carroll comment: "The obvious answer to many is that an organization changes when and how its managers decide it will." (Barnett & Carroll 1995, 220). However, this is only the other side of the matter that the employees need to check the surroundings constantly to be aware of the change signs. Young explains that it is also the employer's responsibility to feed information about the current situation: "change models also highlight the importance of raising awareness to the signs of a potential need for change." (Young 2009, 538). Almaraz (1994) also thinks that it is one of the employer's responsibilities to "creating a need for the change" (Almaraz 1994, 11) meaning that employees are guided toward the evident need for change and thus creating situation where the employees are pro-change.

2.4 Individual's motivation and expectations

To Almaraz (1994) major change consists of people, task, technology and structure. "Such change will affect the *culture* of the organization, that is, the *values, beliefs* and *expectations* of organization members. The result of such a major change will transform the organization." (Almaraz 1994, 10). The change will also affect organization with many different ways: "In addition, employees who survive major transitions report a lack of direction in prioritizing work, risk avoidance, and increases in role ambiguity, political behavior, and work team dysfunction." Marks and DeMeuse 2003 (as cited by Marks 2007, 731).

According to Cooper, Dewe and O'Driscoll (2001) there are few work-related primary stressors. These are the job itself, roles in the organization, career development issues and home-work interface. The last two stressors are extremely important during changes in the work since they are relationships at work and organizational factors including the structure and climate of the organization as well as its culture and political environment. Changes in any of these cause stress for organization and individuals. (Cooper et al. 2001.) Anything that causes stress is also causing different kind of attitudes and atmosphere in the workplace. Therefore it is beneficial for the company try to keep the stress level as low as possible in the work.

Change is always a challenge for employees trust in organization. The change tests the commitment of the employees. During these times the individuals' commitment element is tested whether it is affective, continuance or normative. The affective means individual's emotional attachment to an organization, continuance means the realization of the

costs leaving the organization and normative commitment means feelings of obligation to stay in the organization. (Lämsä & Savolainen 2000). During the change the employee's commitment is shaken and it may also change depending of the situation. These commitment types are applicant for the employee, but manager commitment is differently defined according to Lämsä and Savolainen (2000). There are two main types of commitment for managers: reward-based commitment which means that advantages are motivating the manager and trust-based commitment which means that the manager is feeling that they are responsible for the change and therefore they are staying in their ground and not leaving the company (Lämsä & Savolainen 2000).

Thurlow and Mills (2009) in their research present one good example of two companies merge which united two separate hospitals which were different in sizes and especially the smaller ones employees were not happy and were commenting that their company has been swallowed by the big one and also with many rumors flying among the employees about the situation in good and in bad. In this merger the division between the two former different companies was still present long time after the merger in personnel's thoughts, acts and opinions. After the merger there were also layoffs happening and many felt neglected by the management (Thurlow & Mills 2009). This is an example how the division of the two units stay in peoples ways to work if not taken seriously with profound explanation and understanding to employees why things are changing and setting the new vision enough intriguing. If not offered to new enough sensemaking or tempting vision, the old ways stick with the personnel long time.

2.5 Need for a change responsible

Many sources writing about change management are emphasizing nowadays the need of person in charge of communication and responsibility that the change is going through the organization according to the plans. Kvist and Kilpiä (2006) refer this person as change agent. What Kvist and Kilpiä mean by this change agent is an empowered person inside the organization that is responsible for communication and executing the changes practical matters and also reports back to the top management about the progress. The change agent needs to see the whole big picture clearly and understand why the change is happening. The best change agents are people whose dreams, thoughts, feelings and energy draw others and get them enthusiastic. Change agents search, find and create solutions to execute the change. Change agent is a catalyst during different phases of the process and enables the successful execution of the change. Change agent should also be a feedback person from the employees to the management during and after the change. (Kvist & Kilpiä 2006.)

Change agent takes care of all communication and arranges the events or workshops for the whole department. When there is one responsible source for open communication and from who to check the situation about the change, the change is getting less change resistance. This same person also can be the feedback channel toward the top management about the change. Shortly this person is making sure the communication is open and honest and free floating to all directions. (Kvist & Kilpiä 2006.) Drucker (1999) states that change agents or change managers are designing the change but they need also continuity since they are the ones who need to take in the atmosphere during the change in order to know where organization is going in the change. They need to know well the people they are working with and know the true situation at all times. They need to know what to expect and know well the organization culture, rules and ethics. One should think that change before and after is two centers more than opposite things. Then the change becomes moving from one center to another. The more organization is organized as change leader, the more it needs inner and outer continuity and the more it needs to balance the quick changes and continuous work. (Drucker 1999)

Drucker (1999) is one of the experts in change management area who is warning about possible traps for change agent. He states three major threats that every single change agent will face and also fall into unless carefully planning, organizing and most important piloting the change. The threat is innovation when taken out of the context where the company is working and environment in general. Second threat is to think that word novelty is automatically innovation. The difference is that innovation brings value but novelty can only offer fun time. Third threat is to mix movement and action. When product, process or service is no longer productive, it should be abandoned or radically changed. All the change agents will fall to one of them if not piloting the change where you can see more clearly what the change really is about. Piloting can be also more profound research about state of the product and situation at the market. (Drucker 1999)

According to Drucker (1999) the focusing point should be having people to be trained as change managers or change agents or change organizations. Then organization will act as unite unit looking for abilities to change, searching for right direction to go and work as efficient unit. He further points out change principles that need to be present. First principle is to abandon yesterday, second is to have organized improvements and last but not least third is to develop the politics to get benefits from the success. It is easy to list these here, but it is very different to get all planned and executed in reality.

However, the companies who have change agents to manage the change and communication have the upper lead compared to those whose organization has not been prepared for the change. Kotter (1996) and Eccles (1994) emphasize in their change management steps that organization needs to have a person who activates and gets the organization and personnel enthusiastic and pro-change in order to realize a successful change (Kotter,

1996, Eccles 1994). The change agent has resources and responsibility to have employees ready for continuous change and keeping the organization flexible for changes for the future as well.

This requires that top management realizes that the change is a big and important project that will need a change agent and budget to make it happen. Change agent is a responsible inside the organization that is responsible for communication and executes the changes practical matters and also reports back to the top management about the progress. There is a need to have unofficial time and getting people to know each other. Even more important these events need to have workshops where the big picture of the whole market and situation leading to the need of the particular change are explained and the air needs to be free for discussions. (Drucker 1999.)

2.6 Including and empowering the organization to the change

The empowerment is not a new thing. Lao Tzu, fifth century BC wrote:

As for the best leaders, people do not notice their existence.

The next best people honour and praise.

The next, the people fear.

And the next, the people hate.

But when the best leader's work is done, the people say, we did it ourselves. (as cited in Gill 2003, 315).

The empowerment means giving the power, autonomy and freedom to the people. In reality empowerment means giving people resources, knowledge, skills and possibilities.

Important aspects of empowerment are stimulating people's intellects and imagination, in particular their creativity in the change process, risk taking and trust. Empowering people for action in part entails getting rid of obstacles to change, removing or changing systems or structures... (Gill 2003, 315)

People are much eager to support to what they are part of creating. Therefore the change is accepted more easily if the people are given the possibility to participate in the change. The empowerment is also part of Kotter (1996), Drucker (1999) and Kvist & Kilpiä (2006) the change steps as presented earlier in this paper. The employees need to be involved with the change development as much as possible in order to feel needed, appreciated and to get valuable ideas from them to develop the company. The other things presented in this paper also are affected by how

profoundly organization allows the personnel to participate during change. With good and profound communication the personnel will understand and make sense about the whole change process and how it is related to the big picture. Then the commitment from top management and the personnel participation to the development will raise the motivation and also rise up the feeling of importance to the company affecting to the personnel commitment. This cycle will benefit the company since the employees become more involved, effective and start advancing the change themselves as well.

Peter Drucker has launched term knowledge worker already explained earlier. Switzer (2008, 19) comments: "The Knowledge Workers are those who bring intangible value-added assets which are often difficult to quantify, to their organization. They are becoming a very powerful competitive factor in the world economy." Knowledge worker means in this context a team member who can make advantageous ideas for the organizations benefit (Switzer 2008). Thus if company allows autonomy and responsibility for employees and allows employees to be involved in development, the company ends up with important competitive edge toward other competitors. These are the employees who are truly needed in every company.

These knowledge workers are the same people who will also get mad and leave the company if they are neglected during changes. These people generally are well educated and proud of what they do. With the empowerment of the personnel and proper communication the injustice feelings during the organizational change can be avoided. Leventhal et al. (1980) suggests that making decisions need to be as ethical and fair as possible making negative aspects such as biasness extinct. (as cited in Folger & Skarlicki 1999, 37) That is why it is important to involve people in the change so that they can form the big picture and see that the change is valid. Individuals emphasize fairness in organizational changes.

Fair procedures matter to people because they are seen as instrumental to achieving favorable outcomes (Thibaut and Walker, 1975), and are symbolic of one's standing in relation to others, and thus have implications for a person's self-esteem ((Lind and Tyler, 1988 as cited in Folger & Skarlicki 1999, 38))

Karlöf and Lövingsson (2004) have made a small list of what needs to be done before change to get the employees to work together for the change. When management is planning the change, they need to make a clear change and communication plan which states all the critical issues clearly such as change target, partial targets, actions and any outcome that is hoped to come out of it without forgetting how to communicate every step. It is good to present plans already in developing state and let personnel or chosen group of them to get involved in finalizing the plans. This makes the employees more involved and therefore the change is more successful and

smoother. During this type of finalizing development there will be also change resistance. The management needs to leave space for the change resistance to be heard, because these voices can also cause very good ideas and new points of views that are valuable for the organization. Management needs also to pick out of the organization key persons and get them pro change. These key persons will affect the rest of the organization to accept the change better and getting them motivated pro change. The vision what the organization can be must be very clear and positive. This way people's normal fearful reactions to the change are not emphasized. (Karlöf & Lövingsson 2004, 150.)

Earlier it has been thought that the managers do know best and employees should follow. However today it is commonly known that people live in different interaction relationships and reflect their experiences through these interactions. Juuti (2005) says that everybody is part of solution creation. The working environment is a living organism which never stays still. The working environment moves all the time, because the people change continuously the new reality through interaction. (Juuti 2005.)

2.7 Communication and understanding

Every organization needs to focus on communication during the change in order to succeed with organization sensemaking. This means that the language used during change communication will affect the personnel's ability to adapt and how they react to the future changes in organization. (Thurlow & Mills 2009). It is very important is to ensure the communication free float. The employees need to understand the whole big picture and why things have been changed and the history and future visions as well. When personnel listen to the communicated message, it is important to make sure with discussions that the information has been understood correctly: "individuals may make sense differently of the same language and circumstances." (Thurlow & Mills 2009, 476).

To define what to communicate and what the purpose of the communication is, top management needs to reflect what they want to achieve with communication. Habermas (1984, 1987) claims that four conditions are necessary for a communicative act to take place: 1) the act must be comprehensible, so that the receiver can understand the sender; 2) the act must be true, so that the receiver can share the sender's knowledge; 3) intentions must be expressed truthfully, so that the receiver can trust the sender; and 4) the act must be appropriate within some normative context so that the receiver can agree with the sender within this value system (as cited in Te'eni 2001, 260-261) The information needs to be understandable, true, and truthful and also to fit in organizations norms. These Habermas points

of good communication allow the organization to investigate what is missing from the communication. With these points it seems to be easier to investigate items missing than praising elements that are present in communication. "High levels of communication complexity can lead to communication failures." (Te'eni 2001, 261). Te'eni (2001) continues that complexity hinders the communication processes normally building trust and setting context for communicated matters between both parties: sender and receiver (Te'eni 2001).

Top management needs to reflect what they want to achieve by communication. Managers spend a lot of time communicating, so the change communication plan should be viewed with the needed attention. Hence, reducing human communication or automating it may damage the organization when it hampers communication intended to build a relationship. Nevertheless, the benefits and costs of organizational communication are evidently very high. The finding that managers spend around 75% of their time communication has not changed over the past 30 years, from Mintzerg (1973) to Rice and Shook (1990) (as cited in Te'eni 2001, 254.) Isoaho (2007) summarizes that the brave leader communicates the strategy so that everyone can understand it and also she/he needs to make sure that all people do understand what the message is for everyone and for oneself. (Isoaho 2007). There are different types of strategies for different communication targets. Managers can choose from control-testing and adjusting; control-planning; contextualization; perspective taking; affectivity or attention focusing strategies. For example contextualization should be selected for communication goals that are very complex. (Te'eni 2001.) These different ways to approach affect to the material presented, way to present the material, how often to present and why.

There are two key tasks for manager regarding communication. First the manager needs to identify what information is valid and secondly he/she needs to filter and structure the information for the organization. Managers need to be available for the employees if they need help or want to discuss about the events happening. (Eccles 1994.) Lack of communication and influence processes between different levels of organization meaning management and employees are strongly related to burnouts (Cooper 2001). Cooper has reached this conclusion in his study among social workers. The communication and involvement to the work development processes are extremely important for individuals in the organizations regarding stress coping and for wellbeing.

The question how much is enough information arises always among the management. The need of information is actually dependent on smallest things and continuity. What to inform it is really up to management to make the judgment of. As Eccles (1994) comments "Tell people as much as practicable, taking some risks by being candid" (Eccles 1994, 149). When the employees do get continuous information, even from small things that builds trust between management and employees. The closest manager does not need to be the source of change management information all the time.

There can be also internal webpage, emails or events source of the information what happens, when and why and also why not is anything happening at the moment. The more information you give out the better in any situation but especially in change situation. "Effective communication is vital and almost impossible to over-do." (Eccles 1994, 157).

It is important to use many kinds of ways to inform people. The internal webpage is one way to keep everybody informed who wants to seek information outside the other information division ways. The emails are also a way to inform, but fluently used this might not be so efficient way. IT plays today a big role in companies' communication and information flow, but it should support the knowledge processes rather than become the predominant focus. (Shaw et al. 2007.) The IT should not replace the workshops, management briefs and other person-to-person moments where the meanings of the changes are getting understood by everyone.

3. Study Methods

3.1 Qualitative case study and study methods

This study is a case study since the study is only involving one specific organization. The results are valid for the organization in question, but may not be reached in another organization since the environment is unique in every organization. The case study is finding out new points of views, hypotheses or new phenomena (Rautiainen 2007). "In Archetypal form, the case-study strategy seeks to examine a single instance of some broader class of phenomena in order to generate a rich and complex understanding of it" (Thomas 2004, 21). Case study has a descriptive nature and it is aiming to document the object at the current moment of the study.

The method for this study is qualitative due to explicatory nature. According to Hirsjärvi et al. the explaining study is searching an answer for what events, beliefs, attitudes and actions that are related or somehow moved connected to the phenomenon in questions (Hirsjärvi et al. 1996, 129). Mason thinks that qualitative study needs to be carefully planned with clear strategy without losing the flexibility and on the other hand the context of the study (Mason, 2002). These are the basic requirements for a study. Qualitative study typically sees the situation as whole. A person should collect the material using inductive analysis and qualitative methods. The interviewees should be carefully selected; the research plan should be altered during the whole research and the answers of the interviewees need to be treated uniquely (Hirsjärvi et al. 1996, 155). Qualitative methods consist of different kind of interviews where the interviewer can get impressions from the interviewees' reactions and nonverbal behavior. When a person collects the material and when used qualitative methods, the study finds out more things and impressions than for example quantitative research. The inductive analyze also means that there is no hypothesis in qualitative study. In qualitative study the researcher does not state what is important that comes from the interviewees. Due to these guidelines and the nature of the goal of the study, the qualitative method has been chosen.

The material was collected through interviews with open questions. There are many benefits as well as disadvantages about interviews. The most recognized benefit is that when interviewer is in direct contact with interviewee the situation is flexible for collecting the needed material (Hirsjärvi et al. 1996, 193). Most of the disadvantages that are related to the interviews can be avoided when creating a neutral place for interview and the researcher is precise that the answers are kept and stored well and in good shape.

The material in study was taped. Within timeframe of a day the tapes were directly typed and stored carefully with possible interviewer notes about the interview situation. The answers were read and analyzed in an interpretive reading of the data. "An interpretative reading will involve you in constructing or documenting a version of what you think the data mean and represent, or what you think you can infer from them." (Mason 2002, 149). The analyzed data is formed from two parts: the findings read with an interpretive way and observations in the interview.

All questions were asked in English the same way from all of the interviewees. Questions were open questions. If interviewee did answer to the question only yes/no, they were encouraged to tell more precisely their opinion. Questions are grouped in results section in order to get the same themes analyzed at the same time. Analyses were made in two different groups. First analysis was management versus employee differences in responses and then second analysis was to find out is there difference between opinions in unit A and unit B personnel. After the reading and analyzing all the material in theories perspective, the conclusions were made at the end of the study. The recommended actions based on the results of the study have been stated at the end.

3.2 Study organization

In this company there were two totally different kind of departmental units, A and B. Unit A was fully corporation financed department, very small a family like- team environment working conditions with special privileges. Unit B on the other hand had just a year earlier been merged within big manufacturing unit and also undergone heavy recruiting. The team spirit in five area teams was very good according to the interviewees but there was much tutoring and patience needed from the more experienced colleagues. Unit B was about the double of the size in personnel than unit A. Unit A was handling the sales support and early phases of the project while unit B took care of the execution and the rest of the projects phases.

The two former units were having very different starting points. The unit A thinks that their old organization as very agile, flexible organization where every single individual was needed in the team and very well appreciated. The unit was fully corporate financed and supported. The services of the unit were offered as a service to the rest of the corporation units. The teams inside unit A were small with very few management representatives. They had only one leader with who they had only one week meeting for 15 minutes every week going over most important things for the coming week which was emphasized by the interviewees many times. This unit was focusing heavily on their own work area. Unit B was founded about two years prior to the change. According to the interviewees there

was a year earlier another change when unit B was created to take over Unit A's tasks as handling the delivery phase in the projects.

Then we have the unit B which was coming from different stage. Actually the unit had passed constant changes from leader changes to organization changes during last three years. Also within last year prior the interviews the organization had grown twice in size by recruiting new people. This caused that there were few very experienced professionals and many growing enthusiastic new talents among unit B. There are likewise many different points of views since some had experienced many ongoing changes overlapping more changes and more new people to be tutored versus new people trying to understand confusing organization in the middle of the change and trying to get tutors time in a busy project organization. Unit B had five small teams which were having good team spirit within these teams.

The two units merge was announced publicly just before Christmas holidays. The judicial merge took place the first day next year within two weeks of the official notice. The first announced organization structure was announced at the end of the January and then the final different structure at the end of the February. The actual move to the same premises happened in March. The research interviews took place during May. This research is finding out what the situation is in new unit Q during May. The changes and development still continues in new unit Q and many things are still evolving.

3.3 Chosen study group

The research interviewees were chosen that from unit Q internal teams all were present: strategy, project management, technology, sales support, tender, supply and engineering. Depending on the size of the teams there were randomly chosen 1 to 5 persons from all the different teams. This gave the possible candidates from all groups total of 32 interviewees. All these 32 persons were interviewed. There were 32 interviewees, which were grouped in two parts. 9 interviews represented management, 23 were employee's and then 15 from unit A answers against 17 from unit B answers. The interviews were an hour length on average. The shortest interview was 45 minutes and the longest one and half hours. All interviews were written down afterwards with average two A4 pages of answers. Shortest answer was one page long and longest very close to three pages long. Total study material was 68 pages of answers from interviewees.

3.4 Study groups

The answers were first analyzed management versus employee to see the possible differences on knowledge and reactions toward the change. The second analyze was done viewing the answers divided by two units in order to see was any difference.

4. The background information what changed

To understand the results of this research there is a need to shortly explain the nuances and situation where the change started from and how the new unit Q looks like during interviews.

4.1. Old organization structure

Unit A (figure 2) was handling tenders and support for country units. When project status changed to order, unit B took over helping country units to supply the projects. Depending on personal abilities to connect with people in unit A there was support or there was not any support for unit B personnel in challenges that were rooted already in early phases of the project as tender parts.

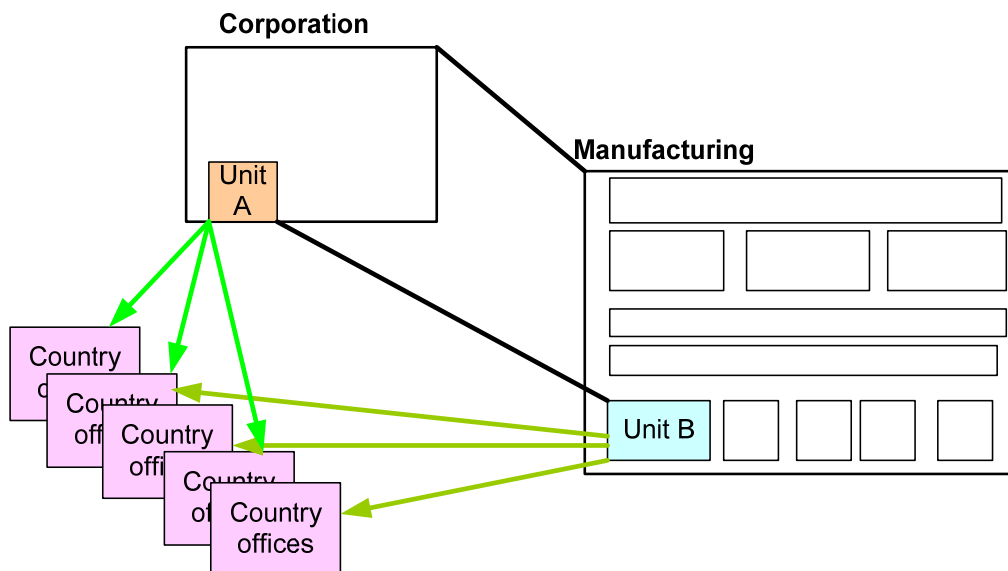


Figure 2. The drawing represents the starting point of Unit A and B and their relation to the country units.

Unit A was very tight and well working team making any interactions harder from outside but making the unit itself family like. Inside unit A working was very flexible, committed and they had worked well long time. Unit A used to be special unit which was totally supported by corporation. This has also affected the mind set of the unit A personnel so that other units

commented that the unit A persons were very hard to get to know and socialize. Unit A did handle tenders but also there was tendering done in unit B. This was confusing to many people especially since the tendering rules were not identical in both units. Unit B was deep in large organization that was stiff and fairly slow in making any decision. Both units were working well in the process when looking the bigger pictures. However there was no proper and natural communication or clear responsibilities between units.

At the beginning of the year the new organization structure was announced and stated at the same time being temporary. The top management told that this new structure will be working for now, but new will be coming in a month's time or so. This structure was not the same than old structure and not similar to the new structure. The final structure was announced at the February.

4.2 The change in organization structure

In figure 3 is presented graphically how the unit Q is formed from Unit A and B functions. Unit A had management's persons and employees in tender, engineering and in project management support. Unit B had management persons and employees in tender, supply coordination and engineering. The new Q unit has now project management support, sales support unit, tender unit, engineering unit and three supply coordination units divided globally. The sales support consists of unit A people. Tender unit consists about the same amount of units B and A people. The engineering unit consists of few people unit A and a lot of unit B people. The supply coordination unit consists fully of unit B people. The management is rearranged so that mainly unit A management is handling the same areas in new prospects, strategy, Project Management Support and sales support they previously did and unit B management is managing tender, engineering and supply coordination areas.

There is sales support (later SS) and project management support (later PM_S) that are helping country units in the beginning of the project coordinating the tender and to support the sales process to ensure the order for the corporation. PM_S is supporting country units with project management knowledge and skills in all phases of the process from start to the end. This means that there are now inside unit Q following teams: project management support, sales support, tender, engineering and supply coordination. Then we have tender team, which is making sure the technical understanding and pricing the projects. In some projects engineering is needed to support to find out the technical solution for the problems. Then we have the supply coordination team that is doing the supply phase process coordination using also the recourses of engineering team.

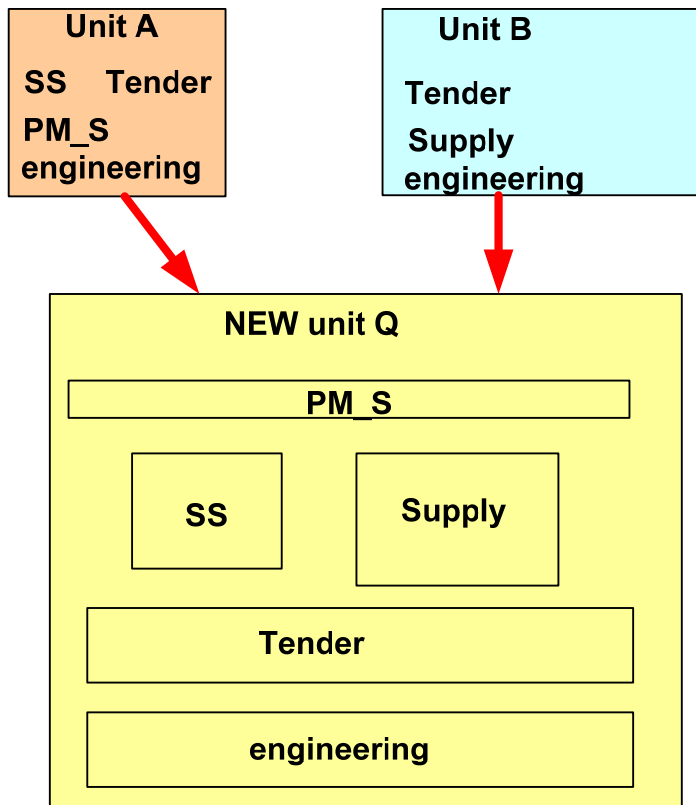


Figure 3: how the functions were united into one.

There way of working outside the company has not been changed dramatically. Here in figure 4 you can see how the cooperation was working earlier. Chronologically the unit A did their job first with country units and when their responsibility ended the unit B took over the project supporting country units to the end of the project. The manufacturing unit is also part of the big corporation but is independent financially responsible unit which contains a lot of different big and small units needed in manufacturing. Unit A used to be part of the corporation support functions to all country units and thus also financially part of the corporation.

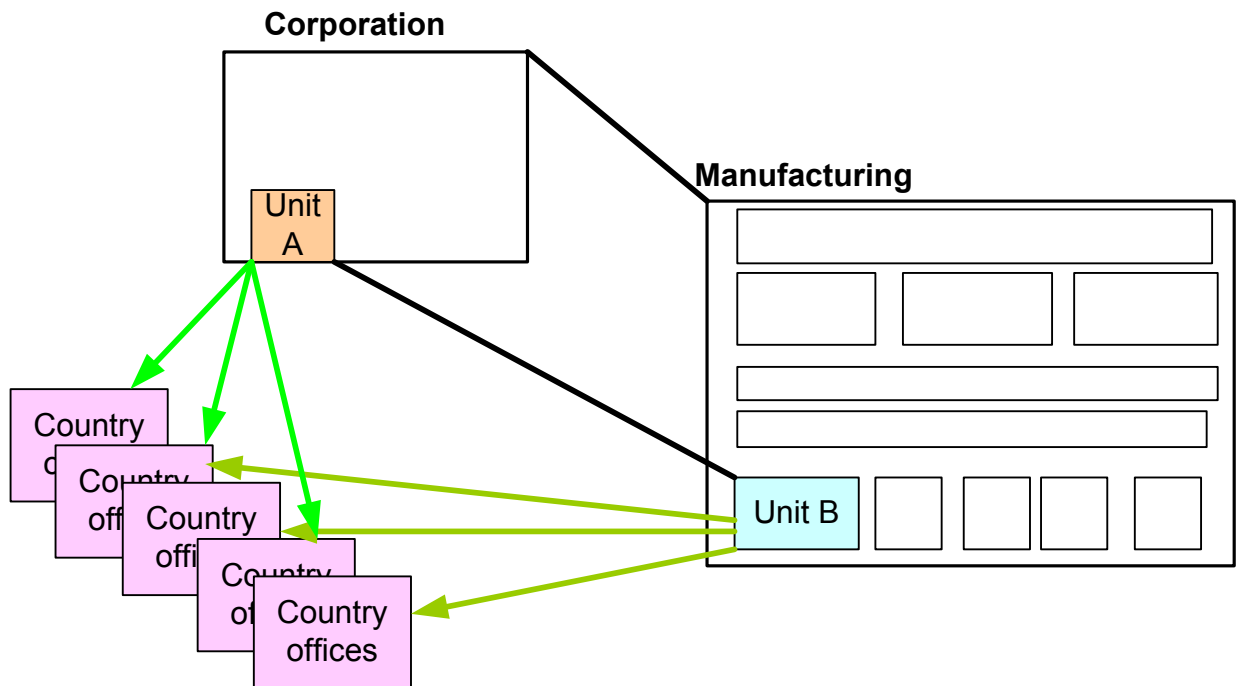


figure 4. The way the daily work and cooperation was arranged earlier with two separate units.

In figure 5 you can see the way of working after the change. In practice the new unit Q is now independent unit financially and it is separated from the manufacturing function officially acting as partners with manufacturing unit. The contact to the corporation is there, but the new unit is no longer supported financially by corporation. However, the new unit Q has responsibility to support the country units with the same project cycle as earlier. The contact of the manufacturing unit is still there, since the manufacturing of the products is still important. To the outsiders the functionality is quite the same than earlier, the unit Q has rearranged all internal functions again.

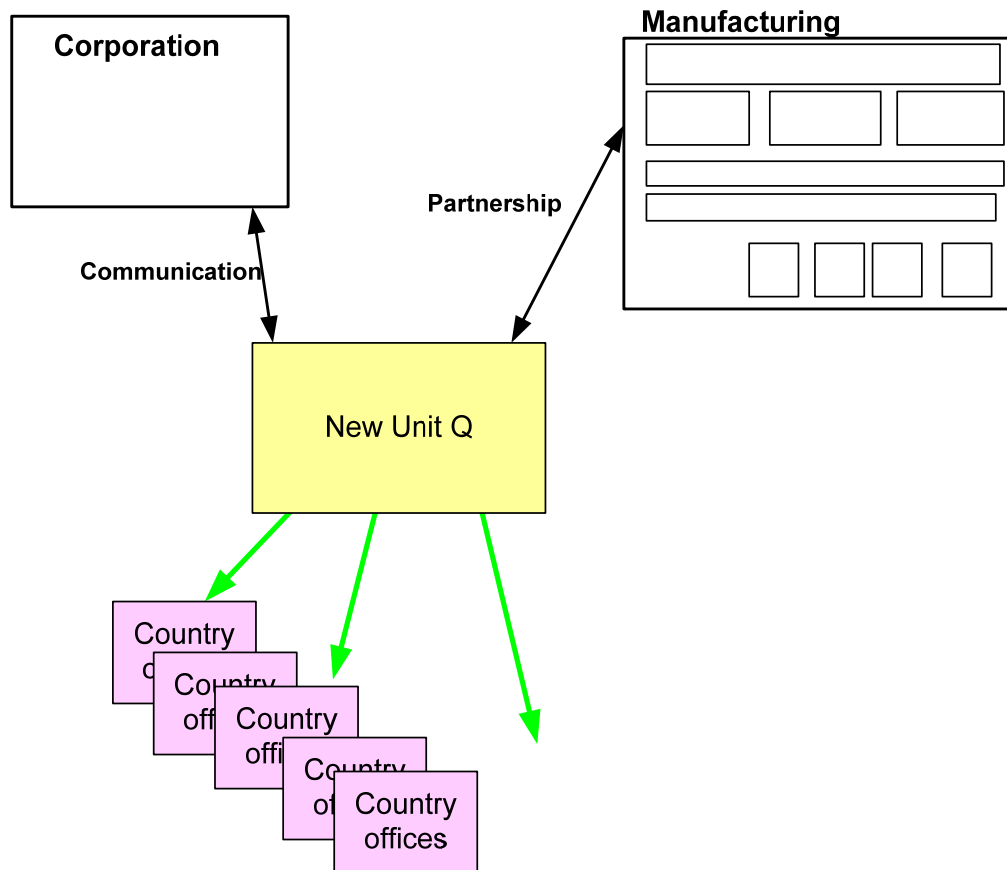


Figure 5: This drawing represents how the new unit Q is now in interaction with other parties earlier presented.

4.3 The communication of the change

Gathering the information from the interviews the communication about the change has progresses following way.

December

- New high top manager appointed early fall, where one could have figured out there was change coming.
- Email letting know there was going to be change somewhere at the beginning of December letting know there is information session in cafeteria just before Christmas holidays.
- The new top manager visited office walking among people in unit B and in unit A visited a staff week meeting.
- Information meeting for whole upcoming unit Q personnel letting know that all management positions will be applied and the new organization structure will be ready at the end of January next year.

January

- Some point in January the management was announced.
- Silent period started.
- At the end of the January was published a new organization structure which was announced to be temporary and valid for now. This was mix from unit A and unit B structures mixing people from both units. At the same time it was announced that the final structure will be published in a months time

February

- The final structure was published. This was different to the temporary structure.

March

- The physical move was made into same premises
- There was correction move to make the office spaces bigger. This move was moving about one fourth of the people

August

- The forth move was announced during last interviews to take place in August when the most of the people would be in summer holiday (partly the same people in March) changing the physical layout.

5. Results

The analysis was made management versus employees and then between unit A and unit B answers. During the analysis of the results it became apparent that the differences were mostly among the employees and management. Thus in this study report it has been decided to go through the answers more widely management versus employees. First are analyzed 9 management answers versus 23 employee answers.

In the second analysis the answers from unit A / B was analyzed. The answers between unit A and B personnel were very similar and therefore the answers which were different are presented by every question after management versus employee analysis. Unit A had 15 interviewees and unit B had 17 interviewees.

5.1 First reaction and situation after five months has passed

This question was searching answers for what kind of reactions the organization change had created in unit Q personnel. The purpose of the second question was to find out whether the opinions had changed or was people's reactions the same the first reactions to the organization change.

Questions: What was your first reaction to the organization change? What do you think of it now (after 5 months has past in this new organization)?

5.1.1 Management

All management interviewees' first reaction was very positive about the change as well as after five months had passed. Some of them also know about the change much earlier than it was actually published due to their position. They had had more time to discuss about the change than the rest of the unit. Many of the management commented that some of the main problems that were occurring with old two units have already disappeared. Many of them were stating that this change was the next logical step that had to be taken in order to grow into being serious professional in the field of business. Interviewee comments: "The business has grown so much during last few years that it would have been impossible to continue with the old set up." Many remarks were made that it is very important to see

that unit Q has been set to be own business line and that will bring benefits that we have not earlier had for example the other units in the corporation need to take unit Q opinions more seriously and help to solve problems together.

After five months have passed in this new unit the feelings are still very positive among management group. Some concerns or points were raised:

The only thing, which I see as management point of view is concerning, is that we are doing things in such speed that I am worried that we can actually do everything and especially that we do not have enough resources to do everything we plan to do."

Many of the managers saw that the change is leading organization to right direction, but there are still lot things to do. A manager commented that "It is actually lucky that we are now in economic down time so we can get everything ready and working well before it will be really busy, since we are very busy already in many of our functions." In similar vein, a manager brought up that "We do need to get our communication together and start repeating our key points to all necessary parties until the message is clear and understood the same way among stakeholders".

The first one is that this change was very needed and logical continuance of the development of the market. The other point of view is that even the idea of the change is great the actual execution is not good. There were many interviewees saying "Changes are good and this change was due a while ago already." Then as an opposite view we have opinions that the change looked good on paper but not in practice. The execution is commented by several interviewees as not being successful. There are still further changes needed. "A lot has been done, but we still have fine-tuning to do and perhaps see if all people are in the best place for them." The communication was not good and also there are still those questions how to get things working in all phases smoothly.

5.1.2 Employee

At the employee level the first reactions are different. First of all the difference between management has been that although rumors were going around there was no information given for employees from their own management. Many employees said that even other departments individuals were telling about units A and B merge before it was given by own management personnel.

Overall people were feeling positive about the idea of the change. The execution of the change did divide people into three categories:

employees against the change, neutral of the change and pro change. On positive side were mentioned that: "It is very good that there seems to be now big boss, who can get things done through obstacles." Few negative first feelings were found with few very negative first impressions such as: "Holy shit" or "First I was so mad, then I got even madder. I am furious how this size of a change was just dumped on us and there was no room for any of our opinions or development". Employees state that the negative feelings were mostly caused by the uncertainty phase where nobody knew what was going on or that the actual change itself felt overwhelming and it seemed not have any reason behind it. There were deep concerns and worries about the changes practical side that can this be smooth, can this actually work etc. Also many concerns were expressed that does this mean that jobs are in jeopardy? Are people getting laid off now?

During this uncertainty period there was no-one giving any information apart from top management info sessions that took place in auditorium. An employee commented:

There was no proper communication and discussion arranged at this point for the whole unit Q. Of course people were discussing in the hallways and management was repeating information given by top management if you yourself asked, but nothing was sure and this added more speculations and rumor which has clearly increased the uncertainty and worries of the personnel unnecessary.

Many employees commented that there information was not given sufficiently. The information was available if you had good connections to superiors and went to ask yourself. Otherwise the information was not available. Employees told also that their first reactions concerns and worries were emphasized due to the timing of the announcement just before Christmas holidays. This made the employees feelings more intense adding more anxiety and concerns.

After five months have passed the feelings have been changing with most of the employee. The ones, whose work has stayed pretty much the same, are feeling neutral or pro change. The ones, whose work has gotten improved, are actively pro change. Pro change personnel also sees that there has already been some development and help for their everyday work: "I think the organization is now better and clearer than earlier. It is also slimmer. I think it is now more practical and I am happy with the functionality." These people are very positive and enthusiastic about the change. Those whose work has gotten harder to do in everyday basis are still against the change execution. They state that there is more bureaucracy and more complex processes and more distance in physical layout between closest colleagues: "Nothing has changed since nothing has been changed. The reality is still what it used to be. Only the physical places have been altered and now it is even crazier since the closest colleagues are far away from you." There were critical comments: "My feelings have changed from

neutral to negative. We have process and change that cannot be taken seriously. Simply put: we have no process, no rules and no management.”. There were also few of the responds that showed that the employees have been left quite alone in this change.

After five months I am no longer mad, now I am only pissed off. The change always causes anxiety and stuff. Now the worst anxiety has calmed down but the bases for the being pissed are still there. The way of letting us know about the change was the worst thing and especially how they treated the employees as beanbags. Then in January we were introduced new boss with new temporary organization structure and again with new structure and boss in February. The change announcement was also timed so that it spoiled the Christmas vacation. The change was not so urgent that it could have not been told us on January. I do understand that there was the official change of companies, but that could have still been told to us later. This left to me a bean bag feeling.

There were few comments about improvements being visible already after five months. Employees pointed out that on the other hand there used to be responsibility problems between units and those can already be seen disappearing. Many opinions also noted that the change is not finished; there is still many improvements and development needed. One of the reasons communicated by top management for the change was the communication barriers between units A and B. Those have already started to go down, but after five months the barriers still do exist.

Organization has grown stronger, the same weak points that were affecting my work has not improved. The responsibility problems are starting to arise and they are starting to be realized. There is positive movement forward, more resources in management also they are able to push forward positively.

5.1.3. Differences of opinions between members of unit A and B

The difference in opinion here was that many of unit A interviews were afraid what effect the change would have to unit A well working processes. There was clear understanding among these interviewees that the old process and old teams in unit A were working very well together and process was flexible, fluent and all people were committed to their work. This change has now caused many bad feelings since the praised process has now been broken and divided into three parts and many interviewees were feeling that the work is now harder and more bureaucratic in everyday work.

5.2 Reasonable change and the target of the organization

This section is grouping five questions in total. These are the main questions of the research which were intended to find out how the target of the change and target of the organizational structure has been understood. Also were the reasons behind the change understood? Also did interviewees find the change reasonable?

Questions:

What do you think about the change? Is the organization change reasonable in your point of view? Why/ why not? What is the target of the new organization? What is the target of the change of the organizational structure? Why was the organization structure changed?

5.2.1 Management

Was the change needed and reasonable?

The Management was aware of the reasons behind the change very well. All interviewees saw the change necessary and needed. There were few similar comments like:

Now for the first time we have our functional responsibilities and exact processes formed. Also for the first time we have management team that

covers all business line areas enabling continuous discussion between all geographical areas as well.

Few of the interviewees were commenting lack of the communication inside unit Q and many of the interviewees were commenting lack of the communication towards partners and stakeholders.

Interviewees did agree that the change is not yet finished but it has already solved many problems there used to be. The development continues still long time and new issues and problems will rise up, which need to be fixed. "It was good thing to unite the organization because earlier responsibility issues had started to be problem and that development already seems to be disappearing." Interviewee says.

In execution phase there was unnecessary, temporary first organization structure valid for little over a month time period. According to the interviewees that first organization structure should have been left out. "That only caused turbulence and confusion, we could have continued with old set-up until everything was finalized with less hard feelings". There is critique against also to the united engineering and tendering resources called engineering pools. Every interviewee in management group did make a remark that the results about the change being good or bad can be seen earliest during the fall. The change is not yet finished and the results of this kind of big change can not be seen immediately.

Few persons pointed out that even unit Q is organized to be more efficient and agile, that is not enough. There are still gaps in knowledge and experience at the country unit side when thinking the whole long project process. It is not enough to make the unit Q work well, the country units cooperation needs to be developed as well. Some of the country units have already been working long time with unit Q and former units and some are just starting to upgrade their processes up to date. It is crucial to see that these country units get the help they need and inside unit Q all phases of the project do understand when the time to ask for help and support is.

We need to understand that the country units are in the beginning of the learning curve and they will make mistakes and we need to support them with needed intensity. Then we do not need to send the rescue forces to help in urgent cases which will require a lot of money.

These needs should also be viewed in cultural aspects because in some cultures it is not that easy to accept somebody to come and tell what to do.

Few interviewees wanted to point out that there are needs to have unit Q specialist present in country unit's sales meetings to ensure the winning of the contract. Some deals need to have special technical edge offered that the experts can think of. According to the interviewees there are some good experiences having unit Q experts at the customer meetings with country unit's sales and getting the contracts to the company. Some interviewees also pointed out that: "during the depression we should

attempt to get some projects into contract with smaller profit margin. This is the way the competition is doing and stealing or winning the contracts. “

Some of the management also brought up the problematic technical problems. There are often problems in project that need some kind of development or other technical help which very hard to get for the projects. When project has problems it seems to be up to individual persistence to get problem solved so that project can be completed.

We do need larger budgets on R&D. Our R&D is really ridiculously small and especially when we are at the moment the only company which increased its profit. We should really make the difference and increase our R&D budget to make big difference for our unit Q in the future.

Target of the change/ Target of the organization change

Target of the change was understood by management well:

“Target is to make the work industrialized much organized method.”;

“Target is to have as lean process as possible and clear responsibilities and to have one contact point for all services.” and

“Target is to simplify the contact points between customer and our company.”.

Few interviewees emphasized on the winning the orders for the company:

“Growth and profitability. Supporting country units and getting orders for the company.”.

While others commented more on full view:

“Take care better this new business line’s full cycle and put all under one roof to avoid unnecessary barriers.”.

Few comments were raised that there has not been earlier a proper strategy how to grow. A interviewee commented that “We need to get into mode of doing things, not wishing things will happen as we have in the past”.

The target of the organization change turned out very similar answers from all management group interviewees. All were thinking that the change was already well needed and the overlapping processes needed to be united in order to get better functioning and profitable organization. Many of the interviewees mentioned that the one of the reasons behind the change process was to make the new unit Q organization more simplified and with leaner structure. Few comments were given that the area division was clever choice. Few pointed out the need to be more flexible toward the clients.

Even we try to teach the customer to work the way we want, it will always be so that there will be situations that we need to act fast to. So

really we just need to get our act together so that we can handle the emergencies well in between the normal work. These needs seem to vary a lot geographically.

At the moment there is still turbulence seen in the unit Q caused by the change. Interviewees told that the situation is pretty much what was expected. Some people should perhaps been selected into other positions but otherwise situation is as expected: "The time will take care of the sharp edges". Few marks were that perhaps some of the new teams processes and their responsibility areas still need to be refined and agreed especially the SS, tender and engineering teams. According to interviewee:

The process needs to be still monitored if there is more development needed. Although it has been developed during all spring with little actions trying to make the everyday work better.

There seems to be now practical issues that are not good yet. "The structure needs to be multipliable other parts of the world. So we need to make the same process work here and in countries that employees need much more support than Finns." The new process and responsibilities have been discussed and reviewed many times according to the management interviews. According to the interviews it can be seen that the problem within these teams and individuals is also the attitude and not wanting to see or accept the bigger picture the whole unit needs to be part of. Management interviewee commented: "Employees do not understand the big picture like why the certain processes are important and why we need to keep up with our partners and shareholders progress".

5.2.2 Employee

Was the change needed and reasonable?

All of the employees were not sure about the reasoning's behind the change. There were many who had thought of the reasons by themselves and assumed that they knew them without anybody telling them. There seemed not to be present any change resistance against the actual idea of the change. There is resistance for change execution since the everyday life has gotten harder for some of the people with adding more bureaucracy and more complex processes. There are now bad feelings or feelings of neglects among employees caused by changes made during execution and poor communication. There were also comments implying that the change was not needed:

I think the organizations were working more efficiently when they were parallel and the communication and responsibility issues could have been handled differently for example moving us in the same area like it has been done. No breaking the working unit A structure was needed.

To get clear image what the situation is today and from all different points of views, the organization and process is told below. For earlier process and the organization change description can be viewed in the beginning of the results chapter above. Here are described the benefits and concerns shortly with the new process that came up during interviews.

Benefits

One big area where everybody is seated is working well to ensure better communication. Of course some of the personnel used to have good personal relationships already, but for the major part of the personnel there is clear communication increase. Communication has proven already to be more flexible and free flowing. There are two different coffee areas where ex- units A and B persons have been mingling. In unit Q there are small and big working teams that cause different points of views to personnel. Personnel who are not part of any of the big teams inside unit Q do see the structure very clear and lean. According to the interviewees they now do feel that it is easier to go and get the information they need now.

According to the interviewees in tender phase there is not that the handover barrier anymore since there is no handover needed between different units. The whole cycle pricing process is now handled with one team making the whole process smoother. Many of the interviewees see that the whole tender process is now better than before even there are many opinions that there is need for fine tuning as well. The results of the engineering and tender pools are already promising. The pooling idea is more profitable than earlier way of working. The supply coordination phase is now getting more help for technological problems than before. There is more help and experts needed, but already the situation is better than earlier.

Concerns

In employee responses can be seen clearly that the situation is confusing for everybody and nobody seems to know why and where is the responsibility limit between linking teams. There has been no communication about processes, alterations, there are new quality instructions, but it is unclear

who is communicating about them to who and when the new rules are valid and they need to be followed. This total confusion seems to be the major source for all kinds of smaller problems and feelings of frustration among the new teams. Furthermore it is very clear that nobody knows if, when and what the unit Q partners and stakeholders have been informed about the change. Or whether the country units have been informed about the new services that are available for them and also about the new demands that are expected from them. This is disturbing for the employees who are doing the leg work everyday and do not know at the moment what they are allowed to say, how the need to instruct country units and act toward partners and stakeholders. There are also many new ideas and services unused since the partners are not informed these are available. "I have no idea when the country unit will be informed about the change or is it my job to do that?"

There are a lot of complaints that between the SS, tender and engineering department responsibilities and tasks among all parties. The engineering persons are seated far away and the natural communication flow is missing that earlier was present. Comments were also made that the tender response times have grown due to this new organization structure. "Tender is now less focused. There are "no hope" cases coming in more. The communication between SS and country units must be developed as well, not only the inside communication." Some comments were made about low resources in Sales Support function and in important special resources:

There are only few guys in SS who take care of the whole world's questions and pleas for support. They can not do all the work they are needed so that work needs to be done in the next phase in tendering making that process scarce of resources. ...there are no longer experienced customer specification writers in the unit who are working in that position. This means that later in process there is very high risk to give to the customer wrong things.

Most of the people in this circle of teams complain about the fact that weekly meetings are longer than earlier; there is data that they do not see important for them and that management is not responding to the complaints about it. However some of the interviewees told that there had been meetings and discussions with management very recently trying to see how to explain the necessity of the data and to solve the problems. The situation is complicated and there are partially very hurt feelings involved due to many things but mainly because bad and not corrected communication. There are mixed comments about reporting. For almost every phase of the new organization there has become new reporting ways and processes to follow. There are different opinions on personnel how they see these multiple different ways of reporting. There are opinions that the reporting is not bothering or it is indeed hindering their work profitability. At the same time there were as strong opposite opinions that there is really not that much reporting at all. Interviewees also commented about the lack of common storage pace where

everyone could access and processes where to put and store certain files. It seems to be bothering employees. According to the interviewees this actually is slowing the work down.

There were many concerns about engineering and in supply coordination phases also. Engineering resources are reserved from engineering pool from coordinator to both tendering team and to supply coordination team. Engineering priority has affected confusion as well. For Supply coordination it has been told that tender process has higher priority than supply and tender it has been told vice versa. This confusion in process causes a lot of misunderstandings and disagreements in everyday work. There is increased tender and supply reporting according to the interviewees. In supply phase there are usually many kinds of technical problems to be solved there is already some help but more is needed in other expertise fields like electrical issues and especially R&D project problem solving issues. R&D was referenced among interviewees not helping in projects problems and the supply manager is left alone to solve things and many times this jeopardizes of the delivery. This causes a lot of stress during supply phase when all responsibility is on the supply manager to solve unseen problems and create practical solutions for the projects on their own.

Some more general notes or concerns were raised. The new unit Q organization charters and new process flows would help the personnel to visualize who does what: "Where are those organization charts? I have been asking after them many times. Would be nice to look then and see what do my closest colleagues really do.". These have not been available for the personnel yet. According to interviewees this is causing confusion and doubts that can the whole unit Q actually function as it has been planned.

There are several comments which indicate that employees are satisfied with change but not how it is executed: "The change looks pretty on paper but not working so well in practice". There were many strong opinions from unit A that the unit B is working too much process like and is drowning the unit A now with same type of processes. Then again from unit B there were comments that: "Some of the ex unit A people are only interested in their work and do not follow our partners and stakeholders situation closely in order to function in today's business world."

Concerns were also raised because the atmosphere is at the moment little negative and that can start spreading causing unnecessary problems. The need of unit Q workshop or team-day was raised up by many as a practical action to get the atmosphere better. After the interviews was held first team-day in June 2009. The information about the date was announced before the interviews were all done: "It would have been great to have a get-together before June."

Overall concerning this new unit Q's all different functionality teams there were many opinions that some people are in wrong positions which they should not be or that colleagues think that it is wrong man/woman for the job. None of the employees were asked any preference questions where

they wished to be and what to do which has also caused a bad atmosphere. There are some people having really tough time coping with the fact that they are doing a work that is not motivating them. These individuals have also raised their preference to grow their competence to the management earlier or during this change. There has been no management reaction or action for these people.

Part of the comments to these problems was diplomatic: "Improvements that would be needed to my work? We have to rethink the whole thing. First of all I would like to know the reasons behind the change then check where we are at the moment and then figure out the best way out of the situation.". Others commented: "We do not need to go back to the old tender; the problem is just to have more resources easily. The next question is of course are there enough resources even for this amount of the tenders".

Target of the change/ Target of the organization change

Target is not clear for employees. According to interviews within employees the whole target and the target of the change are very unclear. The comments about the target of the change were divided widely. Most of the employees are guessing the target or pondering what the real reasons behind the change are. These answers started with comments like "I have thought it is..." or "I assume it is..." or "it is really fuzzy, but I have been thinking..." Few employees would not start to guess anything they just commented: "I have no idea, would be nice that somebody bothered to tell and explain this to me".

All of the employees were saying that the targets have not been informed publicly enough clearly. According to few of them it is normal way of communication in company's history. The target of the organizational change was clearer to the most of the employees. Some interviewees pointed out that it does not matter even if the target has not been told, because people are smart and can think for themselves. Interviewees continue that the reasons behind the change are visible if using the common sense. However few of the employees did comment what is the target to their opinion. "The upper management has realized that unit Q needs to be brought to the serious business and to run it professionally." Other employees were more service focused in saying: "The target is to give faster service times to our partners and shareholders." and also "The target is to give better and more open service to partners and shareholders." and "...to make the whole project run more smoothly braking unnecessary barriers between all partners." Many commented that "Of course the target has been money; always the target behind changes is to get more profitability and more business meaning in our case to win more projects."

According to the interviewees there have not been enough opportunities to reflect together openly what the change means and what the reasons behind the change are. There have been information info sessions but not possibility to discuss what it means openly and honestly with the managers as a team, or as a unit Q. According to the interviewees it is very important to discuss together what it means to customer, country units, company, unit Q and individuals.

Some interviewees were questioning also the target of the organization change with few points. How it is going to work that there is now three different areas and managers in supply side. These comments pointed out that it is that areas win or loose depending how skilled manager they happen to have running the teams. There was also concern do the different areas have different method and processes to work or is there some new quality rules for everyone? How it is ensured that all are following the same process so different country units are getting the same service? There is quite mixed guesses back and forth for all different areas and functions and many unanswered questions as an interviewee ponders:

I doubt mostly here that we have the area division in supply phase. Does that have any sense? So if the area manager is bad, then the job is going to the gutters. Every area manager of course has different ways to work. Of course if the new quality rules are forced into the organization then the processes are the same for everyone. Then it will work.

5.2.3. Differences of opinions between members of unit A and B

There was one comment from the unit B regarding the change that did not come up with unit A: "I would not believe that the merge with unit A goes this easily with only few problems". On the other hand the rumors at the corridors have been disturbing for the unity of new Q and for unit B personnel: "Unit B has swallowed unit A". This sounds to the unit B interviewees that there has been something bad happening and that no unit B personnel has been affected by the change. Interviewees in unit B pointed out that they have also been affected by the change some much more than others. The daily work is basically the same for both units. There have been new processes for both and the constant telling how important and great unit A was is starting to be somewhat bothering and it does not help the teaming after the merge. The unit B actually has undergone changes for past three years and that is forgotten by unit A personnel when complaining about the negativities. According to the unit B interviewees unit A is enforcing their misery and forgetting there are others in the middle of the change as well: "The unit B has been bounced back and forth to crumbed

temporary office spaces with left over office supplies, tables and chairs and there are no complaints about any of those situations among unit B.”.

5.3 Communication

This part is dealing with how well the interviews saw that the change and the organization change were communicated during the change and after the change.

Questions: How was the target of the change communicated to you? How was the organization change communicated to you? Did you understand this changes purpose? Do you see if your colleagues have understood it?

5.3.1 Management

The management according to the answers was not communicated officially much earlier than employees about the change and its targets. Unofficially many knew very early that there is going to some kind of change. Some of the management did get a lot of information and few were also being involved with the target and organizational structure development. These persons did feel that they got enough information. Following comment points out the bases of the communication problem:

I think the information flow has stopped to the management stage mainly because there has not been pointed anybody who would be responsible for internal and external communication.

The communication problem seems also been created by limitations what to tell and when:

I did understand. I think that all of management has understood well the change. Lower part of the organization did not know too much. Of course it was sensitive information so it was not distributed before announcing everybody at the same time.

There were few persons in management interview group that commented that they have not received enough information and some information was very surprising when launched at information event:

I think it was interesting in that matter that top management had strong vision how things should be. Then all the possible options were viewed in good spirit even they were against the top management’s original view. It was somewhat surprising that what was announced was not

what the last proposal was, but there are the main elements present anyway.

There seems to be two levels of management also the top ones who knew what was going on and then the ones below that still being managers who were surprised by information. Things were constantly changing behind the scenes. Communication nowadays after the change is now better according to the management interviewees. Interviewees were commenting that they are getting more support if needed and information from top management. Some also commented that the timings such as giving out information about the change just before Christmas holidays was perhaps not the best idea, especially since nothing happened after that until January's temporary new organization structure.

Many of the management commented also about the lack of communication flow. All managers are informing what they are informing to their teams, but no one is responsible to give or produce the information what is supposed to be given out. Nobody is responsible for communication outside unit Q, to partners and shareholders: "I am more concerned that how other stakeholders outside unit Q are informed like country units, partners and subcontractors. There is no way we can exist without them." Since five months have now passed since this change started there is still problem that many of the country units contacts move not yet heard about the change since it has not been communicated to them.

It is very challenging to get the operational functions going since only half of the people know what they are supposed to do. We do not have anybody responsible of the internal and external communication.

How do people understand this change?

This question answers showed clearly that management knows and understands the change. All the interviewees in this group thought that other management personnel are have clear view what is happening and why. All management interviewees pointed out that employees are not aware why the change occurs. At least they do not understand well enough. "... Because I don't believe they were told well enough the goal of the change and what effect this change will have. They may have problems understanding and accepting the changes." commented management interviewee. There were also few comments about employees understanding: "The lower level does not understand. Perhaps positively thinking 70% understands. Many people are complaining, but they are still working hard on everyday work." Many were also concerned that everybody is expecting things to happen immediately.

One should not expect too much too fast. The other thing is when we make decisions the world is not just black and white. Many things do demand compromises. We need to make choices. When you make choices that may lead to a situation that some choices do not seem right and wise to the employees. Sometimes these choices regarding to individuals competence and talent is not wise, but when thinking the whole big picture the decision is wise, even if it means losing the talent at some point. The need of that person in that position is more valuable at this moment than risk of losing the person eventually. This is not nice and we cannot modify this organization for individuals. Individuals can freely suggest, develop and express their hopes, but at the end the whole big picture is what counts.

5.3.2 Employee

The communication was not handled very well. Although not all communication has been that bad according to interviews. Some comment: "The communication has been ok, a little bit hard to get." Even though there were comments that communication is better than ever when comparing to history, but still the communication got very much negative comments. "The information was divided by info letters, text messages, emails and management briefings but perhaps a little bit vaguely sometimes but there was information available if you asked around." comments interviewee. Information was available if being active yourself.

Few interesting comments were also made that: "We nowadays do not have the direction, process, rules, management or organized way to get resources one needs.". This seems to be caused by the lack of communication of the targets and reasons behind the change. There were some other comments about poor communication such as:

Before the big boss was not visible and management near employees was. Now it is the opposite when the big boss speaks the own management repeats his words. Still the communication has not gotten any better.

There were many comments about the importance to understand the whole big picture and understand why the change has happened and how it is related to longer view of the history and planned future. According to the interviewee it is all about the customer and to better serve the customer and win more projects. Few interviewees also commented that:

It is sad that all do not see the importance of positive attitude toward change. ...The rest will understand when there is no more work. If half of us are cut off next year or so... Perhaps then the rest will also understand how important the customer is. The customer pays for everything including for our pay checks, and we are still too slow in their requirements..

How the communications is received by the employees

There have not been any unit Q internal meetings where the change would have been explained and where these could have been discussions what it means the interviewees say. "The worst part is that almost all information has been distributed with emails or text messages. That is just unbelievable" interviewee says. This comment perhaps explains the current situation well:

We did have these top management info session or was there two of those. I have forgotten the target, if it was ever mentioned. Perhaps it was that first slide was saying something about it. There was problem seeing the slides and hearing anything in that event because of all the air-conditioning machines so I really have no idea.

Many interviewees said that "The target of the change and target of the organizational change have not yet been communicated and that in the information events there was focus only on boxes: who goes where into what position."

After the top management information meeting the original plan how to form the new organization structure was understandable and clear for the interviewees. This is referring to the very first meeting top management had with both units separately. The plan indicated that first the top management would be first applied and selected. According to the interviews after that the next positions under top management they thought these positions would be chosen the same way through apply process. However, the selected management filled out the rest of the boxes with the employees by themselves without consulting the employees, interviewee comments: "But as soon as the first level of management was selected everything was just placed... no-one of us was approached to discuss about anything." interviewee says and continues that many persons understood that the next positions would need to be applied as well and that would have been better than placing people into boxes. Employee commented:

The employees have been treated as bags or boxes whose opinion does not matter and the individuals can be moved around as management wants not asking or even communicating what the change means to oneself.

There were also some comments that there was never asked from the employees what they would like to do and do they want to be in this box or in this box." This has caused feelings of neglect and disappointment how individuals are treated and some commented that this "makes the employees question their value for the company."

"The worst move was that the management published that January organization! That was just not necessary. That caused a lot of hassle and worries and corridor gossips. That could have been handled by taking one month more time for the development." Interviewee says. Many commented also that:

Why the change was presented so under developed for all the personnel. Why could the change not have been fully developed behind the scenes and then presented a completed structure for everybody since the employees opinions are not wanted anyway.

Many interviewees commented that "This direction where we are going is really not clear and there have not been workshops etc where we could discuss the changes and reasons behind them. " There is also a lot of disappointment connected to this because in old units A and B information was good and also there were regular information events, workshops etc that allowed everybody to discuss things and develop together. Now with this new unit Q employees feel they have been neglected: There are no events; no workshops were there could have been organized discussions that would also ensure that all people do understand the target, the change, the reason behind the change and also the future vision.

According to the interviewees people in this new unit Q are professionals and do take pride in who they are and their professional competence. They are used to discussing and developing and being committed to the organization. Now there has been no chance for developing and discussing together. Many individuals have gone to talk to their manager or previous manager about their development ideas but the overall feeling is that those opinions have listened but no good responses or no action has taken place because of these concerns.

Many comments were quite negative "Someone told in panic when we already had heard a lot of rumors from other places. Communication has been handled very badly." On the other hand some got information about changes ahead already in job interview much earlier than organization actually was publicly informing about the change: "I assume that I was told about the new organization already in the job interview because this organization was nothing I expected in the job interview." Interviewee tells.

How do colleagues understand this change?

The interviewees tell that most of the personnel do not understand the big picture. Many of interviewees think that since they do not know the management reasons or they are not sure what they are, the rest of the personnel do probably not know either. "They do not even know why unit Q does exist." an interviewee comments. Then others do understand the big picture well but they do not understand how this change is supporting the future directions, target, vision and strategy. Those have not yet been introduced to the employees. There was estimate among interviewees that perhaps 60-70% has understood from the colleagues the change but for the target the interviewees could not give any guesses. On the other hand there are comments that interviewee suggest that since he has understood has others as well because it is important for the future business:

The change is always needed. There is nothing as sure as change. We have so much improving in response times and customer service. We are so unbelievable stiff.

5.3.3. Differences of opinions between members of unit A and B

With unit A interviews there was raised one point of view that was not common with unit B. Many interviewees in unit A brought up top managements first meetings in unit A in very similar way telling the speech to almost from word to word. From the interviews can be gathered that unit A former process and way of working used was very flexible and profitable. Interviewees told that in this meeting there have been said that unit A process will be guarded because of all the beneficial points and unit B will be changed accordingly. The execution, however, has gone totally opposite direction. This was surprising to the most of the personnel in unit A. This seems to have caused some puzzlement among this group because this change at heart is not saving unit A structure was not communicated to them nor explained the reasons behind it. There is now feelings that they are not respected as professionals and that they have been abandoned.

Few unit B interviewees commented visible unit A complaints. It is a fact that A has been changing the most and their process of work in practice has changed the greatest. There were some quite strong opinions:

Some unit A personnel do not see how this new business driven unit Q is better than the old. This is the answer to the future the old organization cannot handle all the when we are getting out of this economic slump.

On the other hand many from the unit B seemed to understand the unit A personnel and sympathize their feelings. Some commented that perhaps it has been harder to handle the change at unit A side than in unit B. According to the interviewee it seems that many of ex unit B processes and structures has been base for the new unit Q models and that may seem to unit A as being swallowed by more numerous unit B. There also were comments that some persons have not been placed in proper positions: "Of course there are persons that have not been put into correct positions according to their own opinion or according to other person's opinions. I guess this will be fixed."

5.4 Expectations

These questions were asked to see what kind of expectations interviewees have for the change and also for the future of the organization.

Questions: What expectations do you have about the change? Have you noticed that any of your expectations have come true?

5.4.1 Management

Among management there are different kinds of expectations and already many of the expectations do have signs getting better or getting realized. "My expectation is that we will be concretely the biggest and most beautiful unit Q partner globally. And I expect that personnel who are working in this organization do have passion in performance and drive to act." The expectation is that the gap between units A and B would disappear and it has actually has started already to do so. There were opinions that nowadays more development ideas are listened in corporation side as well and unit Q personnel are taken more seriously in all kind of future product development wishes and directions. Also there have been already few ideas that have been accepted in the high level. Interviewee says: "It seems that we are no longer waiting to things to happen, we are making things happen. That is so great." There are several expectations that this new model is more efficient than earlier. "I think that this model is the answer for the next phase of our businesses."

Some of the management was commenting that one of the expectations is to have better service and to get more positive feedback from country units and that actually has already started to happen. Few comments were about the expectations already coming true in the field of the service and response times: "There have been significant results getting

much more actions solved and country units served better and faster. The results talk to their own language.”

“When doing the merge I expected that some of unit A would not feel good and start complaining about things. That’s how changes always go: some are happy, some neutral and the rest negative.” Some interviewees tell that

There has been so much resistance or complaints among some of the people that nothing seems to be good development anymore. Fact is that these processes need to be global so we cannot make process that makes just individuals happy.

5.4.2 Employee

There were different kinds of expectations among interviewees. Few wanted conquer the world. “There is no point of making changes if you do not aim to the top.” The world has not yet been concurred: “We are well on the way but there are still a lot of things to do. There is expectance that we get from projects a lot of profit but also will be able to measure it more reliably.” There were also comments that there are needs for more pressure for country units to develop themselves.

I have no great expectations. What I thought this would be different than just back office work where we do exactly what country unit tells us to do. Someone with power should go to pressure country units that unit Q experts should be respected and they should ask our help and not ask us to come and help when there is total crisis and nothing can be done anymore.

According to several interviewees the own attitude is very important and it goes long way when having positive set of mind.

“There were a lot of expectations that we start to do things and actions together. That has happened and there are barricades down in-between the organizations. “Some employees did want better understanding of the unit Q phases from beginning and project management support. According to the interviewees there is need to have more experts available in the process to ensure the flexibility in process. “My expectation is that this atmosphere should allow the usage of at least external experts even though my developmental ideas are rarely used. “ According to the interviewees there is need to have more possibilities to influence and to better communicate inside and outside unit Q. Communication between units A and B has already gotten better that five months have passed in the same physical layout.

There were also several expectations that new changes and development would happen so that everyday work would not be so hard that this change has caused it to be. There are also a few very negative comments that there is seriously bad atmosphere and some people are not talking to each other. There seems to be persons not showing the situation to management and things are starting to pile up according to few interviewees. There were even comments that: "I am expecting a year to pass and another change to take place. This truly cannot be final organization structure." According to some interviewees there are few issues rising like organization is still unfocused, filtering of projects is still not working and the change has brought more bureaucracy for others. There were even comments: "My worst fears have come true".

There were many opinions that the organization should get closer to the customers and customers need to be kept happy and get things delivered on time. "Also it would be nice to hear thanks sometimes that this project was nicely managed or something." According to some interviewees

My expectations are that in time we will do projects in organized way and keep projects under control and be able to do steps needed for good project management professionally. This is not the case now. There is a lot of training needed.

There were quite many opinions about training needs and that training is not available for everybody equally. Some were commenting especially in supply phase that: "My expectation is that the work will become more transparent and these projects start to pass the system more easily without so many problems.

5.4.3. Differences of opinions between members of unit A and B

One different point was found among unit B interviewees that came up several times that the reputation toward the partners has earlier been bad and now it has become better and unit Q is more reliable as project organization. Interviewee points:

The reputation needs to be good so we will receive help when needed from partners. Sourcing is good example: We have here in unit Q only one man who can not do really anything when thinking about the need of making the projects more productive. He can only handle few special questions in a month but to be able to really focus on having savings in special projects - no. He has no time.

Some difference in opinions could be found according to the interviewees in unit A the development projects seem not to appreciate how the development has gone. "It seems that everything unit A has had in the past as processes, files, templates etc, needs to be trashed and new things to be developed to replace them." Among some of the unit A it is not clear why the new processes are developed. Thus the big picture is not understood and not all persons understand what it means that unit Q is now a new business line.

5.5 Motivation

The change always causes concerns and challenges but on the other hand also the possibility of great benefits. Has this change been motivating for the personnel?

Questions: Does this change motivate you in any way? How? Why/ why not?

5.5.1 Management

All management personnel are highly motivated in their work and the chances the merge is causing. "I am very motivated. I would not actually stand this heavy workload, if I would not be motivated." interviewee tells. According to the interviewees: "the work is more challenging and it is essential that we are now improving our services to country units and making more competitive tenders and more profitable work in supply process." Interview comments: "Challenge motivates me most. We are growing big department and it brings big challenges. "

There is only one thing some management persons were pondering weather the physical layout was done too fast and not with enough thinking. Some commented: "People who work together need to be seated side by side in order to get the work to be flexible." Some interviewees were commenting that most of the personnel are motivated but there needs to be also left some space for the personnel to have the chance to get motivated from their work.

5.5.2 Employee

Most of the people are motivated. However there are many opinions that the work is not motivating at the moment. Many of the interviewees were thinking that changes are making the organization better and it is going to the right direction. "We have a lot of action plans going on at the moment. Hopefully we will have energy to develop and make things happen. I hope that despite of the recession we are allowed still to develop without losing resources. ". According to few of the interviewees the work is now easier and they get more things done. Some interviewees were saying that because the work changed due to the change it is now motivating. There were also many other things making the work more motivating for example clean and nice office with nice furniture makes a lot of difference for some employees.

Many of the interviewees were commenting that it is good that management seems to be committed. "I get motivated when I see that the people in management are seriously developing the organization. I like that there are many things where I can give ideas, innovate and develop. "For interviewees it seemed to be very motivating that higher management has been investing money and resources to unit Q. Some were feeling more motivated because unit Q is now growing bigger with bigger challenges. Many of the interviewees are motivated because there is development of the processes, organization and ways to work. On the other hand there are many interviewees in this group that would be motivated of the same things if the change would have been the daily work would get to better in their point of view opinion. Since this was not the case according to these interviewees they are discouraged at the moment.

There are few reasons why people do not feel motivated. First of all some feel that there are difficulties with the daily work getting harder to do. Then others feel that they have tried to tell their manager that they would like to change their position into something other for learning or challenge, but there has not been any echo for those questions. Comments were made that people were chosen into some positions during the change and there still is confusion about the position and whether the person is right for that specific job in their or colleagues minds. Many of these de-motivated interviewees told also that if the change would have solved their works problems or had helped their daily work they would definitely become motivated. "No. If they would change the organization better and start listening about the problems then it would be motivating." Interviewee says.

Some of the interviewees are feeling that the old resource problems are still there. There are quite many very special expertise's that are needed in almost all projects and the resources for those needs are very scarce. An example that was mentioned was special engineering's. There were also comments that the constant moving of the physical place back and forth in the office is de-motivating. There were also few comments that it is not so motivating when bonuses are taken away from some people.

There is clear third group of opinions in the organization. There are persons whose work has not changed much and are just doing their everyday workload. "Really not much has changed. There are however a lot of unnecessary tasks and jobs coming through. Some kind of filtering would be good." interviewee says. There is other neutral point of view such as: "Neutral feeling. I hoped things would have gotten better but they did not. Everyday work is now harder."

5.5.3. Differences of opinions between members of unit A and B

Thus is one of the only questions where could the difference been made within the units. The common concerns that effect the motivation were about the current recession in business. There were quite many interviewees who were concerned that now is the recession time and they are still struggling to have enough expertise. What will happen, when the economic situation becomes better, how then there can be enough technical expertise for projects? Interview comments with concern: "Our partners are now letting go their guru experts. Where we can get expertise in the future?."

In unit A the personnel's points of views were divided. Many of them see that this change is very good and motivating and then the rest who think that change is good generally but this change has been executed poorly. The ones who feel that the change was good are very motivated and excited about the new challenges and possibilities. Some opinions were that the workload is unbelievable heavy at the moment, but the change is so exiting that it makes the workload bearable at the moment. There are many aspects that make the people more de-motivated. Here are raised up those which came up with interviews. The main concern what came up from answers is that there are many of the interviewees who feel that due to the change the everyday work has gotten harder to do. The other reason is that many feel that they were neglected or overlooked during the actual change. There is also a lot of criticism for the rush and then again long silence periods in communication. Most part of the interviewees in this group has doubts about the physical layout. People who work together need to be seated close to each other if possible. There are very contradictory feelings about the bonus system and benefits among this interview group. Others do think that the change is to better direction even though the benefits were taken away. The others do not see any motivation since the benefits and bonuses were taken away.

When in unit B side according to the interviewees are almost all motivated. There are only a couple of comments that are not so positive. The reasons behind negative feelings are that the individuals have not gotten help from their management when asking for a change in their work description for new challenge or learn something new. These people are

easy to get motivated by letting them learn and develop themselves in a direction that would be useful for whole unit Q. Almost all in this group are motivated because of their work has become more challenging or they can participate into development or they feel that their opinion and help requests are now more valued. There are the same kind opinions also than in unit A group that the layout is puzzling few interviewees, benefits have been cut down for some of the personnel in unit Q and the complaints that unit A has been swallowed by unit B are disturbing somewhat for the interviewees.

5.6 Daily work

Most of the organization was kept working as it was. There was however some people whose work changed totally.

Questions: Did your daily work change? How? For better or worse? Any improvements/changes?

5.6.1 Management

Many of the management did change to the new positions or the position description had changed. Therefore many of the answers do reflect the changes in their work and also the fast development phase going on at the moment. "Work is now much more structured because of the change and because it had to be applied in very short period, causing incredibly increased workload." There are new processes in development at the moment and all that development work shows in management workloads.

This change is shown in everyday with new development groups. Earlier in old organizations everything was ready. Now that unit Q is also new business line, it means that we need to develop everything from the scratch. We do not want to copy any existing systems, because they seem too stiff and hard. The change is shown in every area, since all needs to be developed and created from the beginning. For example there are organization charts, bonus systems, position descriptions, new risk analysis etc. Of course the new organization means that we need to modify new processes with external partners and subcontractors. We need to think everything again. Of course we need to also think that the business is already global, but all the processes need to be adapted to any

part of the world. Everything needs to be viewed so that it fits to any culture in the world.

There seems also to be problem that some management does the old work aside all the time which increases the workload even more:

Yes I would not actually stand this heavy workload if I could not see the light at the end of the tunnel. At the moment we do much developing work for the new post, tasks from old work and the new everyday tasks. It motivates so that I will accept this heavy workload for at this stage. If this workload will continue on the long run I do not know if I will accept it later.

Many interviewees are thinking that the work has gotten better, more structured and more challenging. According to the interviews there are also changes in old work descriptions and those are working better and more efficiently nowadays. Many were at the same time pondering about the new structure and could it be "tweaked" to be better for all participants. Many of the management also raised up the fact that now more than ever the cultural differences and time differences are challenging. The teams are divided into many continents and the teams must become tight teams even though it is not possible to meet face to face at the moment and also the ways to work need to be harmonized. These challenges were seen by management very positive and enriching elements.

5.6.2 Employee

Many interviewees in this group did not have any kind of change to the work. These interviewees are feeling quite mellow. All answers relating to the SS/tender/engineering situation has been moved to the organizational change questions results and presented in there. Most of the people whose work changed are positively challenged by change. The work is what they wanted and the responsibility areas have changed. These report mainly that the everyday work and communication is better than before since some communication barriers are down. Interviewees are concerned because on the other hand that has caused some risk areas as well. There is problem of workload since for few of the persons the old work follows and the individual is coping with two positions work load simultaneously:

Nothing has changed. More responsibility and more customer service view. Old work is still on the table and no-one who could take them. New work is waiting to be done. The best thing would be that someone would take my old job away.

The communication for the changes in everyday work and provided services to country units was criticized by most of the interviewees. There is no clear communication and knowledge what communication has been passed to country units and partners. This creates difficulties in everyday work. Unit Q should also be internally informed when and what information partners and country units have received so unit Q personnel would know when the colleagues have been informed: "The communication is so bad, that I do not even want to comment on it here. Communication really needs to be started." There are many kind of cultural differences and the emails and letters need sometimes profound discussion with own contact person in country unit so they accept the new knowledge and see important things and benefits for them.

Some interviewees work had changed for harder or more complicated. These were complaining that the big picture is no longer visible which effects motivation greatly: "I do not get pleasure from my work as it is now. Nowadays, in order to get anything done, I need to ask from four different people before the background facts of one project are clear." Nowadays main communication is with pieces of paper, a lot of walking around and multiple times used in weekly meetings. In few positions there is still ponderings who can give and what can get priority. There is no clear saying at the moment what individual should do first. Question was raised: "If the roles and responsibilities are fading inside new unit Q, who will then order or receive, and whose responsibility is a wrong order?"

Improvements:

There were concerns and at the same time hopes that according to the new plans responsibility is in country units. This caused comments because many of the country units are not ready to take the full responsibility and due to the cultural differences some cultures will not take help seriously if it does not come in their language. There are still be many problems ahead when trying to get the country units organizations up to date with correct professionalism. The communication with these units needs to be developed better according many of the interviewees. "The country units need training but also inside unit Q we need training. There are many kinds of needs from ...technical understanding to project management trainings to cultural differences training that are badly needed." interviewee comments.

Development ideas were raised for improving the everyday work. There are parts of the functions that do not divide the tacit knowledge much or not at all with other functions. The interviewees were actually asking whether they could get more feedback early on during projects lifecycle and

not only from closing report. According to the interviewee “The situation needs to have time out in order to reflect what is the reason behind the change, where are we now, where we need to go?”.

There were several comments that there is need for more resources to understand the technical aspects which are hard since the experience grows slowly on new personnel. Parts of the processes early in the unit Q repertoire are not handled well at the moment according to the interviewees. This causes extra work to handle them so that there are no mistakes which cry out for recourses according to the interviewees. Interviewee says: “Making proper technical understanding is the base of our process. Poor understanding will only cause more problems during the whole project.” Other improvements mentioned were less bureaucracy, less multiple reporting on almost same numbers. There were comments hoping that early phases within project would become still closer to everyday operational work so that it would be closer to the supply reality. One thing was raised up that should be also viewed: “There should be less time in meetings, less emails and less multiple almost same information reports to multiple places. “ The daily work would get better if the processes would be clear and people would need to follow it- no solo work anymore also applicable for country units according the interviewees. Interviewee comments:

Then we would have time to watch the coordination process more carefully so that there would be fewer problems. The projects are always busy at the same time so the work load is immense and overwhelming. Then in a month the workload goes down to bearable level.

5.6.3. Differences of opinions between members of unit A and B

There was small difference between units A and B. Training was one of the common concerns. Interviewees mention the need for continuous training inside and outside unit Q and keeping up the professionalism that there is. There were also comments about the facilities that there are missing phone call room types of places where one could talk better with partners and country units on important topics, using on line meetings. There are just not enough meeting rooms for this kind of usage. This came up with both of unit’s interviews. With these rooms the rest of the office could concentrate on their work and not listen to someone else’s phone conversations.

In unit A many in this group changed their work position or their work description was changed. The change has been very motivating for most of them due to the new challenges and possibilities. There are also some whose work did stay the same. They seem to be pretty happy with their work. There are also several people whose work changed or the work itself is now harder to complete due to processes or changes. These people

are not happy with the changes execution but are trying to see new possible solutions for the problems. These interviewees are positive about the future that the processes will work eventually smoothly.

In unit B for most of the persons the work did not change. There are some new areas for personnel and other new challenging new tasks but basically there are no new responsibilities. According to this comments are pretty mellow and people are handling the workloads and the changes well. Those who did change their work are most either very happy or sad because they have not been listened what are their personal wishes. The problems are that people were not given choice whether to accept the place or not. Due to the rush during the change the position was just given. Most people have learned to like the position and have found challenges and interests. Both of the units do have heavy workload but on the other hand are enjoying the challenges at the moment. In the unit B there is problem that all the projects tend to be running at the same time in active mode and then again not so active again at the same time.

6 Analysis and conclusions

This chapter is viewing earlier results with theoretical aspects. In this chapter there are presented first the findings what can be seen from the interviewee's answers. The target is to see what the current situation is regarding change in the organization after five months have passed since the official announcement the change is going to happen. After the findings there are some recommended actions to correct some of the problem. Finally here is viewed study's validity and reliability.

6.1 The situation in the organization during interviews

After careful analysis of the respondents answers, this research concludes few problematic areas in the organization. According to the answers there is one top manager who got positive feedback from the interviewees from his attention to all of the organization levels. Then the management was interviewed as one level, but the answers revealed that there are actually two hierarchical levels within management. The other level did know what was going on and knew the vision behind the change while the second level was surprised by official announcements.

There was also another point what came up many times in management answers was that some of the management were very well aware of the template and process changes needed due to the business line change. However, some of the management was not aware that these developments were ongoing. This raises question that if the top level management did know what was going on and the second level was not aware of the reasons- how the second level was expected to brief the employees and explain why things are done this way?

I formed two possible scenarios according to the answers how things have gone during this critical change in the management planning meetings. First scenario is that the most of the decisions were made together in meetings and some things were agreed to be handled. There has not been any change management plan or change communication plan, since the execution has large gaps that would have been seen already during planning phase.

Official announcement was made for the new unit Q personnel. Then the management who was aware of the need of the development due to the new business line matters; started to build up processes, templates and other new instructions. In the interviews many of the management group also noted that the workload is extremely heavy due to the fact that one needs to

do the old work, new work and also the development work. This management group has then been only surviving through the whole springtime.

After the official announcement started silence period. There was no communication, no explanations, no workshops or discussions available for employees. I assume here that the closest manager would have been change agent for his/her employees helping them to undergo the change as smoothly as possible. Was the second level management supposed to inform and explain to the employees the changes even when clearly they were also surprised by announcements themselves? How they can explain something that is surprise for them as well? Or was this important employee inclusion and discussions just forgotten? According to the responds, I can not conclude what was the plan to make sure that the information given in official announcement was understood and accepted to ensure smooth change.

The second possible scenario is that there has been change management plan and change communication plan. However these plans have not been executed fully or they have not been specifying all the needed steps needed in change of the organization. Missing points in execution have been 1) who/when/why communicates to whom and with what material, 2) how to include employees to the change and make them enthusiastic about it 3) the development for new processes, templates and tools is ongoing without knowledge, participation and influence of the unit Q personnel or other partners such as country units.

6.2 Problematic areas

According to the answers it can be seen that a few mistakes have been made during this particular change. The first one is that top management was too confident to the existing situation so that they forgot to inform about why the change is a necessity for everyone. The employees in the organization still do not understand the whole big picture why the change was needed and where the two organizations have come from. The history and current situation needs to be understood and accepted in order to see the reasons for the change and future.

The communication during change is formed from the simplest things but yet these steps tend to be easily forgotten by companies during change turmoil. Another thing included to the communication is that the vision, strategy and purpose of the change are not well communicated for the employees. This affects employee's understanding of big picture. Why the big picture needs to be understood? It needs to be understood because when one does understand the past of the company, the situation at the moment, the competitor's situation, the future possibilities and where the

top management wants the company to go; then the individual will commit to the company and start working for the vision. (Kotter 1996.)

Another mistake found when analyzing the answers was that the personnel were not involved to the change. The power of the people has not been used to benefit the organization. Employee inclusion also prevents change resistance. When there is offered an arena for discussions and development, the employees feel more part of the change and feel that they are appreciated. The change resistance is diminished when there is good understanding what and why is happening in the change. When one can be part of the change even the opinions would not be accepted as such to the execution.

Another mistake present in this change is that there is strong top management, but to there is no-one acting as change agent who would handle all communication or guide lower management when and what to inform to their teams or to handle the change communication from one point only, keep the door open for employees to comment and be part of the change and handle all parts of the execution such as workshops and discussion arenas.

This change agent can utilize many possibilities to opening the communication and a channel between top management plans, execution and reality within the employees. She/he can also be the representative who monitors the employees and sees what kind of action is needed in change execution and can arrange all the needed workshops for discussion and development.

It seems that the top management is united but they seem not to go to the same direction with same instructions how to communicate, what to communicate and when. Some of the employees were better informed about the change while others have not been able to discuss with anyone. When analyzing the answers, one can see picture that there is actually top management who knows very well what is happening and then lower management and employees are uninformed. More or less it seems that all parts are attempting to get its shape individually fast and immediately with or without employees. (Kotter 1996.)

6.2.1 Employee empowerment

Employee inclusion in the development is important also because not all people do react and make sense in the same way or at the same time about the situation. Therefore employee inclusion offers another way for volunteers or selected people to understand the change and to spread that understanding among the colleagues. (Thurlow & Mills 2009.) Including employees will also make them feel important and appreciated by the organization. Therefore also the employee motivation can be strongly

effected when management includes and shows respect to the employees with empowering.

Isoaho (2007) says that meaningfulness of the work is very important to company's competitiveness and also it is necessary for the mental wellbeing. It is important to pay attention to the meaningfulness because the mental wellbeing is a good tool to grow people's operational capacity and to create commitment (Isoaho 2007, 47). These committed persons are really valuable for the company because these people are the ones who feel passionate about their work and want to underline the employer's values and want to develop themselves as an individual and as an employee. These people have the work as very important part of their life, but not the whole life itself. These people are very important to the companies because they want challenges all the time and that is very valuable to the organization they are in. They can achieve and make things happen that others cannot. (Isoaho 2007.)

6.2.2 Lack of communication

The communication is a vast area in the organizations everyday life and also during change. Lack of communication has been present during whole change according to the most of the interviewees. There was nobody responsible for the actual execution and monitoring the change, which also cause the lack of the communication inside unit Q and toward partners and shareholders.

According to the interviews the information processes has always been neglected in this company why many of the interviewees commented that they were actually not expecting any more communication due to past history.

Sensemaking also offers a retrospective process through which individuals interpret and make sense of events in the change process. Meanings are interpreted through a lens of past experiences and understandings. (Thurlow & Mills 2000, 462).

From this point it can be said that everything that has happened in the past will affect the future. Therefore it is extremely important to companies improve on communication and employee inclusion to correct all these deficiencies. Very strong feelings were present with the employees and also feelings that since in the corporation there has not been good communication in the past either. Some interviewees were already thinking why they would need to bothered to be interested. This kind of situation can easily escalate in an unwanted direction.

There has not been early enough communication, often enough, no discussions or no explanations. There has not been enough clear information about the target of the change and what is going on at the moment since the employee interviewees could not answer the same way to target questions. This comment points out the bases of the communication problem:

I think the information flow has stopped at the management stage mainly because no one has been appointed to would be responsible for internal and external communication.

The point of what kind of information, when to present it, how to present it and what kind of language to use while presenting it, is still unclear for the management when looking at the answers from the interview.

Planning change communication plan

One thing that helps to do the communication plan is to divide the material into change process and change content. When the whole area is divided into the parts, it is easier to make the communication plan to support the change management plan. The change is happening between two points in time; comparison between the organization before and after transition. When developing the communication plan, it is useful to draw a picture of the organization not necessary literally but the vision that management wants to create and then make small actions or plan parts to achieve it. (Barnett & Carroll 1995.) The most effective way to communicate is in discussion events or workshops where management gives their time and attention to the personnel. Very often during organization change there is a rush and communication is forgotten, neglected or automated.

When analyzing the answers one question is raised, was there any communication plan made with the change management plan? That would explain why the communication seems to be handled well to other opinions and no communication to others. However, there were some communication present and many referred to official top management information sessions. What can be seen from the answers is that perhaps there has been enough information and ways to get it. These answers were mostly from managers. According to Thurlow and Mills (2009) the language used in organization while change or any crisis is meaningful for employees since they will make sense about the implications changes have to their lives and work (Thurlow & Mills 2009).

There were many rumors going around about the change and management was not talking to employees about what was going on, the information was actually passed to some of the unit Q employees by other departments of the corporation. This caused already feelings to people that they are not worthy of the information, they are not important and because

of these “facts” they were not informed to them. When the communication is not working in organization, the actual problem becomes multi-pronged. When personnel are experiencing feelings of neglect, it also affects to the motivation and atmosphere of the organization. These feelings cause a lot of unnecessary hassle, more negative feelings, demotivation and negative atmosphere. While informing about the reasons behind the change, the alternative solution should also be viewed carefully. When individuals see the alternative possibility and the costs of not changing, it usually helps the individuals to see good points about the change in whole. (Kovoor-Misra 2009.)

Missing understanding of the big picture

While listening many sides of the story there are clearly very hurt feelings involved due to the bad communication and disappointments. There is always in situations like this something that everyone would like to correct and also the attitudes of the individuals need viewing. One thing what would help reduce the pressure from the situation would be explaining to everybody the whole big picture clearly and preferably in workshops with mixed teams. This kind of workshop would help all of the personnel to see the big picture and also different teams’ views to the whole situation. There is a need for management to explain the proper reasons why there has been a need for change what for and why it was so necessary to have it now. The explanation is also needed why there is need to follow for shareholders and partners progress even if the knowledge is not relevant for everyday work.

Management interviewee had also noted this problem when commenting: “Employees do not understand the big picture like why the certain processes are important and why we need to keep up with our partners and shareholders progress”. It is extremely dangerous that only the management is aware of the big picture and holds on to the communication. The information must be divided to the whole organization forming a mutual understanding what are the target, vision and strategy for the new organization.

In figure 6 you can see the information sources that effect organization work and decision making. In the Organizational actors Sajasalo presents how top management needs to have managerial cognition about the organization below and sensemaking regarding the external conditions. These internal and outside factors need to be present in all organizational behavior and decision making, also in change management. If one is missing managerial cognition or sensemaking of the external conditions, the figure shows how much is missing from the top management’s understanding of the true situation. (Sajasalo 2009.)

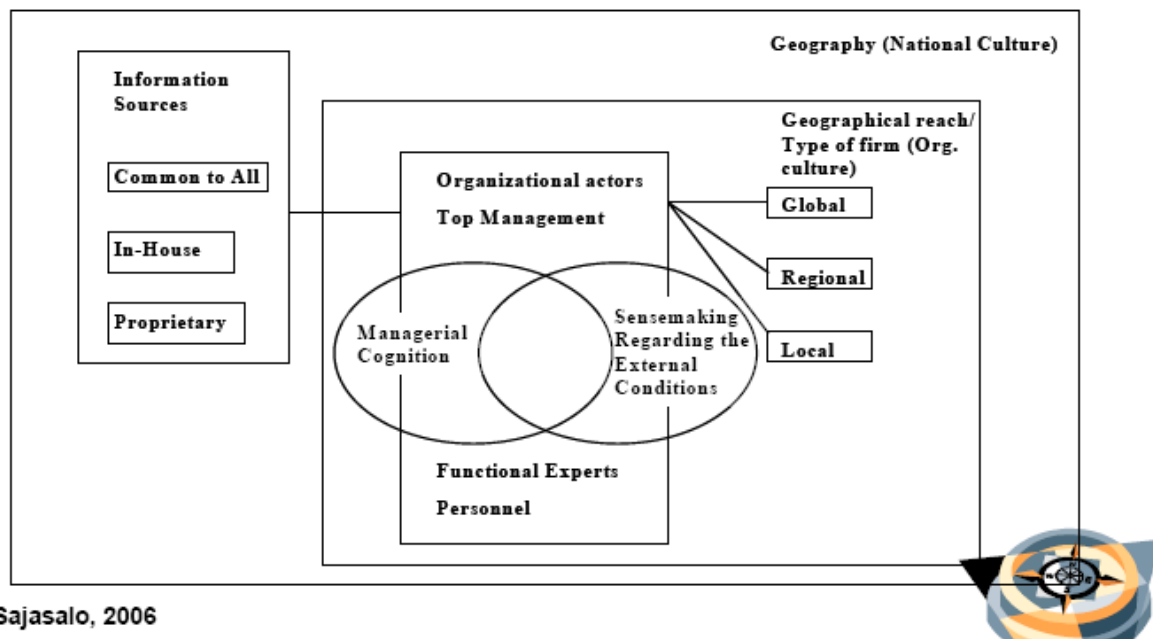


figure 6. Organizational factors by Pasi Sajasalo

In cognition perspective McCall and Kaplan (1985, 14) call managers "information workers" because they spend their time on processing all kinds of information: opportunities, threats, possibilities, issues and problems (as cited Walsh 1995). It is very important that managers also pay attention to what they further communicate to their employees. The information cannot be too complex with too complex wordings when divided to all personnel otherwise some of the personnel will not understand the communicated matters.

Organizational change that only considers higher levels of the organization will not be effective. Successful organizations appoint strong leaders to champion organizational change and encourage staff to "buy in" to the process. (Philips & Wright 2009, 1078)

What has been communicated?

When analyzing the results a question is raised that has the management been ordered to be totally silent about the change? The change should always be communicated openly and clearly to build the trust between employees and management. Or is this really caused by the fact that nobody

has been given responsibility to handle proper communication/ change agent. Or is the management too busy developing the new processes and templates and the employees are feeling neglected and also there is less team spirit than there has ever been according to the employee interviewees. These questions and notices are supported by management responds in this study since the management as whole is aware of changes target and reasons while employees could not say even what the target of the change is.

What has been communicated by the top management? There have been emails and two information events. Some of the interviewees reported that there was short discussion in the team meetings, but what is important not all told this. Therefore it is clear that not all managers act the same way and therefore the organization is being treated differently depending who is the manager or what function the person happens to work in. According to the answers the held events did not encourage to ask questions and the place of the event was not well planned. All of the participants could not hear what was said and there was no visibility to shown PowerPoint show for everyone. Due to these facts the events lost a lot of the important information value. Of course time washes away these change related questions but the concerns and worries of the individuals are there and will continue to exist. The information given by top management was very good and has gotten very positive feedback. What has been missing is to get the people in whole unit Q enthusiastic about the change and to discuss about the changes and to figure out how the change is really affecting the organization and the individuals. There have been some discussions within some of the unit Q teams according to responds. However, since there has not been one big event, where there would be agenda to go over why things are arranged how they are and how all are connected to each other and why, there is remaining a lot of uncertainty, mumbles, ponderings, which are only causing more gossip around the department.

Communication toward partners, shareholders and country units is also not done properly. There is missing information inside organization but also the outside stakeholders. The information delivered to outside of the organization should also be told to inside. There are many different functions working with country units and partners and unit Q personnel should know what information is released in order to use the information in their daily work. At the moment for the employees of unit Q, it is not sure has anyone been informed about the merge of unit Q, the new functionalities and services.

6.2.3 Employee inclusion

The employees are individuals that are wise and can think for themselves the reasons; however when you are building one new organization you would want to keep everybody informed regularly and guide the opinions in the direction management wants. This way you get the whole organization to go in the same direction more easily and more automatically.

Analysis from the study's answers paint a picture that there is good top and lower management involvement in the development, organization structure and the actual strategic work. According to the answers employees have not been included in the development of the new unit Q in any way.

To achieve effective organizational change requires genuine buy in from the people involved in, and affected by, the change process; both the end-users of the new technology, and key organizational figures who lead the necessary changes. They must understand what the changes mean and why they are necessary. (Philips & Wright 2009, 1079)

When the employees are also involved, the organization changes to be more adaptive for continuous change. Thus the work of the managers also become less controlling and monitoring that everything keeps on going.

According to Marks (2007) the enforcement brings power and momentum to the change allowing the employees to realize the purpose for the change in practice.

Enforcement brings the momentum for desired change to the level of consistency required for true cognitive and cultural change. It complements the emotional base of energy by supporting people on a practical level in conducting work and, in particular, by linking individual roles and responsibilities with the post-transition vision and business strategy. (Marks 2007, 733)

When the organization gives the employees a voice and space for development, it will increase employee acceptance and commitment and thus increase the sense-making of the change. The sense-making means the individuals understanding on the subject. (Marks 2007.)

6.3 Change resistance

The change is always hard on organization and individuals. As Mark (2007) states:

To be fair, organizational transitions are difficult events to manage. The conditions within which they are enacted tend to hinder the use of organizational change management practices... (Marks 2007, 722).

There is visible some change resistance toward the execution of the change. An interviewee comments: "When doing the merge I expected that some of unit A would not feel good and start complaining about things. That's how changes always go: some are happy, some neutral and the rest negative." However, there is no change resistance toward the idea of the change itself; the execution got most of the complaints.

However the atmosphere according to the perceptions of the interviewees is clearly at least cautious. The atmosphere can be bad if there is change resistance which can affect many people's lives more one could think. With bad atmosphere people often describe low workplace morale and even being a toxic workplace creating a fear of change (Thurlow & Mills 2009). It is important to enforce the ones who are supporting the change to enforce the power of positivism to spread out. Management interviewee comments about the atmosphere at the office during the interviews:

There has been so much resistance or complaints among some of the people that nothing seems to be good development anymore. Fact is that these processes need to be global so we cannot make processes that make just individuals happy.

Many of the employees do not understand why the change happened and what the targets are. The big picture is not understood by the employees which creates the uncertainty and change resistance. Empowering people to the change would ease this kind of unclear issues and improve all motivational and commitment aspects. If the vision is attractive and well presented and well communicated, the personnel want to go forward aiming to the vision and acting pro-change. The study's results prove that the employees have not understood the big picture such as there were comments why the management is developing the new processes and templates and trashing the old ones. This would not be asked if the employees would understand that these developments are needed because the unit Q is now new business line. An interview comments:

Some of the personnel do not see how this new business driven unit Q is better than the old. This is the answer to the future. The old organization could have not handled all the when we will get out of this economic dumb.

Due to unit Q changing to a new business line there is nothing ready such as processes and templates. The management is working on developing the processes and templates from scratch referring to the old ways of doing. According to the management interviewees they are creating more simple process and templates in order to get everyone in board. The lack of communication why the development is done is creating the change resistance. The top managers can avoid most of the change resistance communicating strongly vision and future instead of enforcing only the why there is a need to change. "Top managers' claims of "who we could be" need to be perceived by organizational members as being desirable and attainable in order to be motivating." (Kovoor-Misra 2009, 494).

6.4 Sales Support / Tender / engineering situation

The final structure in February was not very successful regarding to SS/tender/engineering processes. There have been a lot of complaints how work has gotten harder, more bureaucracy and physical layout is not successful. The situation has been explained in results carefully. In the beginning of June there has been change in the structure trying to improve all the things what have been complained. There is also another physical move taking place.

Management has tried to find solution in difficult situation and trying to get solution what is applicable also for global usage. For employees this structure in May is just not working. There have been a lot of complaints for all directions back and forth, but change will always take time to see how things can be altered in practice in order to get things working smoothly. There are quite many complaints about the physical seating arrangements, which should be reviewed to get things working better in everyday work life.

Right after the interviews there was change in the structure for this process. The change was changing part of the people's process and also physical structure. The process was not changed regarding the whole personnel related to these functions. There are still points that are not changed and people are still struggling with everyday work.

Since the interviews represent the time during the interviews, the process has already been altered according to the feedback to the management. Thus there is no point further find recommendation how to proceed since the situation in reality has already been changed. This study suggests that at least this area would be followed with another study or workshop development where the personnel would be involved. This way the problem area could be solved so that it would be profitable for everyone. However, it is very important the companies will not develop the process

only by the top management level. There are many good points, practices and hinders that need to be viewed from practical level as well before finalizing and publishing the new structure.

6.5 Validity and reliability

In the study the qualitative method and interviews with open questions had been selected. Question is raised- how many interviewees does a study need that the material is saturated? Even one interviewee is enough in some cases. On the other hand if the study is complex there can be need for several interviews. (Hirsjärvi et al. 1996, 170.) In this study there were thirty two interviewees. The answers in the interviews are repeating each other within the reference groups thus proving that number of interviews is sufficient because the material is saturated. A case study is always presenting certain moment in the researched event or area. The case studies need to be repeated in order to get the data generalized and therefore beneficial for other scientific usage. When repeating case study once a year or after half a year, the company also benefits with reliable data of the company's stage. This case the study should be repeated in half a year of the first interviews to see how the corrective actions and change has been going in the organization.

In qualitative study it is complex to define validity and reliability. Reliability means that the material is repeatable and therefore can be generalized. Validity means methods ability to answer what was the researches goal in the first place. According to Marshall and Rossman (1995) the reliability or as they define soundness of the qualitative study needs to meet four points: creditability of the findings, transferability of the findings, are the results replicable and are the findings reflective of the subjects (Marshall & Rossman 1995). Usually the reliability is only used in quantitative studies.

Questions about whether qualitative data can constitute 'evidence', and about how the quality of qualitative study can be judged, are particularly fraught ones. This is partly because some of the philosophical approaches informing qualitative study are explicitly anti-positivist, anti-realist or anti-modernist, and yet it is from these methodological traditions that criteria for evaluating research and evidence have been conventionally derived." (Mason 2002, 38).

Referring to Mason's argument the qualitative study is rarely proved to be valid and reliable in numeric way as in quantitative studies.

When the material is reliable, it needs to be repeatable. In this case the same result could be achieved by repeating the study in short time. The

situation changes continuously in the organization and if there is even one information contact from the management the result will be different. In qualitative studies the reliable term is usually defined by terms:

How reliable, accurate and precise the research tools or instruments are, and this in turn is being judged by the consistency with which know instruments produce certain "measurements". (Mason 2002, 187.)

Since the questions were formed based on theory, the actual interview took place in undisturbed situation and the answers were directly taped and within one day written down and filed with the possible observations of interviewers causing the tools to be accurate and reliable. Thus this study is reliable.

In qualitative study the validity will be proven by assuring that the observations, material and analyzes are done properly and proving the theory -questions and analyzes are forming a natural flowing line. According to Silverman (1997) the transparency of analytic claims about interviewees' answers are important when executing qualitative study. According to him the conversation results become research exhibit that can be called apparent validity. Because of this when you read them, you become convinced that answers become transparent true (Silverman 1997). Thus because the answers from interviewees were correctly collected and when read they became apparent valid. Then according to Silverman the answers become apparent and thus the results become valid. Silverman (1997) states that the researches central dimension of the validity involves a straight reliance between the chosen paradigm and the studies analyses (Silverman 1997). As cleared above the study was executed carefully and precisely making analyze and conclusions valid. Therefore the whole process and study is valid.

6.6 Recommendations

In this chapter are viewed the most important recommendations. The recommendations are based on the study findings and perceptions during interviews.

6.6.1 Change agent

Nominate responsible, change agent, to handle all of the communication inside unit Q, toward partners, shareholders and country units. This person should also communicate new processes, rules, guidance's and new ways to work. This person could also be aware who would like to participate in development project or be otherwise active. In this case this person should also be responsible to pass on general and change information from the management generally for the whole unit. The management is very busy doing the improvements and the new developments the changes demand and therefore the information is not divided equally or simultaneously at the moment in the organization.

6.6.2 No clear responsibility on issues which are overlapping several functions

The study is reflecting that since the unit Q is quite vast there are many management personnel. However, there seems to be missing one who can decide things that are relatively not important in value, but are affecting many different functions. There is missing in some areas person or named responsibility who can tell when to implement and what and to whom especially regarding old and new materials. There are many overlapping rules from old units still valid and in use. This creates more confusion to the whole organization and to country units. This change agent also needs to keep unit Q informed what and when and who is being informed. The unit Q is full of personnel who are directly in contact with country units and partners in daily bases.

6.6.3 Communication

Here are listed some very practical things I see would correct the information deficit existing at the moment: "Start-up information package" that would need to consist of top management letter, organization chart link to intranet, PowerPoint of strategy plans and other files that can be seen useful in start-up info package. The actual need is to get information immediately out and if something is not ready then make another info package for later. But additionally this package would be beneficial also divided inside unit Q.

At the beginning there was need for weekly information flashes. Now the need would be monthly or once in a two months events. The unit B used to have “breakfast meetings” which were two hour sessions where also some new products or features were trained to the personnel and also some of the management information was passed to employees. These events were asked from the employees to continue today. These kinds of events could be held monthly at least temporarily and in these meetings there could be interactive workshops to clarify in groups what does these changes mean and where we are going. New strategy would be also good to view in workshops when it will be revealed.

6.6.4 Employee empowerment

There is immense power in employees when they are listened to. Especially when they can see that even the smallest problems are taken into development if there can be found solution proposal that might solve the problem. This would also help the team spirit and communication. This would some time of the work but the benefits having even more motivated and creative people are still greater business vice. These same happenings could be turned into normal information events or training events when not needed to solve the daily problems anymore. Also an event for the whole unit Q should be considered. In this kind of big event there would be easier to have the people mingle and get to know each other in less formal way. This would help to get unit Q personnel to get more familiar with each other.

The communication has already improved but there still is much to develop. The attitudes of the people are pro - change. The communication can be aided with constant guidance from management. The different functional teams should present themselves and their process and places in the organization to each other helping to spread the understanding of the new whole unit Q. This would already help the personnel to mingle and get acquainted. Once in a month could one Friday’s coffee break spent with cookies to promote on the projects, deals that have been won, other progresses that management would like to promote.

The change has already happened, but the communication can be developed for future purposes. The communication has been historically neglected in the organization according to the answers. Due to these facts it is even more important to the get the information and communication free flow established to the new organization, its partners and shareholders.

6.6.5 Change not completed

While interviewing persons from new unit Q it became clear that there are still practical small things which are not over gone the changes to the end. Interviewees rise up examples about storage places and difficulty to get tacit information from old projects.

It would be good to arrange a storage place for all unit Q personnel which they could all access. There should also be stored project reports in order to pass the tacit information easier and more naturally. According to the answers there seems to be missing also processes, rules, directions and all kind of ways to work. Now the employees seem to follow somewhat old rules and no new rules have been introduced and communicated. Personnel also rose up that they would like to get feedback on their parts in the process from others in order to review and learn new things.

6.7 Analysis of the study

This study has been very interesting to investigate. The personnel were very interested about this study and wanted to take part of it. They had hopes that the situation about the communication and the implementation would clear up after the study is ready and the future action points agreed by the management. I feel that this study has been done in objective, scientific way bringing important objective information for the management in the organization. I feel that the interviews went well and the interviewees talked very directly and honestly about their reactions, feelings and expectations. In the interviews the people talked and showed strong feelings and for some the interview raised strong emotions. I feel that the interviews were actually very good relief for some of the personnel to talk about the feelings and reactions in confidential atmosphere.

I think this research should be repeated later in order to see how things have been changing. This way the development of the change, future changes, change management and the impacts of the change to the personnel could be stated objectively and scientifically. This would also profit the organization in the long run.

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APPENDIX

Appendix 1.

Are you management or employee category? Are you unit A/ B category?

1. What was your first reaction to the organization change? What do you think of it now (after 5 months has past in this new organization)?
2. What is the target of the new organization? What is the target of the change of organizational structure?
3. Why was the organization structure changed? What do you think about the change?
4. What does it mean to you that unit Q is global? How can the globalization be seen in everyday work?
5. How was the target communicated to you?
6. How was the organization change communicated to you? Did you understand its purpose? Do you see if your colleagues have understood it?
7. Did your daily work change? How? For better or worse?
8. What expectations do you have about the change? Have you noticed that any of your expectations have come true?
9. Does this change motivate you in any way? How? Why/why not?

Is the organization change reasonable in your point of view? Why/why not?

YHTEENVETO

Tämä on muutosjohtamisen tutkimus, jossa tutkitaan kahden yksikön yhdistymistä suuressa yrityksessä. Muutos yrityksessä järjestyttää organisaation tasapainoa ja aiheuttaa liikehdintää ja levottomuutta. Muutos ja muutostarve johtuvat yrityksissä eri asioista. Yleisesti ottaen taustatekijöitä ovat yrityksestä johtuvat syyt, markkinatilanne ja taloudelliset syyt sekä maailmanpolitiikan aiheuttamat seuraamukset. Yrityksen koko ja toimialasta vaikuttavat myös paljon. Tällä hetkellä moni yritys tekee muutoksia organisaatiossaan johtuen maailman taloudellisesta tilanteesta. Maailmanmarkkinoiden tilanne, Aasian ja Euroopan tasapainon muuttuminen aiheuttavat muutoksia Eurooppalaisissa organisaatioissa. Aasian talous ja liiketoiminta kasvavat huimaa vauhtia ja kehittyvät joka päivä yhä tärkeämmäksi ja varteenotettavammaksi kilpailijaksi maailmanpolitiikassa. Myös luonnon raaka-aineiden vähentyminen asettaa omia haasteitaan yrityksille saastumisen ja luonnontasapainon järkkymisen lisäksi. (Kvist & Kilpiä 2006.)

Maailma muuttuu koko ajan ja sen vuoksi yritysten on muututtava organisaatioiksi jotka ovat mukautuneet jatkuvaan muutokseen. Shaw, Hall, Baker ja Edwards ajattelevat, että organisaation muutos on itse asiassa joka kerta kriisi. He tarkoittavat, että muutos on etukäteen suunniteltu ja ohjailtu, mutta ulkoisen painostuksen aiheuttama ja siten ajaa organisaation kriisiin kaltaiseen tilaan. (Shaw et al. 2007.) Kovoormisra (2009) taas kirjoittaa, että kriisi ja muutostilanne voidaan nähdä sekä uhkana että mahdollisuutena. Kun näitä tilanteita katsotaan mahdollisuuksina ja viestintä tukee valittua strategiaa, johto pystyy nopeuttamaan ja pehmentämään muutoksen aiheuttamaa kaaosta. (Kovoormisra 2009.) Tutkimus perustuu muutosjohtamisen teorioihin. Kotter, Kvist ja Kilpiä sekä Eccles ovat kirjoittaneet muutosjohtamisen tärkeistä vaiheista. Näitä vaiheita seuraamalla yritys onnistuu muutoksen johtamisessa ohjaten organisaation mahdollisimman vähin negatiivisin vaikutuksin uuteen aikaan. (Kotter 1996, Kvist & Kilpiä 2006, Eccles 1994.). Tämä tutkimus käsittelee myös muutosjohtamisen tapahtumaa organisaatiossa motivoivana aspektina. Lisäksi tutkitaan minkälaisia odotuksia organisaatiomuutokseen liittyy.

Organisaation muutoksessa tärkein asia mikä tulee huomioida on hyvin suunniteltu, kattava ja ymmärrettävä viestintä, jota toistetaan luodun muutosviestintäsuunnitelman mukaisesti. Yritysten tulee muistaa, että viestinnän avulla yksilöt ymmärtävät mistä on kyse muutoksessa. Tämä edesauttaa yksiköitä tulevaisuudessa reagoimaan organisaation muutokseen (Thurlow & Mills 2009). On hyvin tärkeää, että muutoksen aikana ihmisiä kannustetaan kommunikoimaan ja heille tarjotaan

mahdollisuuksia keskustella johdon kanssa ja siten saada ensikäden tietoa ja ymmärrystä muutoksen taustoista. Nämä tilanteet auttavat organisaatiota etenemään muutoksessa ja nousemaan nopeammin uuteen tehokkaaseen ja tuottavaan vaiheeseen. Isoaho (2007) kiteyttää, että rohkea johtaja kommunikoi strategian siten, että jokainen ymmärtää sen ja että jokainen ymmärtää mitä strategia tarkoittaa käytännössä jokaisen yksikön kannalta (Isoaho 2007).

Tässä tutkimuksessa on tarkasteltu suuren yrityksen kahden osaston yhdistämistä (myöhemmin osasto A ja osasto B) yhdeksi suureksi uudeksi osastoksi (myöhemmin osasto Q). Kragh ja Andersen (2009) ovat todenneet tutkimuksessaan, että analysoidessa tulee ymmärtää, että molemmilla organisaatioilla on oma päivittäinen rutiininsa. Yhdistymisen ainana kummankin yksikön roolit, vastuut, sosiaaliset verkostot ja tehtävät ovat hetken aikaa sekaisin ja epäjärjestyksessä (Kragh & Andersen 2009).

Tutkimuksen tavoitteena oli määritellä missä vaiheessa muutos oli menossa uudessa osastossa kun haastatteluja tehtiin. Haastattelut ajoittuivat viisi kuukautta osaston virallisen yhdistämisen jälkeen. Pyrittiin etsimään myös puutteita tai ongelmia, joihin johto voisi kohdistaa mahdolliset korjaavat toimempeet. Aloite tutkimukseen tuli osaston johdolta, jonka tavoitteena on saada organisaatio mahdollisimman pehmeästi läpi muutoksesta ja toimimaan tehokkaasti uutena organisaationa. On hyvä muistaa, että organisaatio jatkaa muuntumistaan jatkuvasti, joten tutkimus antaa ainoastaan haastattelujen ajalta realistisen kuvan tilanteesta. Tietoa voidaan käyttää hyödyksi myöhemmin verrannaistietona.

Kysymykset on luotu muutosjohtamisen teorian viitekehyksen avulla. Osa kysymyksistä keskittyi tarkastelemaan organisaation tietoisuutta muutoksesta, sen syistä ja organisaatorakenteen muutoksen syistä. Osa kysymyksistä keskittyi tarkastelemaan miten asioista on viestitty haastatteluita edeltävien viiden kuukauden ajalta. Osa kysymyksistä tarkasteli myös yksilöiden työmäärää, odotuksia ja motivaatiota sekä muutoksen vaikutusta näihin teemoihin. Tutkimus on kvalitatiivinen tapaustutkimus. Tutkimuksessa käytettiin yksilöhaastatteluja. Haastattelujen jälkeen vastaukset litteroitiin. Tässä tutkimuksessa on esitetty ne löydökset, jotka vastauksien perusteella havaittiin merkityksellisiksi.