IMPROVING COLLABORATION
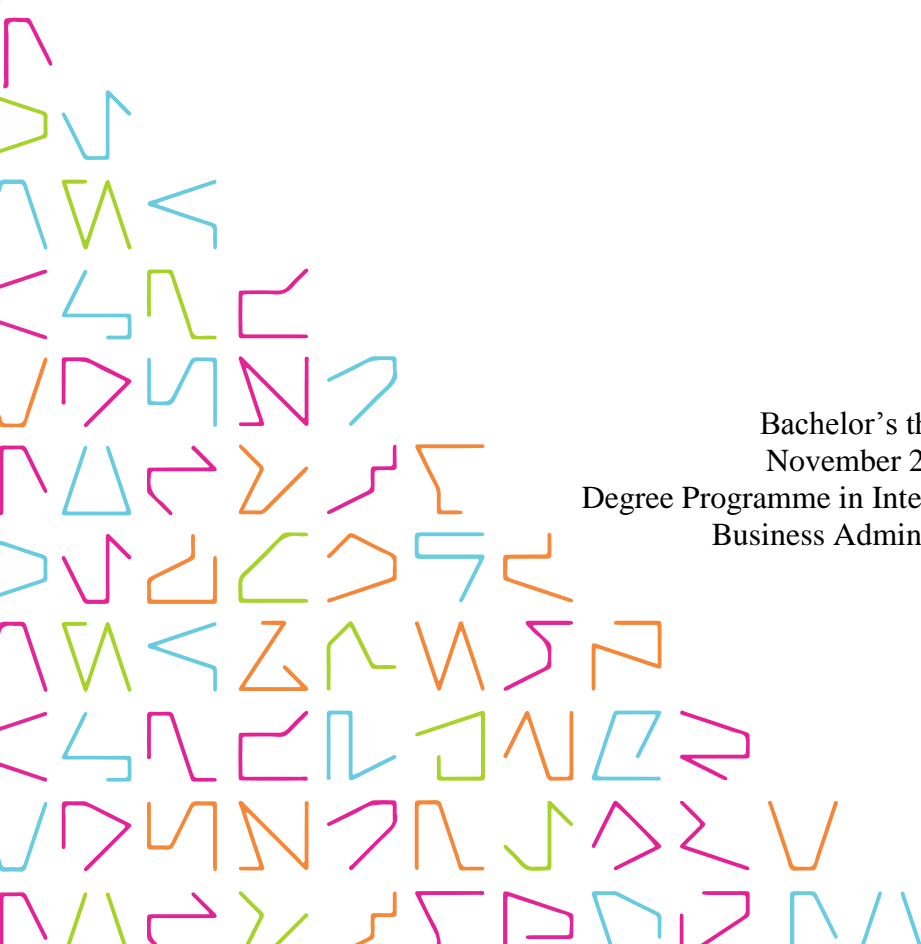
Collaboration between different teams inside the Global Spares Supply unit at KONE Industrial.

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ABSTRACT

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TOTTI TUOMINEN:
Improving Collaboration between Different Teams Inside the Spares Supply Unit at KONE Industrial.

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The purpose of this thesis was to find ways of improving the collaboration between teams inside the KONE Global Spares Supply. In this thesis, the current collaboration process between the teams in the GSS is first shown through the existing knowledge, information and an open-ended questionnaire. This thesis tries to provide the company with solutions for developing the collaboration further, through the findings of the survey, personal interviews and various theories. These theories include such as collaboration, team management and theoretical information on purchasing, material management, communication and management.

Data was collected through face-to-face interviews with the employees of KONE GSS Hyvinkää. A survey was also sent to the employees to get information on the team collaboration. To support the findings that were discovered from the interviews and from the survey, data was collected from various sources to make a theoretical framework for the thesis. These sources include books, articles from the internet and the KONE PULSE Survey answers.

The result was that KONE GSS Hyvinkää faces challenges regarding team collaboration, but has the tools and methods to tackle these challenges. KONE GSS Hyvinkää has one main problem regarding collaboration, which creates more problems. To tackle this problem and the other secondary problems, KONE GSS Hyvinkää must help the teams and team members see the whole picture of the department and the whole picture regarding the other teams.

Most recommendations offered in this thesis are based on the information that was found through the survey and the face-to-face interviews. Recommendations are also based on the theoretical framework in the thesis. This framework comprises theories on collaboration, management, communication, purchasing and material management theories.

Key words: KONE Industrial, purchasing, collaboration, management, consulting, material management, team management, communication

CONTENTS

GLOSSARY

GSS	Global Spares Supply
MM	Material Management

1 INTRODUCTION

Collaboration is needed throughout our life. Good collaboration skills are needed in most aspects of life, if you have good collaboration skills, you are likely to succeed in your life and in what you do. When you are a child you learn to collaborate with your parents and other children. In school your collaboration skills will improve and the better your skills are the better results you get from school projects and in your social life.

The significance of collaboration skills increases drastically when you enter working life. At work there are many people from different ages, cultures and social statuses. Many companies these days are international, in order for things to run as smoothly as possible you need to have the required skill to collaborate and interact with people. Collaboration is a skill that enables us to improve and evolve and also to create better results. It is a skill that requires continuous training throughout your whole life.

This thesis will take a look into the many processes of KONE GSS at KONE Industrial Hyvinkää. Focusing on the team collaboration between teams inside the KONE GSS, this thesis will explain how the collaboration works inside KONE GSS, what can be improved and finally give concrete suggestions on how to improve the collaboration processes.

The KONE GSS consists of customer service, logistics, sourcing, purchasing and sales teams. These teams are supervised by their own managers respectively. The teams work using SAP, Servistics, Outlook and Microsoft Excel. They communicate mainly using e-mails, Skype or face-to-face. By researching the existing collaboration between these teams and applying the correct theories can provide us with vital information on how to improve the collaboration between the teams. Once all these pieces have been put together and explored, it becomes much easier to make suggestions and produce improvement ideas that can benefit the workplace and lead to a more effective yet a very wholesome collaboration process.

The objective of this thesis is to produce valuable information and suggestions on how to improve team collaboration at the whole GSS, and hopefully this thesis can be applied in different Kone units around the world. The thesis will take a look into the best

practices of collaboration and how theories of collaboration, leadership, management and communication can be made a working part of the collaboration process at KONE GSS.

1.1 Background on the topic

This thesis topic was discovered during my internship as a purchasing trainee at KONE GSS in Hyvinkää. In June we had a department meeting with the whole KONE GSS. One of the topics of the meeting was the KONE PULSE-survey, in the survey it was found out that the collaboration between different teams was not on the required level. I wanted to do my thesis for KONE, because it is a very good place to work, I also wanted to create something of value. This is why I suggested that I wanted to do my thesis about the collaboration between teams inside KONE GSS. The green light was shown for my thesis topic immediately and the planning for the thesis started. The topic was practical and beneficial for KONE GSS, it had all the requirements for a good thesis topic, also it was very interesting subject for me. I knew I could use my management consulting skill on the thesis and make the thesis through the eyes of an consultant.

First the current situation at KONE GSS needed to be researched. It was evaluated and then suggestion were derived on how to improve the collaboration between the teams. By doing this KONE GSS can fix the things that are not on the same level as the parts that are on a good level. In the end they will have a defined and a detailed plan on how to improve the collaboration between the teams. All this can hopefully bring the teams to a higher level of professionalism, professional skills and maximize the amount of knowhow that can benefit them immensely.

It is vital to research this topic, since it affects the whole department and already tells that the department is not working on their full potential. The whole KONE GSS could get better results, if the collaboration would be on the required level. Evolving the collaboration process by analyzing, exploring and coming up with development possibilities will help in determining the correct suggestions for improvement for the collaboration, and will help in implementing the new collaboration suggestions, that this final thesis will provide.

1.2   The Goals for the Thesis

The main goal of this final thesis is to find out what the team collaboration process at KONE GSS is like, how to improve it and in the end produce suggestions to make it better. A summary of the thesis will also be presented at KONE GSS.

Other important goals of this final thesis include researching the current collaboration process which will be done with the help of an open-ended questionnaire aimed at the team's employees and by interviewing employees personally. Analyzing the findings from this first part in order to make the process more effective and comprehensive, and providing practical and feasible suggestions for the collaboration process and how, are also major aims of this thesis.

This thesis faces some limitations, for example time is a major limitation for this thesis. Analyzing vast amount of data from the survey and from the personal interviews was time consuming. Fortunately KONE Industrial provided me with all the information that I needed, other sources were quite scattered so collecting information from them was time consuming as well. However, the chosen research method suited well with the existing time limitations and could still provide enough valuable information to be able to make concrete suggestions.

This thesis will begin with theory of collaboration, started by a definition of the subject at hand. The overall theory will be followed by a look into the company which provides information on the commissioner, and showcases the current situation of the organization. The current collaboration between teams at KONE GSS will be presented, together with the working problem. Theory on management, leadership, purchasing and material management will take the theory further and lead us to the analysis of the survey as well as the personal interviews results. This will lead us to make conclusions on the subject and provide suggestions as well as advice for improvement.

2 THEORETICAL FRAMEWORK

This chapter will focus on the theoretical framework of the thesis. This chapter consists of five different theories that will be applied to this thesis. These are: Team collaboration, Management, Communication, Material Management and Purchasing. Each of these theories will be presented by using references from various sources such as books and websites.

2.1 Defining team collaboration

A cross-functional team is a group of people with different set of skills pursuing a common goal. Team collaboration is a purposeful relationship between different teams, consisting of people with different backgrounds. In team collaboration all parties strategically choose to cooperate in order to achieve shared or overlapping objectives. The Cambridge Dictionary online (2017) defines the word "collaboration" in the following way: "The situation of two people or more, working together to create or achieve the same thing." Teams are groups of individual who share the same goals and are working interpedently towards designed objectives. They succeed in this by communicating and measuring their progress (Gary S. Topchik, 2007, 7).

Collaboration and team collaboration happens frequently in our daily lives and throughout our lives. When you are in school you start to learn how to collaborate with others, with teachers and other kids. This continues throughout you studies and your collaboration with others deepens after time. There are for example many school projects, which require team collaboration. You will need these same collaboration skills in working life, so better the skills the better the chances you have on succeeding. The level of collaboration varies of course depending on your job occupation and among other things. Collaboration enables you to learn more and to get different ways of thinking about various things, it broadens you horizons so to speak. It is also easier to tackle objectives with large scales, when you are collaborating with other people or teams (Nixon Natalie,https://www.inc.com/natalie-nixon/5-reasons-why-collaboration-is-essential-in-today-s-business-environment.html, 2014).

Collaboration is an very important skill for a person to have, because it enables the person to adapt to situations with better results. A person can learn new things and skills

through collaborating with others and collaborating in teams. It is vital for companies to have teams that have good collaboration inside them and with all the other teams inside the company. Collaboration is the key for a company's success. Collaboration requires many skills from team members and enables the company which has teams inside of it to combine all the skills of its employees to create value for itself. Having teams in a company and having them collaborating well with each other establishes company growth (Gary S. Topchik, 2007, 9)

Teamwork and team collaboration can enable many things inside a company but of course it is not always so easy to get teams working together. It has been consistently shown by research, that teams underperform, despite all the extra resources they have. This is because of coordination and motivation problems that take away the benefits of collaboration. This is the reason why team collaboration requires careful planning, so that the teams will work in the required levels (Coutu Diane, https://hbr.org/2009/05/why-teams-dont-work, 2009).

2.2   Collaboration theories and how to plan team collaboration ?

As stated before planning collaboration within and with other teams is essential to ensuring successful collaboration between teams. A well-organized, thorough team collaboration process benefits both the organization and the teams inside the company. Team collaboration should be constructed in a way that it is based on the discipline of teams theory, team development and team building theories. These theories are used as core theories of this thesis, since the focus of this thesis is on teams and their collaboration together. These theories should be considered as one of the most important and useful guidelines into creating such an collaboration process.

Planning team collaboration starts with forming the team. In order to have successful collaboration within the team you need to find the right persons, with the right expertise. When you have formed a well functioning team, which has members with complementary skills, you increase your chances on having better team collaboration. Inside a company it has to be ensured that every team works well not just with each other but that every team member inside each team works well with each other. The teams must have good leadership and a good leader.

(Erickson Tamara J & Lynda Gratton, https://hbr.org/2007/11/eight-ways-to-build-collaborative-teams, 2001).

When beginning the team collaboration planning, the aim, goals and objectives of the collaboration needs to be considered. They should be made clear and specific in order to achieve clear and feasible results, and they should be easy to understand for both the team leader and the team members. After figuring out the aim and objectives, the planning should be continued by considering the most effective way to communicate and present information to the new team. The goals should be outcome-based, which means that the goals are focused on the outcome and not that much on the process achieving it. The further develop the team goals, the goals should be planned as SMART-goals. SMART-goals have five criteria: Specific, Measurable, Aggressive yet achievable, Relevant and Time-bound. Using these aims and these goals the teams have increased chances of collaborating well inside the company (Katzenbach John R & Smith Douglas K, 2001, 49-56).

There are two team discipline that teams can choose from and should adhere to. Of course situations change and the teams have to adapt to them, which means they need to apply the correct discipline for the correct situation. The first and most used discipline among teams and companies is the Single-leader discipline. This discipline revolves around one leader. He determines the purpose of the team, makes the decisions, establishes requirements and communication, evaluates progress and the requirements for success (Katzenbach John R & Smith Douglas K, 2001, 5-7)

The other discipline is the Team discipline. This discipline emphasizes shared leadership and mutual accountability. This means that leadership is shared, so the team members make decisions together from a consensus basis. The Team discipline has goals for the individual team members but also collectively, everyone has shared commitment to these goals. The team consistently evaluates the team performance as a team (Katzenbach John R & Smith Douglas K, 2001, 7-11)

Teams must make a conscious choice between the two disciplines in order to tackle particular performance challenges. Used well both disciplines deliver results to the team, teams should identify the performance challenges in order to make the right choice between these two discipline. If the situation or the challenge changes the teams will have

to adapt to that and possibly change between disciplines on the go (Katzenbach John R & Smith Douglas K, 2001, 11).

The team size should be small and should have members that have skill that complement each other. If the teams are virtual, fully or partially, the right ways of communicating should be assessed and decided. The different ways the team communicates and what channels should be planned and determined. The team must decide what software it is going to use when communicating virtually. Usually teams communicate through Skype and e-mails, but nowadays there are many more ways on communicating virtually, so teams so research all the communication channels properly. Choosing the right communication channels is a key element for the team's success at communicating (Katzenbach John R & Smith Douglas K, 2001, 26-29).

The team members should be encouraged to meet outside of work and socialize together, so they get more information on each other and get to know each other more. One team can work with another team for years without really knowing individual members. This makes it easier for people to focus on their differences rather than on what they have in common. When the team members learn that they share a common interest or wrestle with some of the same issues outside of work, the other team members become real persons. Inside the team collaborative behavior should be rewarded and applauded. It is recommended to promote meetings between team members and department heads, because this promotes brainstorming and creating new ideas and seeing each other's perspectives (http://www.freibergs.com/resources/articles/accountability/17-strategies-for-improving-collaboration/)

It also has to be mentioned that in order for teams to be successful at anything, the structure of the company were the teams are has to support teamwork. So when planning team collaboration the company culture has to be taken account for. In order to create the right context for successful team collaboration you must have identified the needed teamwork for success. You have to determine the type of team in order to achieve the team goals (William G. Dyer, W. G. Dyer, Jeffrey H. Dyer, and W. Gibb, Jr. Dyer, 2013,36).
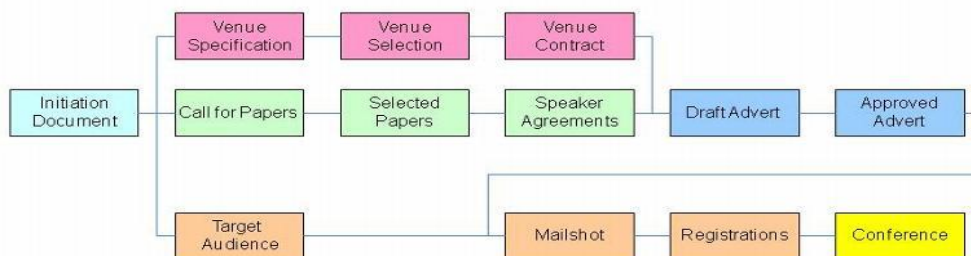
When planning successful team collaboration you must make sure that the team member have these following elements. Some of the members have to have deep technical
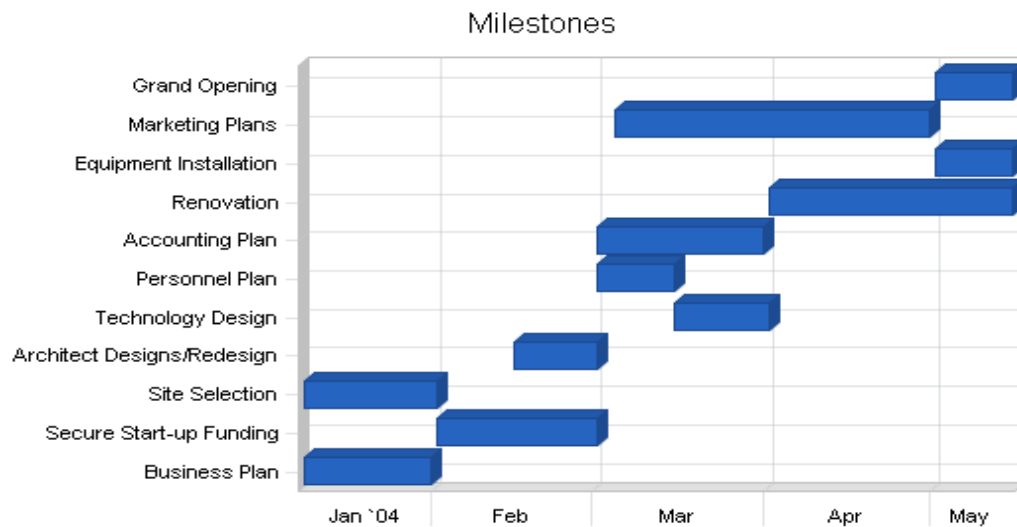
knowledge, skills or experience, regarding to accomplishing the teams tasks. The team members should be very motivated and they should contribute often to the team effort. Member should have excellent communication skills. The member must have a helpful attitude towards other members and support the whole team. They should be able to manage conflicts in a professional and productive way. The whole team needs to have the ability to adapt. Every member in the team should be dependable and should take initiative (William G. Dyer, W. G. Dyer, Jeffrey H. Dyer, and W. Gibb, Jr. Dyer, 2013,38).

If you want to have good collaboration between teams and inside the team itself, the company should invest in training the employees, team members in this case, on their interpersonal and teamwork skills. Also trust among the team members should be constantly promoted by having team members participate in activities that promotes trust among team members (Beyerlein, Michael Martin, Beyerlein, Susan T., Kennedy, Frances A. 2006, 16).

One creative way to plan team collaboration is to do it as a team with collaborative planning. In collaborative planning there are seven steps: 1. Define the project 2. Brainstorm 3. Categorize tasks into logical groups 4. Create a product breakdown structure 5. Create a product flow diagram 6. Compile the milestone plan 7. Assign responsibilities (http://www.esi-intl.co.uk/blogs/pmoperspectives/index.php/collaborative-planning-7-steps-creating-project-plan-team/, Madsen Susanne, 2015).

Product Flow Diagram

Milestones

	Jan `04	Feb	Mar	Apr	May
Grand Opening					▮
Marketing Plans			▮▮▮▮▮▮▮▮		
Equipment Installation					▮
Renovation				▮▮▮▮▮▮	
Accounting Plan			▮▮▮		
Personnel Plan			▮		
Technology Design			▮		
Architect Designs/Redesign		▮			
Site Selection	▮				
Secure Start-up Funding		▮			
Business Plan	▮				

PICTURES 1-2. Product Flow Diagram and Milestone plan (http://www.easyprojectmanagement.co.uk/ProductBasedPlanning.html,

http://www.bplans.com/pizzeria_business_plan/strategy_and_implementation_summary
_fc.php)

The reason why companies need to plan the collaboration of their teams is that in recent years to world has rapidly changed due to globalization and still continues to do so. The competition between companies has increased because of the technological development that has occurred all over the world. That is why companies all over the world need to put emphasis on the collaboration between the teams inside of them, so they can compete with other companies successfully (Kathy L. Milhauser, 2011, 27).

In companies with high-collaboration teams, we find active signs of organizational changes. Innovation-supportive companies develop new procedures for feedback, assessment, and accountability and significantly intensify cross-functional communication. Moreover, senior management in such firms seems aware of the time and effort that collaboration requires and expects resistance to change. They recognize that teamwork cannot occur if one functional group dominates product innovation decision making, or if participants fail to receive training for interpersonal and teamwork skills (Beyerlein, Michael Martin, Beyerlein, Susan T., Kennedy, Frances A. 2006, 23).

A research done at Stanford University shows that most of cross-cultural teams are dysfunctional. This also means that they do now collaborate well with other teams or among themselves. In order for a team to improve its collaboration inside the team and with others it is suggested that a team uses standardized processes. This means prefer-

ring automated processes instead of manual processes. Manual processes are highly time consuming, teams could save time and work more efficiently by implementing automated processes (Leis Marilyn, 2017, https://www.scoro.com/blog/improve-cross-team-collaboration/).

Collaboration and results from it should be monitored and analyzed so that everyone has the latest information on the results and on the ways things are going towards. Traditions should be challenged and updated, relying on old habits that could be done in a better way is detrimental for a company. It is suggested to exchange team members from different teams to tackle collaboration problems. This improves knowledge of the team members, the more knowledge you have on others and their ways of working the better you can collaborate with them
(Leis Marilyn, 2017, https://www.scoro.com/blog/improve-cross-team-collaboration/).

Management should establish a collaboration culture inside the company and reward collaboration. Problems should always be identified and tackled. Management should lead by example and promote collaboration among team members, so that they can innovate and work more efficiently.
(Leis Marilyn, 2017, https://www.scoro.com/blog/improve-cross-team-collaboration/).

2.3   Management and Leadership theories

The Cambridge Dictionary (2017) describes the word "management" as "the control and organization of something." Now that we have discussed team collaboration and collaboration in general we are going to move forward to management theories. Managers can be team leaders or they can be outside of the team and supervise them. At KONE GSS the teams work in a way that they have a team leader and then above the team leader is a manager, who supervises the whole team, for example the Purchasing team. Managers and team leaders have the biggest responsibility on ensuring successful collaboration within the team and between the other teams and also on the overall performance success.

We will start with the Contingency theory. In this theory the managers make decisions based on the situation. A manager or a leader makes appropriate actions based on aspects most important to the current situation. Careful management in organizations is needed so that internal needs can be satisfied and balanced, in order for the organizations to adapt to the environmental circumstances surrounding them. Different types organizations are needed in different types of environments. The theory states that task or relations motivations are dependent upon whether the manager is able to both control and affect the group's situational favorability, or outcome. There are many internal and external factors that can influence the optimum organizational structure. These factors include the size of the organization, technology, leadership style, and the organization's adaptability to changes in strategy. This means that team leaders and managers must assess their methods daily and adapt to the situation at hand (Burns, James MacGregor, Sorenson, Georgia Jones, Goethals, George R., Sage Publications, inc, 2004,1429)

Systems theory is a study of systems and how to manage them. A system consists of interrelated and interdependent parts. An organization can also be considered as a system, which has parts such as employees, assets, products, resources, and information that form a complex system. If one changes parts of the system, it will affect other parts and the whole system. If the system is adjusted well to its environment it will have positive growth. Systems need to be maintained or otherwise systems failure will occur. Broadly applicable concepts and principles, form the core of the systems theory, opposed to concepts and principles applicable to one domain of knowledge. Systems can be dynamic or active systems and static or passive systems. With the systems theory managers and team leaders should look at view things in a broad view, they should apply broad concepts in order when leading a team or a group. When a team is managed well it usually collaborates well with other teams (Burns, James MacGregor, Sorenson, Georgia Jones, Goethals, George R., Sage Publications, inc, 2004, 612).

Trait theory links to leadership and is explained as the primary approach that separates managers from leaders. Leadership is something that you are born with, it is a desire to control and to accept responsibility and to seek glory through leadership. This kind of person is born to take risks and does not live the life of mediocrity (Burns, James MacGregor, Sorenson, Georgia Jones, Goethals, George R., Sage Publications, inc, 204, 868-869).

The charismatic approach can be considered as one of the most powerful forms of leadership. Charismatic leadership is a form of transformational leadership. People follow the leader out of the love for him or they respect him. Rewards and self-interest are not accepted. Tasks are completed because of the charismatic presence that motivates team members/employees to work for a greater good (Burns, James MacGregor, Sorenson, Georgia Jones, Goethals, George R., Sage Publications, inc, 204, 163-164).

When rewards are used to motivate a team, this is called a transactional approach. Managers and employees are rewarded if the task goes accordingly. Punishment is used when an employee does not complete the task given by the manager. This is a simple and the most bureaucratic approach to management and leadership (Burns, James MacGregor, Sorenson, Georgia Jones, Goethals, George R., Sage Publications, inc, 204, 553-554).

Transformational is the opposite of transactional management, it does not depend on bureaucracy but rather on the personal presence of the leader. This model seeks to motivate those under authority. The manager raises awareness about the importance of the task at hand and inspires his/her team to succeed. In this theory seeks, self-interest is transcended into a tightly integrated team of people, who together to perform a task (Burns, James MacGregor, Sorenson, Georgia Jones, Goethals, George R., Sage Publications, inc, 200, 553-554).

Clarity is a essential part of managing. Team members and employees will need to know what is expected from them, what kind of results and performance. A manager or a team leader must be able to precisely tell his/her employee what is expected of him/her so that he/she can perform at a high level. The people under your leadership cannot perform at their best if they do not what is expected and how it will be measured (Tracy Brian, 2014, 14).

In addition to these theories it is beneficial for the team, when the manager or the team leader of the team or a group, strives to become a role model among subordinates. A manager is a leader who is looked up upon, team members will do their best to match his the leader's skills. The leader sets the standards for the members, which they strive to achieve. In a team where there is shared leadership among members, the members set the standards together, but in order to achieve the best results they must be individually and mutually accountable (Tracy Brian, 2014, 51)

Managers and team leaders should get their subordinates to work at peak performance. This is something that a leader must to in order get the best results out of the team, the leader must also get all of the members working together and achieving peak performance as a group, not just at their individual level. The manager or leader has to respect his subordinates, expect the best out of them, communicate with clarity, give them freedom and challenges and when they succeed he must treat them like winners and reward them so that they stay motivated (Tracy Brian, 2014, 30).

Leaders and managers cannot do everything alone, they have to learn how to delegate, so that they themselves can get the most important tasks done. Delegation is key, since one person cannot do all of the work by himself/herself. A leader has to select the person who he/she thinks is right for the job and explain what kind of results he/she wants from the task. The leader must also give specific and thorough instruction on how to complete the task. There is always a possibility of misunderstandings but this is the reason why a leader must try to ensure to be as clear as possible and regularly review the progress of the delegated task (Tracy Brian 2014, 26).

One way of ensuring that the progress is developing on the proper direction is to use what is called as management by exception. In this method a manager or leader tells his/her subordinate that "Only come back if there is a variance on what we have agreed on" So if there is nothing to tell from your subordinates, everything is going accordingly. This method also gives the leader more freedom to concentrate on the task that only a leader can do (Tracy Brian, 2014, 25).

Managers are faced with a choice of harnessing positional power or personal power. Managing with positional power means that a leader closely supervises his team and makes all of the decisions on his own. While this management style can achieve results, the results are most likely short lived, and effective and self-sufficient teams rarely develop under the fist of positional power. Managers earn personal power over time from team members, and they can use it to encourage team members to do what they are supposed to do to the best of their abilities. When managed with personal power, team members do their work because they want to do it, not because they must. Personal power is achieved through graciousness and a supportive, team-oriented environment.

Managers who achieve this can always develop a high-performing and successful team (Gary S. Topchik, 2007, 245).

At the heart of managing and leading every team is the building and managing a network of relationships. This is the primary job of every manager and leader. The leader needs to know the team member thoroughly and maintain their relationships towards each other and to himself/herself. This increases the chances of successful collaboration and team performance. (A.G. Sheard , and A.P. Kakabadse, 2004, 41).

Outside of traditional roles the team leader can act as an facilitator, which means that you make it easier for the team to function and complete the tasks that the team has. This of course means that a leader takes a more of a subordinate role, and loses some power. Still this kind of leadership can be effective depending on the situation at hand. The effects of an leader being the facilitator will be a seasoned, competent, reliable team that will take initiative, assume ownership, and recognize strong motivating forces within themselves (Quick, Thomas L. 1992, 21).

Elements of successful leadership and management can be summed into these following points. A successful leader or manager has the skill to balance task efficiency, human relations and adaptive change. He/she also has excellent intrapersonal and interpersonal skills. A successful leader engages in transformational and charismatic behaviors. It has been studied that successful leaders have a more complex way of thinking and acting. They overcome deficiencies that limit success. They also seek a wide variety of leadership experiences (Sternberg, Robert J., Cianciolo, Anna T., Antonakis, John, 2004, 208-209).

One key characteristic of successful leaders is their ability to keep learning more and educate themselves further. Leaders as well as team should be learning more constantly, because a stagnant group is not successful and cannot reach the required performance. A team leader or manager should learn new things and pass them down to his/her subordinates. The leader should also apply the learned knowledge into the team practices (Sternberg, Robert J., Cianciolo, Anna T., Antonakis, John, 2004, 231).

2.4   Communication theories

Communication is key for having success at anything. It is one of the basic elements of successful collaboration and leadership. Persons with good communication skills are more likely to succeed at what they do. The Oxford English dictionary describes the word "communication" as "The imparting or exchanging of information by speaking, writing or using some other medium." Next we are going to go through some communication theories.

Weber's Classic Organizational Theory of Fixed Structures is a theory holds where organizations have clearly defined roles and responsibilities. Communication is hierarchical, structured, and clear. There is no room for confusion in the messages being sent from the top and the organizations have machine like structures where each individual contributes by way of defined and unambiguous roles and responsibilities (Sage eReference (Online service), Sage Publications, Foss, Karen A., Littlejohn, Stephen W. 2009, Encyclopedia of Communication Theory, 705-706).

Groupthink happens when highly cohesive groups fail to consider alternatives that may effectively resolve group dilemmas. Groupthink theorists think that group members frequently think similarly and do not want to share unpopular ideas with others. When this happens, groups prematurely make decisions, some of which can have lasting consequences. This is a popular situation which should be avoided if a team wants to be successful at collaboration (Sage eReference (Online service), Sage Publications, Foss, Karen A., Littlejohn, Stephen W. 2009, Encyclopedia of Communication Theory, 460-462).

According to the structurational perspective, groups and organizations create structures. This can be interpreted as organization's rules and resources. These structures create social systems in an organization. The way the members utilize their structures enables groups and organizations to achieve a life of their own. The decision making that takes place in groups and organizations are guided by power structures. (Sage eReference (Online service), Sage Publications, Foss, Karen A., Littlejohn, Stephen W. 2009, Encyclopedia of Communication Theory, 703-704).

Communication and trust have a strong link together. When team members trust each other they get the job done effectively, they stay true to their commitments, assess every situation honestly, they have confidentiality, give credit and are straightforward. All of these a key elements for a successful team collaboration. Teams should aim for these communication goals in order to achieve success (Parker, Glenn M. 2009, Team Communication : 20 Essential Aids, 12).

Gathering feedback is a good way the evaluate the situation inside the team, on how things are in general. Feedback is an essential part of good collaboration, since you need to constantly evaluate the progress. With feedback everyone in the team, know what is going on inside the team and with other teams. Team members should improve their feedback skills, so that they can give constructive feedback, which is helpful for the whole team. There are two kinds of feedback; positive and negative, both can be given in a constructive way. Effective feedback has the following 8 characteristics: 1) Helpful 2) Specific 3) Descriptive 4) Useful 5) Timely 6) Employee has readiness for feedback 7) Clear 8) Valid (C.S. Rayudu, 2009, 217-225).

Communication is a tool for management, used well and it can benefit the whole organization but if used poorly the whole organization suffers. This also applies on a smaller scale, for example with teams. Communication is a major key element in these five areas: planning, organizing, controlling, directing and coordinating. Managers communicate mostly orally or in a written form with their subordinates. Good communication skills and tools are needed in order to have successful team performance (C.S. Rayudu, 2009, 227-235).

Collaboration, management and leadership skills and communication are the three big topics of my thesis theories. All of them are needed and to be applied with skill if a team wants to ensure success and good collaboration. Next we are going to focus on Material Management theories and Procurement theories, since KONE GSS is a Material Management department.

2.5   Materials Management and Purchasing theories

Materials Management is described as "The planning and control of the functions supporting the complete cycle (flow) of materials, and the associated flow of information"

by the BusinessDictionary.com. Materials Management revolves around the acquisition of spare parts and replacements, quality control of purchasing and ordering such parts, and the standards involved in shipping, ordering and warehousing the parts. At Kone GSS Hyvinkää MM is the responsible for the sourcing, planning, moving, purchasing, storing and controlling materials in order to provide a pre decided service to the customer at a minimum cost

(http://www.businessdictionary.com/definition/materials-management.html).

The Cambridge Dictionary describes the word Purchasing as "The activity of buying supplies for a company." Purchasing refers to a company attempting to acquire goods or services to accomplish its goals. I am adding some purchasing related theories because I worked in the purchasing team at KONE GSS. Even though this thesis is researching the whole KONE GSS, purchasing is a big part of the department so I felt necessary to include some theories relating to purchasing

(http://dictionary.cambridge.org/dictionary/english/purchasing)

A company is very dependent on the efficient supply and availability of component parts and materials in the right quantity, quality, price, range and time. Managers are working hard to improve in these areas of materials management, so that the company can compete with other companies around the world. The cost of purchasing, storing moving and shipping materials sums up for over the half of the product's cost. This is why materials management is an important and essential part of the success of organizations around the world. Effective materials management is key to higher productivity. The function of Materials Management is to accomplish the main goal of the organization/company by making available materials and services of right quality in the right quality at the right time from the right source at the right price (K. Shridhara Bhat, 2008, 1-7).

Profit-centre concept refers to purchasing, purchasing must be done with minimum investment in inventory by balancing the risk of stock-out and production stoppage, the cost of forward-buying and the economics of quantity purchases. Other objectives are adequate quality of materials, avoidance of duplication, waste and obsolence. In this concepts purchasing is viewed as a "profit centre". Euros saved on purchasing are profits for the company (K. Shridhara Bhat, 2008, 8-9).

Integrated concept means that all the different functions of materials management are integrated together and cannot have success if they perform independently. All of the functions have to collaborate with each other, for example the teams of a Material Management department. All of these functions are connected. In the Management theories section we discussed about Systems theory. The same theory can be applied on Materials Management if you view the Materials Management as a sub-system of a larger productive system (K. Shridhara Bhat, 2008, 9).

Materials Management has primary and secondary objectives. Primary objectives are linked to the company's overall objectives, secondary objectives are linked to assisting other departments inside the company. We can immediately notice that materials management requires collaboration in order to succeed. That is why it is crucial for the teams inside a company or organization to collaborate well with each other.

Primary objectives:
- Low Prices
- High Inventory Turnover
- Low Cost Acquisition
- Continuity of Supply
- Consistency of Quality
- Low Payroll Costs
- Cordial Supplier Relations
- Development of Personnel
- Maintenance of Goods Records

Secondary objectives:
- Reciprocity (buying as much as you can from your customers)
- New Materials and Products
- Economic Make-or-Buy
- Standardisation
- Product Improvement
- Inter-departmental Relationships
- Economic Forecasts

In order to achieve these goals a company has to have good collaboration between the teams inside the Material Management department and in other departments (K. Shridhara Bhat, 2008, 1-7).

There are two trends in materials management. First one is Logistics management, which is the management of material flow, the information about it, from the perspec-

tive of the customer requirements. The purpose of Logistics management is to achieve a high delivery reliability, a high degree of delivery completeness and a short delivery time. The second trend is supply-chain management, which is a systems approach to supply channels and distribution channels. It views them as a whole and not as fragmented parts. A supply chain is the flow of materials inside and organization, for example from suppliers to warehouses to operations and to retail (K. Shridhara Bhat, 2008, 11-12).

Purchasing refers to the exchanging of materials and services in exchange for money. Procurement is a more wider term, which has more responsibility of acquiring goods and services. The purchasing department is responsible for purchasing materials of the right type, in right quantities, at the right price, available at the right time and procured from the right supplier. Purchasing management refers to managing relationships with suppliers, this is also called business resource management (K. Shridhara Bhat, 2008, 34-39).

There are three ways on how purchasing can be organized: Centralized, De-centralized and Centralized-Decentralized. The advantages of Centralized purchasing are: Undivided responsibility, consistent purchasing policies and high degree of purchasing power. records are kept in one place and are easier to supervise. Reaction to changing market conditions is easier. Decentralized purchasing happens if a organization has manufacturing plants around the world, usually they have their own purchasing departments. Centralized-Decentralized purchasing happens when the locations of the plants are not too scattered from each other and they have similar materials in large quantities (K. Shridhara Bhat, 2008, 54-55).

There are three major purchasing policies. First one is Business Orientation, which emphasizes on understanding the organization's overall policy, in order to make the right purchasing decisions. Second is Integrated, Cross-functional approach. In this approach purchasing decisions needs to be made based on balancing the total cost of owning the materials. Purchasing decisions should be made by taking consideration the other parts of the organization. This a very team based approach. The third approach is the Bottom-line Orientation, which emphasizes on continuously improving the price/value ratio of goods and services. Purchasing policies and strategies be linked to the organization's overall objectives and strategies (K. Shridhara Bhat, 2008, 56-57).

Now we have established the theoretical framework for this thesis. These are some of the theories that can be applied to this thesis topic. Next we will take a look at KONE as a company and we will also take a look of the working problem inside KONE GSS Hyvinkää.

3   CURRENT TEAM COLLABORATION AT KONE GSS HYVINKÄÄ

This chapter will focus on the company and the current collaboration inside KONE GSS Hyvinkää. KONE as a company will be introduced first. After the company introduction the main challenges at KONE GSS Hyvinkää will be introduced and examined. The collaboration process at KONE GSS Hyvinkää will be researched and after that the working problem inside KONE GSS Hyvinkää. In the end of this chapter a problem summary can be found, summarizing the whole chapter.

3.1   Company introduction

KONE Oyj is an international engineering and service company that employs 55,000 personnel worldwide. It is among the five largest manufacturers of elevators and escalators worldwide, and also provides maintenance services and modernization. KONE also builds and services automatic doors and gates. The company provides local services for builders, developers, building owners, designers and architects in 1,000 offices in over 50 countries. (https://www.kone.fi/tietoa-meista/kone-yrityksena/)

KONE Oyj has headquarters situated in Keilaniemi Espoo and is listed on NASDAQ KNEBV Helsinki stock exchange. Founded in 1910 as a subsidiary of Gottfr. Strömberg Oy. In 1924 KONE was bought by entrepreneur Harald Herlin from Strömberg and he became the new chairman of the company's Board of Directors. KONE Oyj has since been owned by the Herlin family in Finland. The current CEO and President of KONE Oyj is Henrik Ehrnrooth and the Chairman is Antti Herlin, who is also Finland's richest man (https://www.kone.fi/tietoa-meista/kone-yrityksena/)

As said the company's main expertise is in manufacturing elevators, maintenance services and in modernization. Main business in the field of technology is to plan, develop, manufacture, market, sell and procure elevators, escalators and sliding doors. The company also provides its customers with, for example elevator and escalator spare parts, consulting and maintenance services. (https://www.kone.fi/tietoa-meista/kone-yrityksena/)

All expertise and solutions KONE Oyj offers to its customers are based on over a century of experience and business-making. The strategical side of the company is managed from the headquarter located at Keilaniemi, Espoo. The warehouse and the more opera-

tional side of the company is located in Hyvinkää. At Hyvinkää there is a vital part of KONE operations, KONE Global Spares Supply. KONE GSS is responsible for purchasing and delivering elevator, escalator and sliding door spare parts to all over Europe. In addition to this, KONE GSS takes care of the spare and wear parts frontline and technical support, logistics, inventory, order handling process, customer service, and maintains the operation of the warehouses in both Finland.

This thesis was done for KONE Global Spare Parts Supply at Hyvinkää. This unit is under Material Management. My supervisors on this thesis were Titta Anonen (HR Manager at KONE GSS), Frank Wanink (Director of Maintenance Field Support at KONE GSS) and Sami Hämäläinen from TAMK. This thesis topic was chosen, since it goes well with my studies, which have been Project Management orientated. KONE GSS Hyvinkää also need information on this topic, so it was a perfect situation for me.

In KONE GSS there are many different teams, the teams can be divided into technical and operational sides. The whole KONE GSS consists of the following teams:

- Logistics
- Purchasing
- Order Management
- Inventory
- Data
- Elevator Mechanics
- Elevator Electrifications
- Escalators and Building Doors
- External Sales
- Frontline Support
- Sourcing
- Non-KONE Elevators
- Business Analytics
- Material Management
- Customer Service
- Business Change
- Offering
- Business Change

3.2 Collaboration's main challenges at KONE GSS Hyvinkää

Challenges are added to the collaboration process by the variety of individuals working at the workplace. Individuals working at a common, shared workplace come from many different backgrounds, have different professions and educations, and each have their

own effect on day-to-day working. Good collaboration plays a key role in controlling these types of challenges at the workplace. (Katzenbach & Smith, 2001,97-105).

At Kone GSS Hyvinkää there are few challenges facing the collaboration between teams. For example how to ensure good collaboration between the teams ? What are the methods on ensuring this ? What is to cause of the lack of collaboration ? How to organize the teams so that they can collaborate well with each other ? There are of course other challenges and other questions to be answered, but these were just some of the main challenges.

One key to improving team collaboration starts within the teams themselves. The teams should be small, too big teams have difficulties on working well. It is common these days to have virtual channels in order to contact other team members and nowadays it is common to have teams, that have members all over the world. This is why it is extremely important to agree on all of the different communication channels. Teams must decide what communication channels they will use and on how they will use them. The teams should have clear goals that link to the company's overall goal/vision. Inside the teams there should be an atmosphere of mutual and individual accountability. The teams should also decide whether to use the single-leader discipline or the team discipline. This meaning that is the team being led by just one individual or is the leadership shared, this of course differs on the situation and on the things the team is working with. Ensuring that every team in the organization has these elements will significantly increase the chances of successful team collaboration. (Katzenbach & Smith, 2001,5-11 and 23-26)

3.3 Collaboration process at Kone GSS Hyvinkää

Every team at KONE GSS Hyvinkää has to collaborate with all the other teams inside KONE GSS and abroad. Every new employee of gets induction specified for the team that they will be working for, they do not learn much from the other teams.

The size of the teams inside KONE GSS is from small to medium, the teams are not too big, but there are many teams inside KONE GSS, almost twenty. The teams communicate with each other by arranging small meetings, talking or texting via Skype, exchanging emails and by talking face to face. The teams also use Salesforce to solve problems,

that relate to the spare parts. Salesforce is used to ask the date team in India to provide further information on the spare parts, such as for example some blueprints or drawings.

The collaboration process works in a way that the managers from all of the teams inside the KONE GSS have quite frequent meetings together. After the meetings they forward the information to the team members inside their teams that they are managing. The team members do not have meetings frequently, this is because they are more busy with their other work etc. The collaboration with other teams outside of KONE GSS Hyvinkää is done by mainly using Skype, Salesforce and sending emails. This thesis concentrated on KONE GSS Hyvinkää, this thesis will not get further into the other teams outside KONE GSS Hyvinkää.

3.4   Kone GSS Hyvinkää working problem

The working problem at KONE GSS Hyvinkää was that the collaboration between teams inside the KONE GSS is not on the required level, meaning that there should be more collaboration and it should be more efficient. The working problem at KONE GSS Hyvinkää was also that the teams do not know how the other teams work. This meaning that every team member knew how their own team worked but they did not know how the other teams inside KONE GSS Hyvinkää work and what methods they used. So the problem was that the teams should collaborate with each other but they did not know what the working methods inside each team were. This caused problems, miscommunications and was time consuming for all of the teams. Not all of the employees at KONE GSS Hyvinkää knew who was working in which team, or the positions that they had.

Another problem was that the teams had different targets and goals, which were not linked to the overall goal of the KONE GSS. If the teams have different targets and goals it causes problems, since it causes confusion among teams inside the KONE GSS. If the teams do not know how the other teams work and what their goals and targets are it is hard for all of them to collaborate together, since they do not know what is required of them. All of these problems were found out from analyzing the answers given to the survey, which can be found at Appendix and will be further discussed in Chapter 5.

In order to solve and find information on these problems the survey was sent for 19 people working at various position and different teams inside KONE GSS Hyvinkää. Out of these 19 people 10 were selected based on their answers on the open-ended questions, these people were interviewed face to face.

One example of the open-ended questions on the survey was: " If you feel like there is not enough collaboration within the GSS team, can you specify some reasons for it ?". The purpose for this question was to get some reasons on why there is not enough collaboration within the KONE GSS. The question also helped to differentiate between the answerers and gave further information on what to ask on the face to face interviews.

The question "Is there enough collaboration between all of the teams inside KONE GSS Hyvinkää ?" was made in order to get information whether the employees themselves think that there is enough of collaboration within the KONE GSS. This was a closed question, where you could only answer "Yes" or "No".

With the question "Are there sufficient channels and ways on collaborating between the teams inside KONE GSS Hyvinkää ?" the idea was to find out whether the employees feel that they have enough channels of communication and collaborating with each other. This was also a closed question with the answering options of "There should be more" "There are enough" "Not enough".

This and all of these above mentioned questions will be answered in this Final Thesis in the best possible way. The open-ended questionnaire can be found in Appendix 1 and will be analyzed in Chapter 5 of this Thesis.

3.5   Problem summary

The collaboration process at KONE GSS Hyvinkää had many elements to it, and many different teams. That was also one of the reasons why the collaboration between teams faced many problems and was not on the required level. The team collaboration is something that cannot be fixed in one night, it will require time and patience. The teams should be introduced more to each other and the team members from different teams, should visit all of the teams and asks questions, so that they get more information on

how all the teams work. This should also be done more at the induction process for new employees.

The collaboration problems were quite similar with each of the teams, many of those problems relate to the fact that the employees do not have enough information on the working methods of each team. Another cause for the problems was that the teams had very different targets and goals, which do not link to the overall goal of the KONE GSS. Most of these collaboration and communication problems are engraved deeply into the company, so they require someone from the outside to research them. That was why this thesis topic suited perfectly for me. Solving these problems takes time and requires changes in the working methods and in the attitudes of both the managers and team members.

There are many issues that have to be taken into consideration when planning the induction, and the working problems of the KONE GSS Hyvinkää are very real, but they can be solved. It is possible to prepare for any possible problems ahead and find out what can be done better and achieve real results in the process - this what this Thesis will help with. It is vital for KONE GSS to research these problems considering the long scope of thing and the long term goals these problems affect.

4   RESEARCH METHODS

In this short chapter the research methods, structure of the survey and interviews and the limitations of the research will be discussed in a detailed manner. The answers were analyzed one by one, some of the answers were cross-analyzed with the questions 1 and 2.

4.1   Research methods

This thesis utilizes both qualitative and quantitative research methods. I chose to use both research methods after consulting with my supervisors at TAMK and KONE GSS Hyvinkää. We all agreed that it is best to design a survey which would be sent to 19 employees of KONE GSS Hyvinkää working in different positions and in different teams. The purpose of the thesis is to answer the question "Why is the collaboration between teams at KONE GSS Hyvinkää not on the required level?", it was decided to sent the survey in order to get some concrete statistical information that can be analyzed. The survey was created by the thesis author himself to get information on the current team collaboration situation.

Information was also gathered from multiple sources: books, internet, KONE GSS Hyvinkää own database. Various theories used in this thesis include theories on management, collaboration, communication, purchasing and material management. Based on the survey answers, ten employees were selected for face to face interviews. These interviews were held in order to get more personal information and more deeper information on the collaboration problems inside KONE GSS Hyvinkää.

The survey consists of 15 question, 13 of them are "Yes or no" questions. Two questions are open-ended. The purpose of the questionnaire was to find out more practical information on how the employees view the current team collaboration process and what are the reasons why it does not work. The questions were sent to employees and a few managers with different positions and different work experiences inside the KONE GSS. The answerers were divided also by gender and by their work years at KONE. On the survey they could tell some reasons why the collaboration is not working on the required level.

Persons chosen for the personal interviews were selected based on their answers to the two open-ended questions in the survey. If the person had answered the open-ended questions with interesting points, he/she would be chosen to be interviewed. The interviews were held at KONE GSS Hyvinkää. One person was interviewed at a time. The interviews lasted around 30-45 minutes at a time. Notes were taken during the interviews. Eleven basic questions were asked from the persons during the interviews, addition to these basic questions other questions were asked based on how well and which direction the interview was heading.

Analyzing the answers gained from the questionnaire is important in order to find out point of views on the team collaboration, the state of the collaboration between teams, and finding out what needs to be improved. In order to make any conclusions and suggestions for improvement, the answers need to be reviewed so that we can present feasible additions to the induction programme and implement them.

5   RESEARCH RESULTS

In this chapter the focus is on the actual research results. The survey answers will be focused first and every question will be analyzed and some of the questions will be cross-analysed with other question results. After that the interview answers will be analyzed and cross-analyzed with the other question results.

5.1   Answers to the survey

The answers gained from the survey were very helpful, informative and gave a good insight into the world of KONE GSS Hyvinkää. The information gained from the survey answers was good for getting basic knowledge regarding the thesis problem. It was also essential on selecting the ten people to be interviewed. The survey had some open-ended questions, the answers to these questions helped me determine who I would interview. With the survey I gained good quantitative data that I could analyze. 19 surveys were sent and I got replied for 19 of them. All of the questions were answered. The survey as a whole can be found on Appendix 1.

5.2   Analysis of the survey answers

First three questions were about the gender of the answerer, his/her team at KONE GSS and how many years has the answerer worked for KONE. These were put on the survey to differentiate between the answerers and to get statistical data. The answers to the first question about the answerers gender revealed that 58 % of 19 survey participants were female and the rest were male. All the males thought that there was a good atmosphere inside KONE GSS Hyvinkää and in their own teams. Two females thought that there is not good atmosphere in their own teams and only one thought that there is not a good atmosphere inside KONE GSS Hyvinkää.
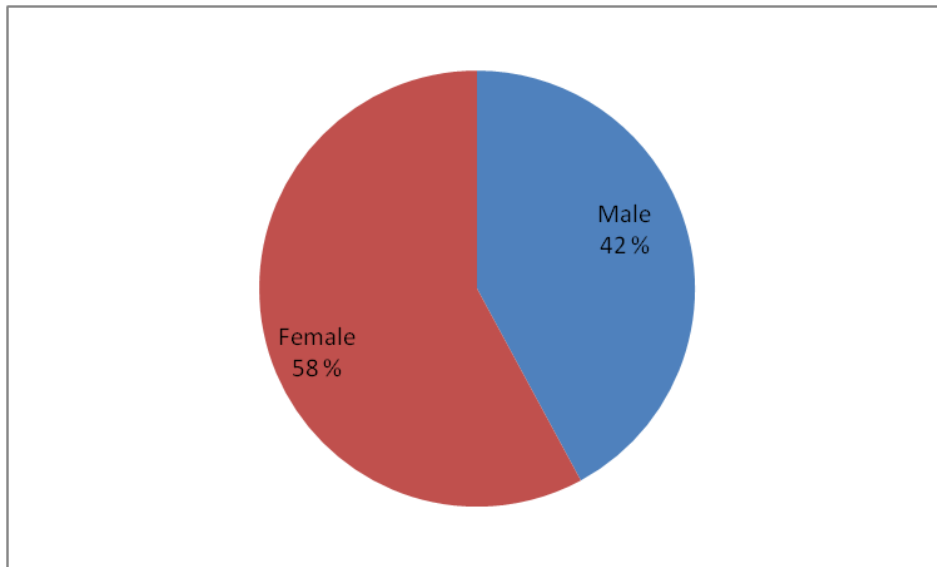
FIGURE 1. Gender divide of the survey participants.

The second question was about finding out how many years has the answerer been working for KONE Industrial. This question was also made to differentiate between the answerers. The results to this question revealed on the average the survey participants have worked for KONE for about 10 years. The longest time an answerer had worked for KONE was 34 years and the shortest was 2.5 years. With this information we can conclude that this survey has information from people with a substantial amount of experience as well as from employees who are relatively new at KONE.

The third question was " Current team that you are in ?". This was done to differentiate between the answerers. When I was designing the survey, myself and my supervisors at KONE GSS Titta Anonen and Frank Wanink decided that I would send one survey to each team. There are 19 teams inside KONE GSS and I got 19 answers. This means that all of the teams were covered.

The fourth question was made in order to investigate whether KONE GSS Hyvinkää has a good team atmosphere as a whole. The results were good, since only two persons out of 19 persons, answered that there is not a good team atmosphere inside KONE GSS Hyvinkää. This means that there is a positive team atmosphere. It also means that there is a favorable atmosphere for team collaboration.
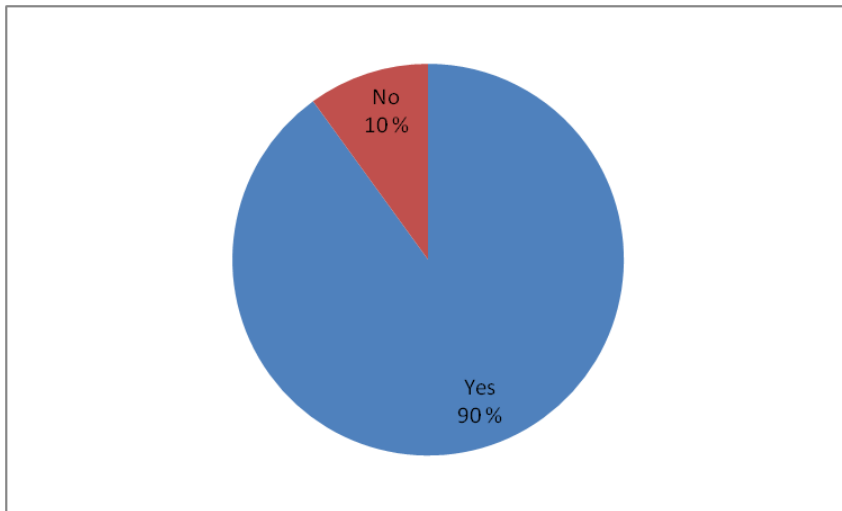
FIGURE 2. "Is there a good team atmosphere inside KONE GSS Hyvinkää ?"

The fifth question was a similar question as the fourth and kind of an follow-up question. It was made to investigate the atmosphere inside the answerers own team. The results for this question were also positive, only one person answered that there is not a good atmosphere inside his/her team. This means that in most of the teams inside KONE GSS Hyvinkää there is a good atmosphere, which is important for good collaboration.
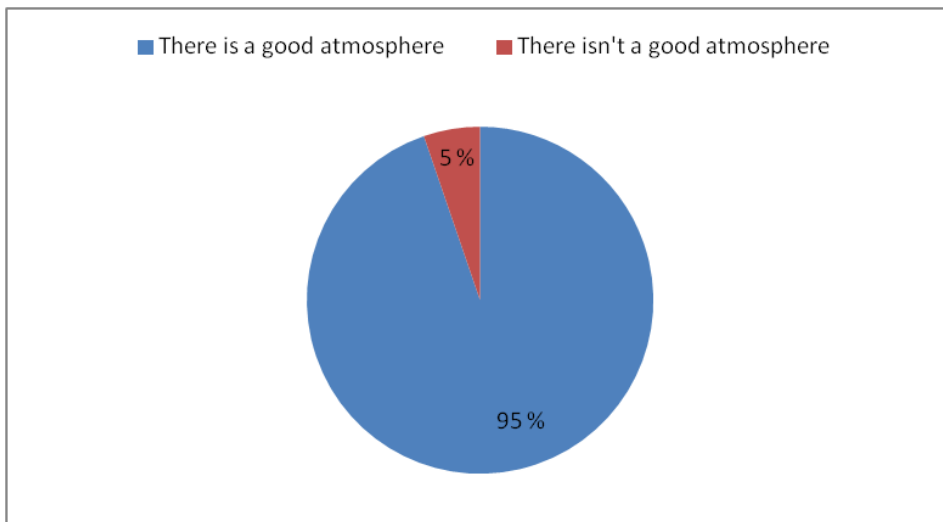

FIGURE 3. "Is there a good atmosphere inside your team ?"

The sixth question of the survey was one of the most important questions in the whole survey. With this question I wanted to gather information on whether the survey participants think there is enough collaboration between all the teams inside KONE GSS Hyvinkää or not. The results for this question were negative, since a clear majority of the answerers thought that there is not enough collaboration between teams inside the KONE GSS Hyvinkää. Out of 19 answerers, 13 thought that there is not enough col-

laboration between the teams, only 33% thought that there was enough collaboration. Females mostly thought that there is not enough collaboration. These results indicate that there is not enough collaboration between the teams inside KONE GSS Hyvinkää. This results also confirms the results from the KONE PULSE survey. So there really was a clear collaboration problem inside KONE GSS Hyvinkää and that it is good that I decided to investigate this issue in my thesis.
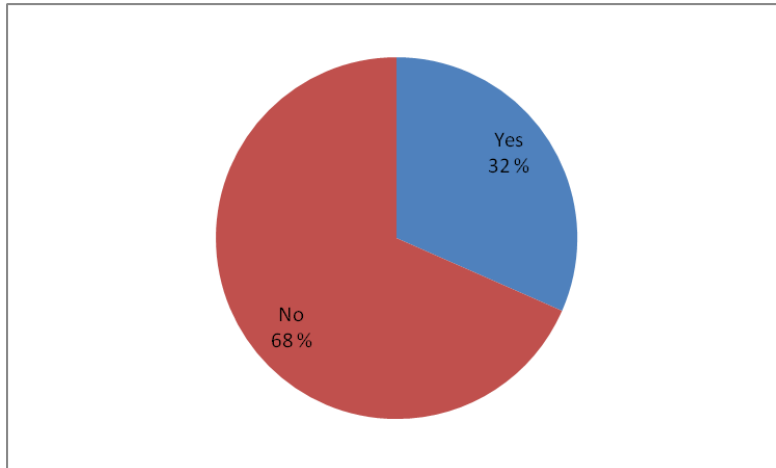

FIGURE 4. "Is there enough team collaboration inside KONE GSS Hyvinkää ?"

The seventh question investigated whether there is sufficient channels and ways for collaboration inside KONE GSS Hyvinkää. The results to this question indicate that this was a divisive question for the survey participants. A small majority thought that there were enough of channels and ways for collaboration, only 10 out of 19 answerers answered that there is enough of ways and channels for collaboration. The results show that it is not certain whether there are enough ways and channels for collaboration.
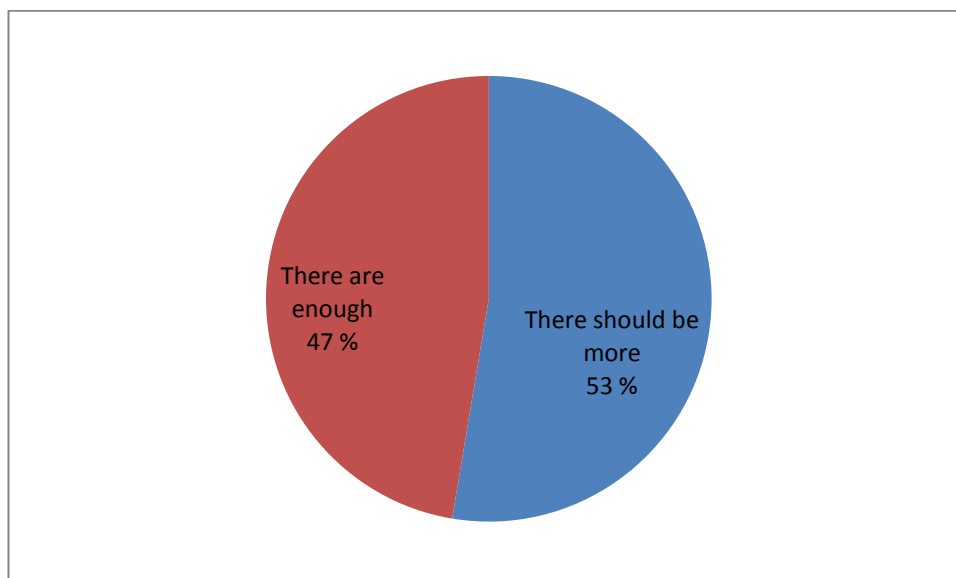
FIGURE 5. "Are there sufficient channels and ways on collaborating between the teams inside KONE GSS Hyvinkää ?"

The eight question was a direct follow-up question for question six. The question was "If you feel like there is not enough collaboration within GSS teams, can you specify some reasons for it ?". This question was also made so that I can see who to pick for the interviews. My plan was to see which of the survey participants gave the best answers to the open-ended questions, based on them I would select people for the interviews. Not all of the survey participants answered to this question but those persons who answered gave some reasons on why there is not enough collaboration between the teams inside KONE GSS Hyvinkää. These include:

- It is hard to find the right persons from the other teams
- Not knowing how the other teams work
- Gaps between the process flow
- People are not responsible enough of their own work
- Lack of communication
- Conflicting targets
- Teams work in a different speeds
- Not knowing how to do a given assignment, needed to be supervised
- Team spirit is mostly built on individual teams rather than GSS as a whole
- Priority management between teams differ
- Each team has their own separate tools
- Not enough competence or knowledge of the full supply chain and how one issue affect another
- Operative teams and technical teams too far from each other, this affects the awareness.
- People are too busy, they do not find the time to talk about issues
- Instructions missing. Every team should have their instructions in a file that everyone from the other teams can access.
- Bad leadership from some of the managers
- Information that should be shared among all of the teams is not always shared

As you can see the list is long and quite extensive. We can conclude based on these results that KONE GSS Hyvinkää suffers from communication problems, conflicting goals and targets, missing knowledge of other teams and missing instructions. This question gave a lot of information regarding the thesis and was very useful for mapping the problems that KONE GSS Hyvinkää has.

The ninth question investigated whether all of the teams are collaborating well with each other. The question had three answer options, which were "Yes", "Some are, some are not" and "No". None of the answerers answered "No", however 84% of the answer-

ers answered that "Some are, some are not", this means that not all of the teams inside KONE GSS Hyvinkää are collaborating well with the other teams. This further confirms the fact that there is a collaboration problem with the teams inside KONE GSS Hyvinkää, and that collaboration is not going smoothly inside KONE GSS Hyvinkää. Based on these results we can also conclude that the team collaboration inside KONE GSS Hyvinkää is not completely broken.
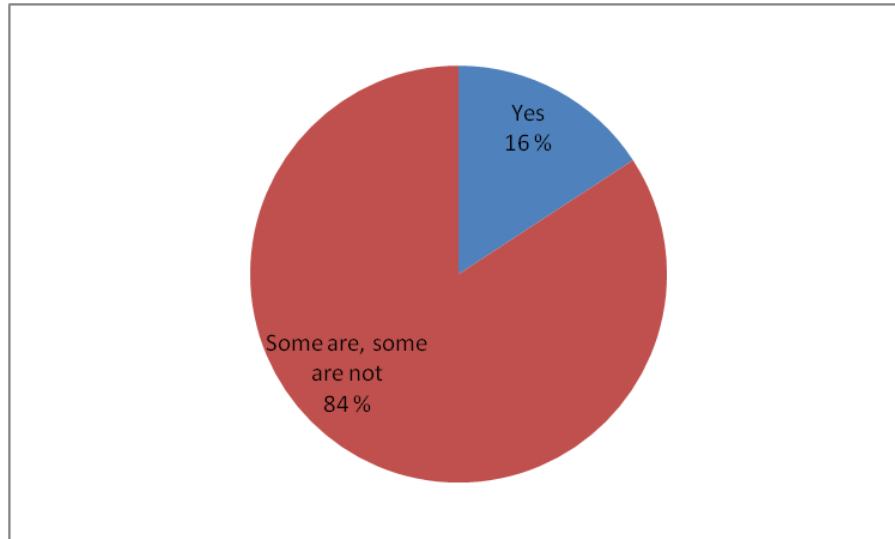

FIGURE 7. "Are all of the teams in KONE GSS Hyvinkää collaborating well with each other ?"

The tenth question was a direct follow-up question for question nine. The question was "If you feel that there are some teams that are not collaborating well with the other teams, please specify which teams do not have enough collaboration with other teams." The answer rate for this question was not great but those who answered this question named some teams that they had issues collaborating with. These teams include:

- Order Management & Support
- Operations team
- MFS team
- Purchasing team
- Data team
- Inventory Team
- Offering team

With these results we can conclude that some teams have more problems with collaborating with other teams. These problems seem the derive from lack of communication and lack of information. The good thing is that there are not that many teams who have problems, seven teams out of nineteen.

Questions from 11 to 15 measured the understanding that the survey participants had about the other teams, how they operate, who they work with and who is working in which team. The results for questions 11,12,14, and 15 were positive and we can conclude that understanding in those areas are on a good level.
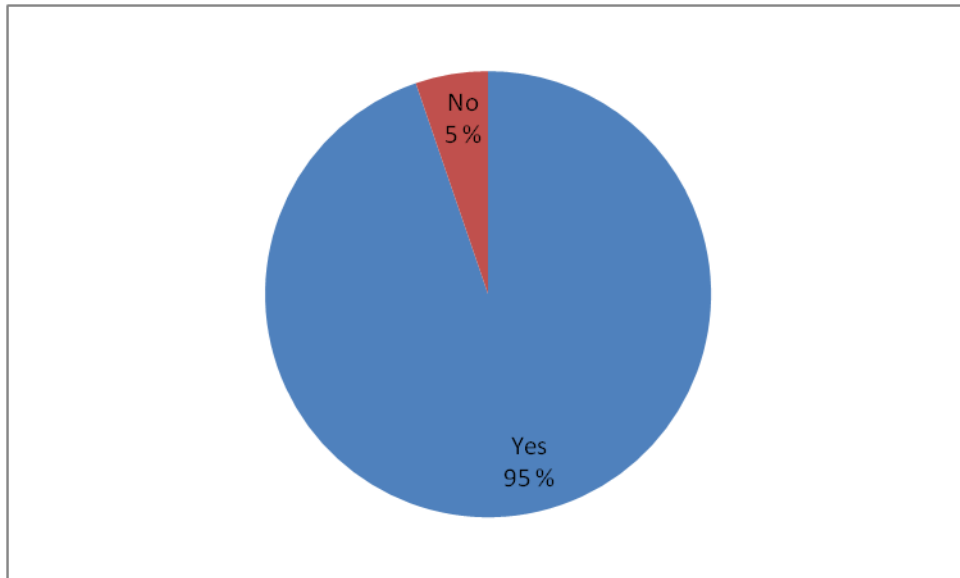

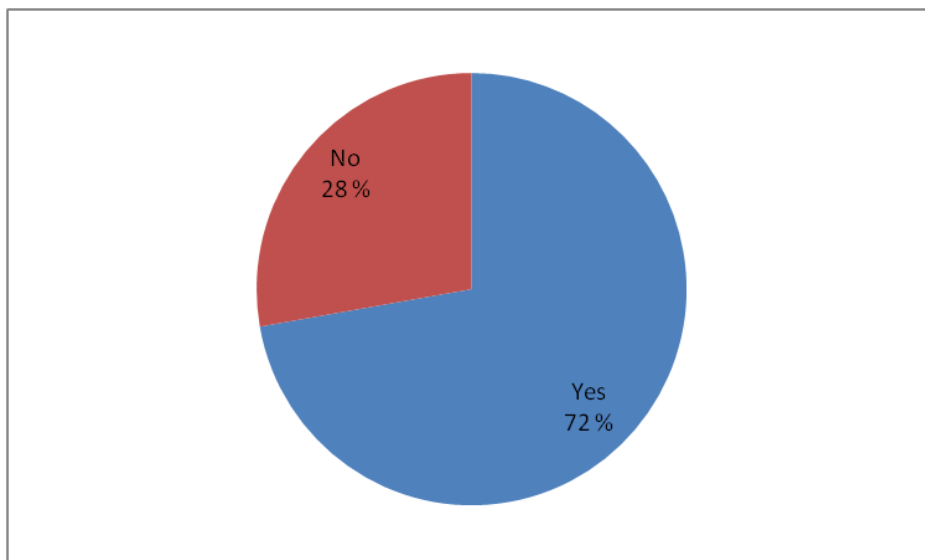FIGURE 8. "Do you have a good understanding on the other teams inside KONE GSS Hyvinkää?"

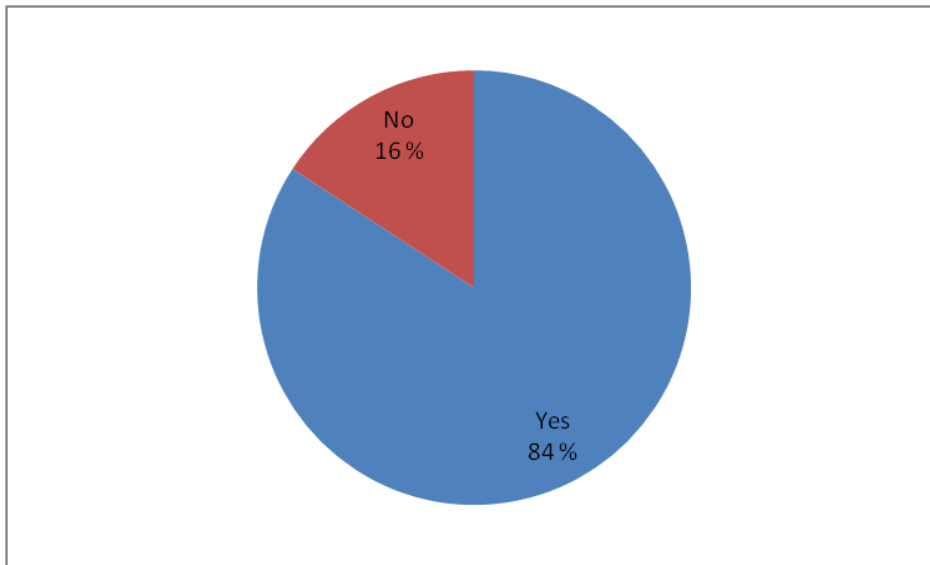FIGURE 9. " Do you have a good understanding on what the other teams do ?"

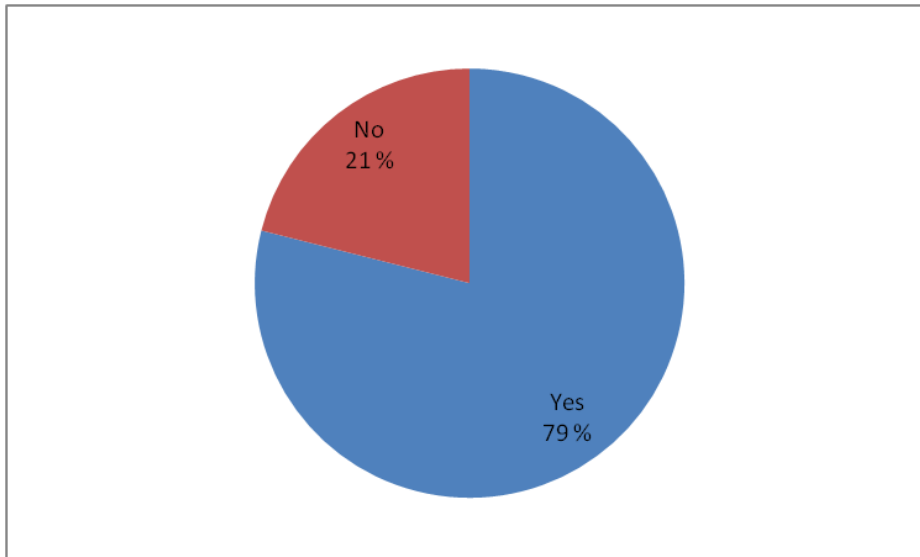FIGURE 10. "Do you know who is working in each team ?"

FIGURE 11. "Do you know with whom are the teams inside KONE GSS Hyvinkää working with ?"

Question number thirteen proved to have a negative result. The question was "Do you have a good understanding on how the other teams work ? (With each other and with the other teams)." A clear majority, 58% of the answerers answered that they do not have a good understanding on how other teams work. Most of the males answered that they knew how the other teams worked and a significant amount of female answerers answered that they did not know how the other teams worked. This affirms the lack of information between the teams, which was discovered from the results before. The positive takeaway from these results is that at least some of the survey participants have a good understanding on how the other teams work. The people who answered "No" had different working years at KONE, so it is not possible to come the conclusion that only

the people with the smallest amount working years at KONE do not know how other teams work.
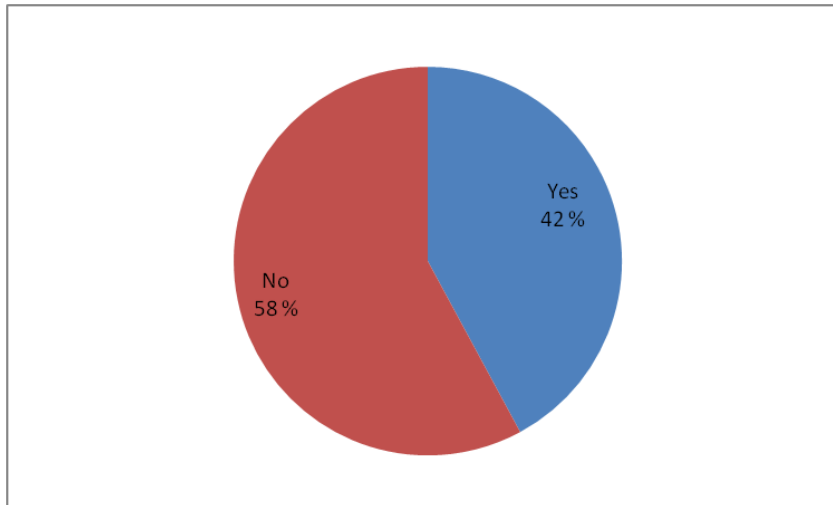

FIGURE 12. "Do you have a good understanding on how the other teams work ?"

The results from this survey serve as base information for my thesis. In the next chapter we will research further into the collaboration problems inside KONE GSS Hyvinkää. In that chapter we will analyse the results from the conducted face-to-face interviews.

5.3 Interview results

The interviews were a positive experience for myself and for the people I interviewed. The interviews provided new information and affirmed the information that was discovered before with the survey. With the interviews I was able to get more personal and in-depth information about the problems regarding the collaboration between teams inside KONE GSS Hyvinkää. Each one of the persons who were interviewed contributed excellently. Ten people from different teams with different backgrounds were interviewed. Notes were taken during the interviews. All of the basic interview questions can be found in Appendix 2, more questions were improvised on the spot.

5.4 Interview answers analysis

First question was to investigate what the KONE GSS employees saw as a good level of collaboration between the teams and what elements does good collaboration have. This question gave many different elements regarding good collaboration, the elements ap-

peared many times during the interviews. These are all the points were KONE GSS Hyvinkää has room for improvements. These elements included:

- Reliability
- Seeing the whole picture
- Same priorities
- Same overall goal for every team
- Seeing everyone's perspective
- Good atmosphere in every team
- Openness
- Togetherness
- Giving and receiving feedback
- Clear roles for very member
- Good instructions for each team
- Every team member takes responsibility of their actions
- Implementing new ways of thinking
- No limits
- Teams are able to react quickly

The most frequent of these elements was seeing the whole picture. The persons that I interviewed said that they would want all the teams in KONE GSS Hyvinkää to know how other teams work on a daily basis. They also wanted the team members to see the whole picture regarding KONE GSS. If every team member saw the whole picture regarding the teams and KONE GSS as a whole then they would also be able to see everyone's perspective. This would also create a sense of togetherness and openness.

Another significant thing to point out of these elements was reliability. Based on the interviews there seems to be a shortage of reliability between the teams. For example if a team gives a task to another team the team which gives the task has to supervise that the task is being done and that it is been done in the right way. This of course takes time and resources and because KONE GSS Hyvinkää has always a busy atmosphere, this creates tension between the teams. The teams should be able to rely each other and they should trust the other team if they give them a task to be completed.

In KONE GSS every team has a different goal, which has some benefits but also drawbacks. The interviews revealed that different team goals can create some tension regarding collaboration, but the key to solving this problem seems to be the fact that every team needs to recognize the overall goal of KONE GSS and work towards that. Some team members however have difficulties on recognizing what the overall goal of KONE GSS Hyvinkää is. Most of the people interviewed think that the overall goal is fulfilling the customer's needs, others think it is just fulfilling the sales goals. This is something

that the management should focus on and make a clear distinction on what is the overall goal of KONE GSS Hyvinkää.

It was found out that employees at KONE GSS do not necessarily take as much responsibility of their own work as they should. Team members should have clearer roles and better instructions. The teams should have new ways of thinking when it comes to the everyday work processes. They should be able to react quickly to changes.

The second question was about the different inputs what the persons interviewed had on the everyday team collaboration. Most of the people interviewed seemed to prefer collaborating with face-to-face meetings and having frequent meetings and talks. This is time consuming and can require some planning and management but face-to-face collaboration and having frequent meeting is seen as a positive and efficient way of collaborating inside KONE GSS Hyvinkää.

Giving instructions and fixing problems that have occurred was one of the major inputs and efforts of the people who were interviewed. Actively giving feedback and instructions is an essential input of all the employees inside KONE GSS Hyvinkää. It would seem that employees have to instruct and give feedback constantly to other teams and team members. This seems like a problem that consumes time from the employees and from their work.

The third question had a scale from 1-10, 1 being the worst and 10 being the best. Persons were asked to rate the current level of collaboration inside KONE GSS Hyvinkää and to give some reasons for this rating. The average rating for this question was 6.7, which is a positive results but indicates that there is much to improve when it comes to team collaboration inside KONE GSS Hyvinkää. There were a lot of reasons for this rating, which I divided into positive things and to what to improve.
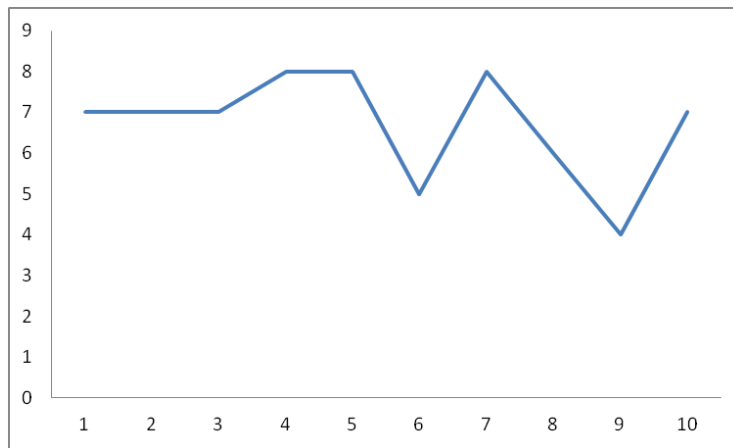
FIGURE 13. "Current level of collaboration inside KONE GSS ?"

Positive things about the team collaboration:

- Good atmosphere between the teams and inside the teams in general
- There is a lot of potential in the team collaboration
- There are good tools to be used to collaborate with other teams
- Open culture inside the teams
- Most of the teams have the customer in their mind when they operate
- If problems occur, they will be analysed and dealt with
- There is not too much of hierarchy inside KONE GSS

What to improve regarding team collaboration:

- Information flow
- Communication should be improved
- Time management between teams
- More feedback
- Instructions should be improved

The fourth question was made in order to gather some reasons on why there is not enough collaboration between the teams inside KONE GSS Hyvinkää. In addition to the points of "What to improve regarding team collaboration" which were found with question 3, there were other reasons why there is not enough collaboration:

- Trust issues between the teams and people
- There are too many manual processes
- The roles of the people are not clear enough
- Busy atmosphere, which means that there is not enough time to be creative and not enough time to talk to people
- People should take more responsibility over themselves and of their work
- Way of working and doing things is outdated
- Teams have different goals, which causes problems to collaboration
- The Operations side of KONE GSS is separated from The Technical side of KONE GSS by a wall. Half of the people who were interviewed thought that this causes problems with the team collaboration

- Prioritizing is not clear enough

The fifth question investigated how teams collaborate with each other. Teams inside KONE GSS Hyvinkää prefer to collaborate with meetings and face-to-face conversations, secondary ways were sending emails and using Skype. Teams want to collaborate vocally instead of in a written form, or by mixing the two.

In the sixth question the persons were asked to rate how well their own team collaborates with other teams on the scale of 1-10. Only half of the teams were interviewed (one person from each team, ten people out of nineteen were interviewed). The average rating that the teams got in this question was 7.8, which is a positive rating. The rating is however contradicting with the team collaborating rating of 6.7 from question 3. It seems that the teams cannot objectively rate themselves. Things that all the teams seem to do well are for example: teams collaborate actively, every team has good tools for collaboration and frequent meetings. The things that the teams thought they could improve include: teams could get more information about other teams, more dialogue, get to know the members of the other teams better.
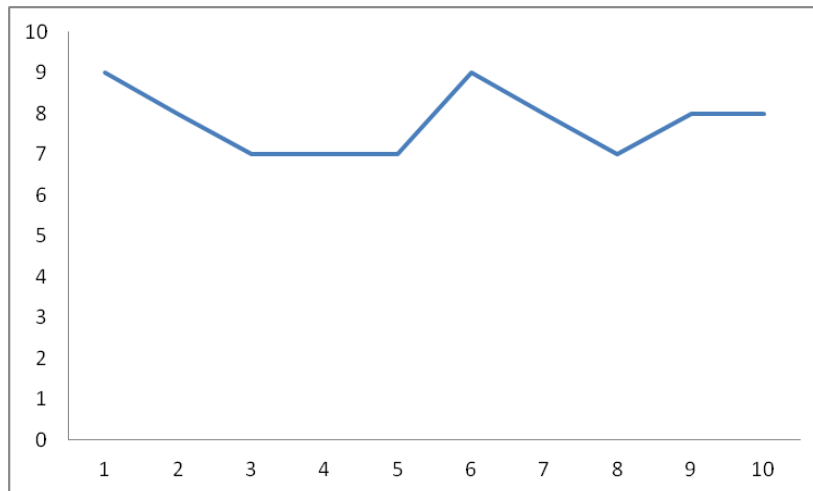
FIGURE 14. "How well does your own team collaborate with the other teams?".

The question number seven was one of the most important question asked in the interviews. The persons were asked how they would improve collaboration inside KONE GSS Hvinkää. These were the things that the people interviewed wanted to improve inside KONE GSS Hyvinkää regarding team collaboration:

- New processes
- Concentrating on the customer
- The key users should go through the processes together

- Workloads should circulate
- Networking inside KONE GSS
- Getting rid of old habits that do not work
- Looking examples outside of KONE and mimicking them (Benchmarking)
- More responsibility to key players
- The teams should be more closer to each other
- Simple instructions
- Seeing the whole picture
- More automation
- Keeping the teams small
- Mistakes should be corrected at the beginning
- Own data team to KONE GSS
- More workshops
- More shared projects

As you can see there are many things that were brought up with this question. These are all the actions that the people interviewed would take in order to improve collaboration. Many of these confirm the information that was already found out earlier. This question provided a large quantity of good information.

The eight question was made to find out who is responsible for ensuring that the collaboration between teams worked well. Everyone of the persons interviewed answered and agreed that everyone of the employees inside KONE GSS Hyvinkää has the responsibility of ensuring that the team collaboration works. They also agreed that the management should lead by example and that they have an important role on ensuring that the team collaboration works well. Leadership inside KONE GSS is generally perceived as working well and has a positive image.

In the ninth question the persons were asked to rate KONE GSS Hyvinkää as a whole. The average rating was 8.1 out of 10. This result was very positive and it was found out that there is a good atmosphere inside KONE GSS Hyvinkää and that KONE is a constantly evolving global company. KONE GSS has stayed on a positive level. When comparing to the KONE PULSE Survey, KONE also received a positive rating from the employees.
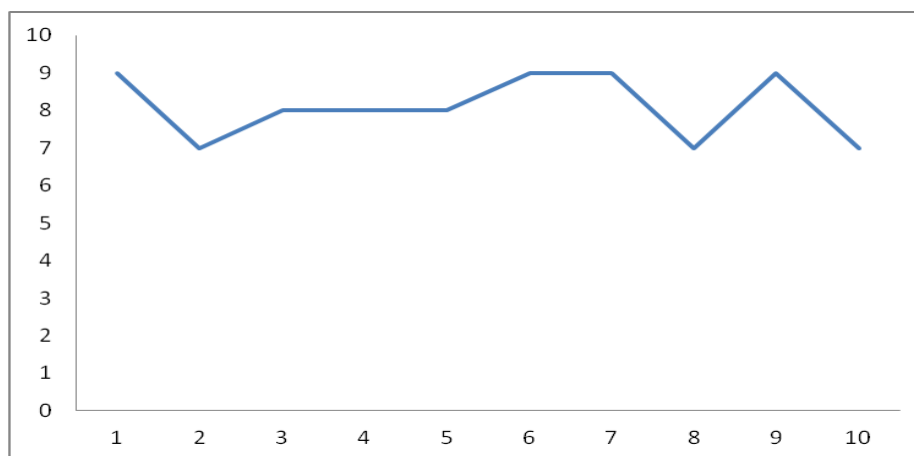
FIGURE 15. "How would you rate KONE GSS as a whole ?"

In the tenth question persons were asked to tell some things on what they could person-ally do to ensure better collaboration. These thing were:

- Giving feedback
- Actively collaborating with others
- Sharing information
- Correcting mistakes
- Having more meetings

Most of the answerers stated that they are already actively collaborating with other team members and teams, which is a positive thing. In the future they wished that there would be more meetings inside KONE GSS Hyvinkää.

In the eleventh and last question the answerers had the free word and could point out anything they wanted to say. Here is a list of the points that came up:

- Processes should be looked at together
- Employees should be encouraged to brainstorm more
- Everyone should have a long-term view
- More proactivity
- Clearer roles
- More transparency
- The way the work is divided among KONE GSS is not clear enough
- Teams should have memory lists
- The way the work is measured is being changed all the time

These are the wishes that people have on the improvements to be made inside KONE GSS Hyvinkää. There are good suggestions found here and most of them have already been discussed on some level. The problem seems to be the implementation phase. It is also unclear who should make these improvements and where to get the time to make these changes.

6   Conclusions and recommendations

This chapter focuses on the conclusions that were derived from the analyzed information gathered with the survey and the personal interviews. The recommendations chapter comes after the conclusions and a short summary of the whole thesis process. In this chapter there are recommendations on actions which can be implemented inside KONE GSS Hyvinkää in order to improve the collaboration between the teams. These recommendations can be researched more thoroughly in the future. Conclusions and recommendations are also based with the theoretical framework of the thesis.

6.1   Conclusions

The fundamental problem inside KONE GSS Hyvinkää is the fact that people inside KONE GSS do not have the whole picture of the department and its teams, this is supported by the fact that nearly 60 % of the survey answerers said that they did not know how the other team works. Some of the answerers who did not know how the other teams work also had long careers at KONE, so you cannot say that only new employees have difficulties on knowing how the other teams work. This causes many other problems, but based on the information that I gathered and discovered this seems to be the main problem. This problem is quite extensive and will require many actions, so that it can be tackled. It will also take some time in order for the employees to get a full picture of the whole KONE GSS.

This main problem creates other smaller problems inside KONE GSS Hyvinkää. One of these is the fact that information does not flow very well inside KONE GSS Hyvinkää. This is because people do not know who to contact on certain things, information gets lost or sent to the wrong person. Because of lack of information communication also suffers, cultural aspects come to play also when talking about communication. Most of the people thought that there were enough ways of communicating between teams but it seems that they are not utilized as well as they could be. Lack of information affects the chemistry between the teams and also between the employees. If the teams would get more information about each other and also on the personal level, they would understand each other better and collaborate better with each other.

The information flow problems and communication problems together create trust issues inside KONE GSS, on the team level and on the personal level. If a person or a team gives a task to another person or a team, the task giver must most of the time supervise on how the task is being fulfilled. The busy environment inside KONE GSS is a big factor also to this issue. The lack of trust inside KONE GSS creates an attitude of "I have to do this myself so it gets done properly", which weakens the collaboration between the teams and is very time consuming and also creates more workloads to people.

Teams have different targets, which causes problems to collaboration. One of the main problem regarding targets and goals is that the teams have different opinions regarding the overall goal of KONE and KONE GSS in general. Some teams have very customer orientated goals and targets and some just stick with their team goals and targets. All of the teams should be working together towards the same overall goal, having too many different goals creates problems for collaboration. The way the targets are measured is being changed constantly, this causes confusion and frustration.

We can conclude that some teams collaborate better than other teams, but it was hard to identify teams that were better at collaborating than other. This was due to time constraints of the thesis, it would have required even deeper researching. Another reason is also that teams could not objectively rate themselves when it came to collaboration, it seemed like every team was good at collaborating .

We can conclude that there is a good atmosphere inside KONE GSS Hyvinkää overall and inside all of the teams in KONE GSS Hyvinkää. The survey and interview results support this fact. KONE has a positive atmosphere and is a good place to work. Employees are relatively satisfied with their jobs and positions inside KONE GSS. This is of course a positive thing for collaboration and on improving collaboration because it is easier to make improvements in an open and positive environment.

The divide with the operational team and the technical teams is something that most people think stems from the fact that there is a physical wall between the teams. The technical teams have said that the wall is not a big factor for them since the workspace is more silent over at their end. Many people from the operational side think that the sitting order inside KONE GSS should be changed and mixed.

A clear majority of employees inside KONE GSS Hyvinkää preferred face-to-face meetings as a way of collaborating. Which is understandable since it is the best way of communicating, since you can see person's facial reactions and body language. Most of the people thought that KONE GSS had a busy environment in general. Everyone of the people interviewed agreed that the responsibility of ensuring that the collaboration is on a good level is on everyone working inside KONE GSS Hyvinkää. Management should also lead by example.

Management is on a good level for the most part, but there is always room for improvement. There is a demand for team leaders and managers to lead more by example from the employees. Employees would also want to have more recognition of their work and to be encouraged to brainstorm and to innovate more. Managers and leaders want the employees to take more responsibility of their work and more proactivity.
Processes are always updated, which is positive, but it was found out that employees have outdated ways of working and these need to be updated as well. There are too many manual ways of working and manual processes, which could be automated. There are good tools inside KONE GSS, which should be utilized more.

It can be established that KONE GSS Hyvinkää faces collaboration related challenges, but the good news is that there are clear solutions available. It is also a positive thing that KONE GSS has a good atmosphere, talented people and is not afraid of changes. It is easier to fix these problems when there is a positive vibe inside the organization. With this thesis I was able to identify the main problems of collaboration and with the information that I have gathered I am able to make some recommendations to KONE GSS Hyvinkää, so that the collaboration can be improved. Implementing these changes can take some time, but since KONE is a good organization it can solve these problems by working together and constantly improving as a organization.

Strengths	Weaknesses
- Positive atmosphere - Good tools and processes, which are updated - Talented employees - Continuously improving - Is global - Open culture - Not too much of hierarchy	- Overall picture is not known by all employees - Information flow is not working properly - Trust issues between teams - Potential of employees and the whole department not properly used or discovered - Innovating new things is not promoted enough - Old habits that could easily be replaced by new ones that are better
Opportunities	Threats
- A lot of potential to be better - To fix the collaboration problems and create benefits to the overall company - To work in its full potential - To implement more automation - To innovate and to tackle to competition	- Not properly using the potential of the department and the employees - Being run over by competition - Being stuck with old habits which do not work - Not tackling the collaboration problems

FIGURE 16. SWOT-analysis of KONE GSS Hyvinkää as a whole.

The end goal of this thesis was to find out what the team collaboration process at KONE GSS Hyvinkää is like, how to improve it and to produce a realistic, well-structured recommendations. As we have gone through the current team collaboration processes, we have been able to find out the positives and negatives, the needs for improvement as well as the already valuable, well-structured entireties that form the current team collaboration. There is always room for improvement, and this is the case with KONE GSS Hyvinkää as well.

It was evident right from the start that most of the problems inside KONE GSS Hyvinkää regarding collaboration stemmed from the fact that teams and team members did not have a good overall picture of KONE GSS itself and the teams inside of it. As I researched deeper into the problem I identified more problems and was able to track them to the source. I also got good suggestions on how to improve the team collaboration and on how to fix some of the problems. In the end I managed to analyze the information that I had gathered and come to conclusions. I was also able to make some recommendations to KONE GSS.

The thesis project started off well, I got the green light from KONE as well as from TAMK instantly. I got a 100% answering rate for my survey as well as the interviews. KONE was very interested about this topic and supported me throughout the whole thesis process, which I am very grateful of. My supervising teacher from TAMK was also very supportive and helped me throughout the process. In the end I succeeded in giving KONE valuable information about the collaboration problem and ways to tackle them. With this thesis I achieved all the goals that I had made for myself regarding this thesis, I also achieved the goals that my school and KONE had for me about this thesis.

I gained some actual theoretical and practical knowledge during the research process. The current topic has enhanced my professional expertise and gave me freedom to be innovative, original and creative. My communication skills along with written language skills have been drastically improved. I managed to create a wide and detailed analysis of team collaboration, which will benefit me in the future. This thesis went well along with my studies and was the perfect end for my studies at TAMK.

6.2   Recommendations

As a recommendation to the main problem of collaboration I suggest that KONE GSS Hyvinkää continues to implement job shadowing to the teams. Job shadowing was agreed to be taken on the department agenda after the KONE PULSE-survey. KONE GSS Hyvinkää has had job shadowing in their agenda but not much actions related to that have been taken. There have been just a couple job shadowing experiments inside the teams, where the team member went to another just for few hours. In job shadowing a person goes to another for a certain amount of time and he or she is being shown the different aspects of that other teams day to day life, what processes they have, how they work etc. The teams should do job shadowing with teams that they collaborate most frequently with. Job shadowing could be a two way street, one persons goes to another team and learns about that team, when he/she returns to his/her own team he/she can educate his own team members on the team that he/she was doing his/her job shadowing in. There was discussion about this when I interviewed people and everyone thought it is worth trying, everyone had a positive reaction to it. Most people at KONE GSS Hyvinkää did not know that job shadowing had already been implemented inside the department and that it is part of the department agenda. The persons should be chosen to job shadowing based on their ability to learn and based on the willingness to participate.

There was a lot of debate during the interviews on the time span of the job shadowing but a clear agreement could not be made, some said a week could be fine and some proposed as much as six months. I would recommend to implement job shadowing so that a person spends a few days or at maximum a week in another team learning about it. This is something that the management team should discuss together. Management plays a big role in job shadowing since it should encourage people inside KONE GSS to participate in job shadowing, the push for job shadowing should come from the management level. Leis mentions exchanging team members in the theoretical framework chapter.

Since most of the employees inside KONE GSS Hyvinkää prefer to meet face-to-face. I would suggest to continue to have more of the workshops that have been held inside KONE GSS. Since there are a lot of teams there could be a workshop every month. One team would introduce themselves and give a short presentation on what they do, the processes and ways of working etc. The other teams could get more information about the teams this way and they could ask question at the workshops. Setting these workshops up is time consuming, but I think the whole team should get together and plan the way they are going to have their workshop, when it is their turn to host a workshop. I do not think that these workshops should have mandatory participation for everyone inside KONE GSS but I do think that there needs to be a significant push and support for these workshops from the management level. These workshops also promote networking inside KONE GSS Hyvinkää. These workshops would be beneficial for communication also, since they help people to identify other people from other teams and on what they do inside those teams. Regarding other ways of communication I suggest that both in Skype and Outlook email it would be changed as mandatory to have a clear profile picture of yourself.

Many felt that the instructions inside the teams and overall inside KONE GSS are not clear enough but I suggest that every team has general memory lists about their own team and about every other team. These list should be kept simple and clear in order to maximize the benefits. In my opinion making universal instructions and keeping them up to date is borderline impossible, but having simple memory lists inside the teams is more beneficial.

Team goals should be customized so that they are customer orientated, since KONE has an overall goal of "Winning with Customers". As mentioned in the theory section the team goals should always link to the company's overall goal. I understand fully that not every team can have the same goals and targets but they should somehow be linked to the overall goal. Again management has a big role in this as well. Katzenbach & Smith also mention the importance of common team goals, this notion can be found in the theoretical framework section.

Managers and team leaders should lead more by example and give more recognition to the employees. Employees should take more responsibility of their own work, managers should give key players in each team more responsibilities. Management must create an atmosphere where brainstorming and innovating is being encouraged, so that KONE GSS can renew itself in a good pace, so that it keeps up with its competitors. Employees should be encouraged to think outside of the box and to update their ways of working, more automation processes should be implemented. This is to avoid the before mentioned groupthink in the theory section. KONE should also take notes from its competitors on what they are doing well and try to implement the same things inside KONE GSS, or based on what the competitors are doing well, try to create something new inside KONE GSS. Feedback should be given more inside KONE GSS Hyvinkää.

As mentioned in the theory section by Katzenbach & Smith, the teams should be kept small, so that they work efficiently, also with each other. There are a lot of teams inside KONE GSS Hyvinkää and the team sizes vary from team to team. Most of the people seemed to think that the amount of teams inside KONE GSS is on a good level, however many seemed to think that it would be a good thing to have the data team back at KONE GSS. There was quite a lot of demand for that so maybe it is worth investigating.

As for the wall dividing the technical and operational teams I have not found a solution to that. It could be worthwhile to shake things up a bit and change the sitting order between the teams, but based on the information that I have gathered this problem stems from the fact that the work space is just designed at a certain way. To tackle this the whole department would have to move again, which does not seem like a good idea.

As a final conclusion I can say that KONE GSS is an organization with a positive atmosphere and has a lot of potential regarding collaboration. It faces some challenges but with the help of the information I have discovered and with the information they will continue to discover they can be develop into an even better organization.

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Kone Industrial's own database:

Kone PULSE Survey

APPENDICES

Appendix 1. KONE GSS Team Collaboration Survey

KONE

KONE GSS Team Collaboration Survey

Gender ?

Male   [   ]

Female   [   ]

How many years have you been working for KONE ?

_____

Current team that you are in ? (Purchasing, Technical, Logistic, Sourcing etc...)

_____

In your opinion is there a good team atmosphere in the whole KONE GSS ?

Yes   [   ]

No   [   ]

How about in your own team ?

There is a good atmosphere   [   ]

There isn't a good atmosphere   [   ]

Is there enough collaboration between all of the teams inside KONE GSS Hyvinkää ?

Yes   [   ]

No   [   ]

Are there sufficient channels and ways on collaborating between the teams inside KONE GSS Hyvinkää ?

There should be more   [   ]
There are enough   [   ]
Not enough   [   ]

If you feel like there is not enough collaboration within GSS teams, can you specify some reasons for it ?

_____

_____

_____

_____

Are all of the teams in KONE GSS Hyvinkää collaborating well with each other ?

Yes   [   ]
Some are, some aren't   [   ]
No   [   ]

If you feel that there are some teams that are not collaborating well with the other teams, please specify which teams do not have enough collaboration with other teams.

_____

_____

_____

_____

Do you have a good understanding on the other teams inside KONE GSS Hyvinkää ?

Yes   [   ]

No   [   ]

Do you have a good understanding on what the other teams do ?

Yes   [   ]

No   [   ]

Do you have a good understanding on how the other teams work ? (With each other and with the other teams).

Yes   [   ]

No   [   ]

Do you know who is working in each team ?

Yes   [   ]

No   [   ]

Do you know with whom are the teams inside KONE GSS Hyvinkää working with ? (Frontlines, other teams in different countries, suppliers etc...)

Yes   [   ]

No   [   ]

Appendix 2. KONE GSS Team Collaboration Interview Questions

KONE

KONE GSS Team Collaboration Interview Questions

What do you see as good collaboration, what is do you see as a good level of collaboration ?

How do you see your own input/effort when you collaborate with others ?

On a scale of 1-10 how would you rate the current level of collaboration inside KONE GSS ? Reasons for this rating ?

Can you give some reasons why, in your own opinion, there is not enough collaboration ?

How does your team collaborate with other teams ?

On a scale of 1-10 how well does your team collaborate with the other teams ? Reasons for this rating ?

How would you improve the collaboration between the teams?

Who do you feel is responsible for ensuring that the collaboration between the teams works well ?

On a scale of 1-10 how would you rate KONE GSS as a whole ? Reasons for this rating ?

What could you <u>personally</u> do to ensure better collaboration?

Anything else ?