

SUCCESSFUL LEADERSHIP IN CHANGE MANAGEMENT

Case Company X



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TIIVISTELMÄ

Opinnäytetyön tarkoitus oli tutkia mitä on onnistunut johtajuus muutoksen hallinnassa ja löytää tapoja kehittyä muutosjohtajana. Tutkimuksen toimeksiantajana oli kansainvälisesti toimiva pohjoismaalainen yritys teknologian alalta. Tutkimuksen päätavoitteet olivat saada selville, missä kohdeorganisaation muutosjohtajuus koetaan olevan tällä hetkellä ja määritellä mahdolliset kehitettävät osa-alueet tarjoten ehdotuksia, kuinka kehittyä kohti menestyvää johtajuutta muutoksessa.

Tutkimuksen teoriatausta muodostettiin perehtymällä kirjallisuuteen menestyksekkäästä ja menestyvästä muutosjohtamisesta, erilaisiin muutosmalleihin ja kuinka muutosvastaisuutta voidaan hallita. Teoreettinen viitekehys muodosti pohjan tutkimuskyselyn luomiselle, joka toteutettiin empiirisenä tutkimuksena kohdeorganisaatiolle. Analysointi suoritettiin etsimällä eroavaisuuksia eri taustamuuttujien välillä ja joista jatkotutkimuksena testattiin myös tilastolliset eroavaisuudet.

Tutkimuksen mukaan kohdeorganisaatiossa on yleisellä tasolla positiivinen muutosympäristö, mutta yksityiskohtaisempi analyysi paljastaa kehitystarpeita eri osa-alueilla. Tutkimustulosten perusteella kehitystoimia tulisi kohdistaa esimiesten tietotaitoon muutosprosessista, yleiseen kommunikaatioon, ihmisten osallistumiseen ja kuuntelemiseen, muutosprosessin suunnittelemiseen ja aikatauluttamiseen sekä ihmisten erilaisuuden huomioimiseen. Sama kysely voidaan toteuttaa uudelleen edistymisen seuraamiseksi.

Avainsanat Muutosjohtajuus, muutoksen hallinta, muutosvastarinta, muutosprosessi, kyselytutkimus

Sivut 108 sivua, joista liitteitä 12 sivua

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ABSTRACT

The aim of the thesis was to research what is successful leadership in change management and to discover ways how to develop as a leader in managing change. The commissioning party of the study was an internationally operating Nordic company on the technology field. The main objects of the research were to find out where the case organization is currently with leadership in change and to define possible improvement areas with suggestions how to develop the successful leadership in a change.

The theory base was formed by examining known literature about failed and successful leadership in change management, different kind of change models and how to manage resistance in change. The theory base built foundation for creating a survey for the empirical research that was conducted in the case organizations. Analysis was done by searching for exceptions by different variables and by further analysis of testing the possible statistical differences.

Research results show that on general level the case organization has positive change environment but more detailed analysis reveals certain areas to be improved. The main findings express that improvement actions could be considered in managers' knowledge about change process, communication in general, involving and listening of people, planning and scheduling the change process and noticing diversity of people. The same survey can be utilized in future in order to follow the progress.

Keywords Change leadership, change management, change resistance, change process, survey

Pages 108 pages including appendices 12 pages

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1 INTRODUCTION

1.1 Background

Change management is a theme that is relevant and topical all the time. There are changes happening in organizations and operations constantly and these days changes also might happen very fast. The objective of this study is to research what is good change management from the leadership point of view and how the successful change process can support it. The aim is to understand the meaning of leadership in the change management and how to improve it. Resistance is a natural human reaction to any change and resistance management is an important and essential part of the leadership.

We experience big or small changes all the time and moving outside from the comfort zone is always stressful and causes change to be seen as a problem. Change can be natural like evolving technology or even simply people growing older or change can be a result of actions taken by us or other people. (Lister 2005, 3.) Change is evitable in the current business world because of the common vision of continuous improvement and rapidly developing technology and digitalization. A new way of doing things creates resistance and even fear against the change by the employees. Digitalization is a good example of the change that generates uncertainty in organizations with a question of maintaining or losing jobs. In these modern days, companies must reshape their operations and ideas just to survive but also to change radically the way of doing things in order to have an advantage over their competitors (Carnall 2007, 107). Change can be unexpected and out of one's control or it can be a conscious decision to improve something individually or in an organization. Culture change stands for a situation where organization is not only changing the way of doing things but also the way of thinking and acting (Lister 2005, 26).

The commissioning party of the study is Company X that is a Nordic company operating internationally on the technology field. Two organizations that both operate in supply chain management were selected for the sample in order to have a diverse respondent group from two countries and three different locations. The chosen respondent group includes approximately 80 persons consisting of 30 senior salaried office workers and 50 salaried office employees. The tasks of the selected organizations are related to order handling, sales balancing and capacity and load balancing. The reason for choosing change management as a thesis subject comes from the author's own interest based on the nearly two decade experience in the international manufacturing business that has included several bigger and smaller changes. One reason for selecting

these two organizations for the respondents was that there hasn't been any earlier research focusing purely to successful leadership in change management. There has been a notable change in the structure of both organizations starting during the spring 2019. The changes haven't caused any redundancies but there have been new set-ups for teams, responsibilities and supervisors. The results will help the directors and the managers of the organizations to develop their leadership and give also valuable information to company's human resource organization. The supervisor from the company side is division's HR partner who can give independent viewpoint to the research structure and content.

1.2 Objectives and the research questions

Short term objective of this study is to find out how the case organizations experience leadership in the change at the moment and what kind of improvement needs stand out in the company research that can help the leaders to develop themselves towards more successful leadership in a change. Long term objective is to create an internal survey that can be utilized in other organizations as well if there is a need or interest to study change management reflections. Other long term objective is to provide a summary of the improvement needs to the leaders and give ideas how to develop the successful leadership in a change.

The research questions in the study are:

- What is good and successful leadership in change management?
- Where the case organization is now with the change management?
- What are the most important improvement needs in the case organization?
- How to develop as a leader in change management?

This thesis is an experiment-based developmental research project and mostly quantitative but also partly qualitative because of the open questions in the survey.

1.3 Definition of change and possible triggers

Change is described in various ways in the website dictionaries but the basic meaning is very similar. Change can be exchanging one thing to another thing or simply becoming different (Cambridge University Press 2019). In addition, Oxford University Press (2019) mentions moving from one to another or taking or using another instead of former. According to WebFinance Inc. (2019) change is a term that describes outcomes or effects after the transformation or transition of a method or function. All these sources relate to a process where someone or something becomes different compared to the past and in business and organizations this

difference is expected to bring some improved performance. Change is described in the literature also as a process of moving to the future from the present (Murthy 2007, 13) and Lister (2005, 29) states that change should always be experienced as an opportunity and it's the first step in successful leadership. In order to achieve change, the people should first get to understand that there is a need for a change and that it's also viable and tempting. Even if something has always been done similar way, it doesn't mean that it's reasonable to continue same way in the future. It's easy to get locked into old and familiar patterns and habits. (Carnall 2007, 189.)

There can be many triggers for a change, both external and internal. Figure 1 introduces some of the commonly mentioned triggers in the literature.

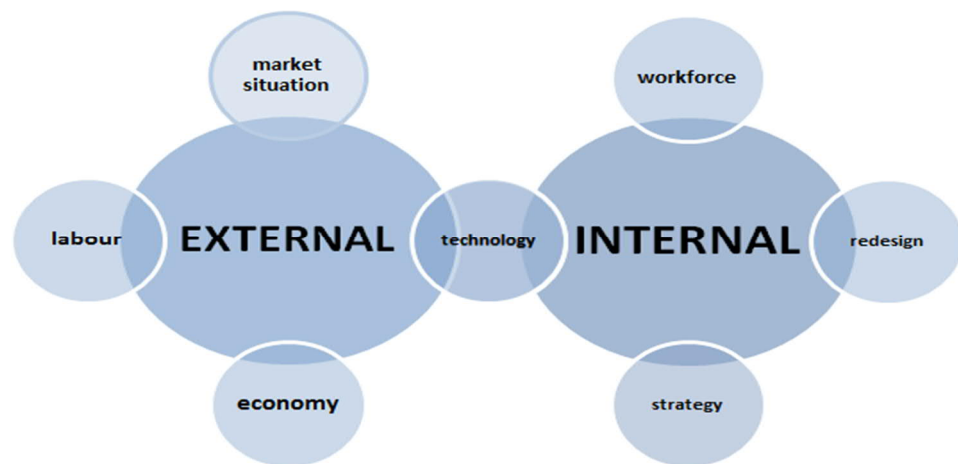


Figure 1 Possible triggers for a change in an organization.

External triggers can come from various sources and create a need for a change because of the environmental factors. There can also be internal triggers and they are primarily originated from organization's internal operations or external changes can be the impact. (Murthy 2007, 3-4.) External triggers can be expressed simultaneously and overlapping. Market situation can fluctuate rapidly and global competition and customer demand can cause restructuring of the production premises or changes in strategy leading to reorganized organizations. Labor can also be a trigger and in today's continuously changing working life it's important for companies to find a way to attract people to work with them. Working culture changes all the time and it's not that common anymore to work in the same company and task for a long time. Especially young millenniums tend to have more interest for an attempting and rewarding jobs instead of a secured place to work. Family structures have changed and also men are willing to stay home with the children. Changes in the world economy in the form of increased taxes, exchange rates or wage rates for example can lead to changes in business and public sectors but also to the attitude and behavior of employees and their personal life. There might appear a concern of the availability of

enough skilled and experienced workforces in order to maintain the competitiveness. (Senior & Fleming 2006, 26-27.)

Technology can be a trigger for a change both from the external environmental reasons and internal development reasons. New knowledge in science or new technical advantages can give opportunity to develop functions to more automatic direction. (Murthy 2007, 6.) Constantly developing technology can create a pressure for a change in order to keep up with the digitized modern world and competition. It's possible to replace operative work with robotics and new devices give possibility to analyze data faster and in bigger volumes. Technology can be used to create new business models in order to give more value to the customers or it can help to improve the operative productivity and innovation. Technology can be a substantial competitive advantage in the company and in the digital age also one of the most common triggers for a change. (Economist Intelligence Unit 2015, 3.)

Internal triggers can be strategy based when something is changed wither in the digital strategy or in the business strategy. From the business point of view there might be a strategic need for a change to increase the profitability by modernizing the production or reshaping the organization structure. Digital strategy might be built according to the previously mentioned technological development and digitalization needs. Internal triggers can also come from the workforce or redesigning the organizations, office layout or functions. Workforce can be changing because of the retirements or changing the jobs or there can be a new chief who wants to change the organization and the functions to correspond more his/her leadership style. Redundancies because of the industrial and financial reasons can cause a need to reorganize the tasks in order to find a way to work with the limited resources. (Senior & Fleming 2006, 30-31.)

There are different types of changes recognized in the literature. Lister (2005, 8-10) introduces two main types of a change, reactive change and proactive change. Reactive change means a situation where one meets an unexpected and unplanned change that creates a need for reacting rapidly. In business this kind of change can occur because of tight competition or changed market situation and it's often difficult to predict changes like these which leads to lack of planning and controlling the change. According to Lister, reacting to change should never be used as a change management method. Change should be understood to be inevitable and expected part of business and change should always be proactively planned. Proactive change can be generated by creating a future vision with some predetermined targets and goals. By proactive managing it's possible to recognize new opportunities and turn them to business advantages. Ha (2014, 23) also categorizes changes to unplanned and planned types and he adds unplanned change to often be radical and focusing only to short-term changes. Ha also states planned

change to be focusing on internal strategies, processes and resources aiming to long-term benefits by improving organization's performance and capabilities.

1.4 People and change

Prosci (n.d.) states that change management has always both organizational and individual perspective. Organizational change management gives understanding what tools exists to give individuals ability to perform successful changes. Individual change management is about realizing how one person can make a successful change. No matter how big or small the change is, the success comes in the end from each employee working in a new and different way. Successful change management needs understanding and valuation of how one individual can make a successful change. Without this individual point of view, it's only about activities but targets and outcomes to be achieved are lost.

On top of the commercial and organizational issues, people involved should also get attention. Questions like is it possible to work more efficiently or are there more suitable ways to manage them or can their commitment to change be engaged will turn on possible potential for improvement. Manager's expectations interconnect with people's response and achieving higher performance requires believing in people's potential. The tasks that employees perform form a key aspect of the working experience. Employees and leaders both have expectations about each other and especially about what motivates them to do their job. (Carnall 2007, 206.)

Human being can operate in abstract and concrete surroundings and we constantly learn and experiment to be able to change our behavior to adjust to new conditions and these characteristics enable us to adapt to our environment proactively. Until individual behavior has been changed, nothing has really changed at all. If people's behavior is wanted to be changed, it can be done by altering the work environment around these people first. People work as they work for varying reasons and the work environment might mean different things to different people like relationship changes, tasks, breaks, schedules, feedback, information, rewards and support systems. It's important that desired behavior makes sense in work. (Shea & Solomon 2013, 10-12.)

When change is present, human response follows a common pattern and it is essential to leaders to understand this. Effective change leaders must realize that the actual cost of change includes unavoidable decline in performance in the beginning. They should effectively prepare organizational members of the change as individuals for the transformation process in order to match expectations with reality. Successful leaders should act as guides to those going through a change process to encourage them to persevere. (Elrod & Tippett 2002, 288-

289.) In personal life people can make own decision. In organizations employees often feel compelled so they use resistance as a power to retrieve the command. (Stanleigh 2013.) Anderson (2011, 152-158) sums up the elements of successful leadership as follows: expect resistance, status quo is powerful, change takes time, change must be complete, know the people and culture, good outcome comes from good process, include everyone, listen and enhance plan and forcing is difficult to make work.

2 SUCCESSFUL CHANGE MANAGEMENT

2.1 Change management

Change management means identifying, recognizing, managing and controlling the change process in order to improve the performance and achieve the desired results (Lister 2005, 8). Change management is multiple and continuous process dealing systematically with strategies, practices, structures and people with their attitudes and behaviors. It's important to understand the change process with variable steps in order to achieve these desired objectives and have a flowing implementation of change. (Ha 2014, 34-35.)

Without development of the leadership in the companies, the journey of transformation can end before even starting. Managers and leaders on all levels must understand the correct actions and mind-sets that will keep the company moving to the desired direction and they should also model the behavior so that all employees are familiar with the new way of doing things. Any disparity between change efforts and development of the leadership will weaken generating value. (Anand 2017.) In order to attain sustainable development and adapt to changes, organizations need competent leaders and skillful team members. Leaders focusing on both results and people enable achieving the objectives in the planned time schedule. Developing negotiation and communication skills is also important and required from leaders in order to be able to solve conflicts during the change process. (Ha 2014, 58-59.)

Literature introduces idea of having a catalyst or a driver for the change as a necessity. Person can be called different names but the main idea is to have a person whose role is to guide the organization, both people and processes, through the change to the desired outcome. The catalyst can be an external consultant but more ideal is to utilize existing in-house expertise and make people feel more involved instead of creating atmosphere of forced change. (Macpherson 2017, 92-95.) Campbell (2014, 124) also underlines the driver's role to be focused specifically on the results and to motivate and energize the team as well as remove obstacles on the way. Driver provides team the needed time, resources

and tools and sets mid-term goals for the people where they can commit to. Driver should also constantly know where the progress is going and lead people to the correct direction.

2.1.1 Change processes / models

The change process or model is a series of phases or actions that all change team members follow in order to impel individual changes and secure the targeted outcomes (Prosci Inc. 2019). There are several different and at the same time similar change models introduced in the literature and in this chapter few of the planned models are explored in more detail. The most well-known processes are planned change models and they have many advantages but there are also some aspects that can be criticized. These theories provide limited information about changing the behavior of the organization members and they also lack of indication of adaptability in different contexts. Elements remaining unchanged within these models are not necessarily paid enough attention and finding accurate evaluation methods can be challenging. These models don't also reflect the knowledge, competence and experience of the drivers or the members of the change and the view of where to address unrealistic expectations is missing. Ha (2014, 32-33.)

Among many others, Carnall (2007, 70) has introduced Lewin's (1947) famous three-stage model as a view of change that has influenced subsequent authors during past decades. The three pioneering stages are:

1. Unfreezing
2. Moving
3. Refreezing

First stage means recognizing the situation that something must change. It concerns shaking-up involved people and their deeply-rooted views of doing things and behaving. The second stage in Lewin's process is moving and that means basically the actual changes and testing new ideas and new ways of working are emerging. This stage includes new structures, strategies and associated systems but also new behavior by the team members in order to find these new ways of working. The final stage is refreezing which means in practice making the change stable or institutionalized. This means preventing sliding back and this step requires continuous support and participation from the top management. The last stage has been criticized because of the idea of cementing the changes in working life and preventing any slides back. However, this idea is ignoring the modern era of needing continuous development and change. (Senior & Fleming 2006, 349-351.)

John Kotter's eight stage change process is also mentioned and introduced by many authors. This process includes eight steps that help

producing big and small successful changes in organizations. In order to achieve a successful change, it's important to go through all eight stages in order. It's common that multiple stages are functioning at the same time but skipping a single step or rushing to the next steps without solid earlier stages usually causes problems like running into a wall of resistance. The four first steps in the process help to soften the hardened normal state and the four last steps introduce new practices to do things. The last step grounds the changes in the organization culture and helps new behavior and practices to stick. (Kotter 1996, 21-22.) Kotter's process includes the following stages:

1. Establish a sense of urgency
2. Create the guiding coalition
3. Create a vision
4. Communicate the vision
5. Empower others to act on the vision
6. Generate short-term wins
7. Consolidate gains and produce more change
8. Institutionalize new approaches in the culture

The first step "Establishing a sense of urgency" means basically gathering the background information concerning the market and competitors and analyzing organization's internal weaknesses and strengths. First step requires also identifying the current and potential crisis situations in the future as well as mapping the business opportunities for expansion. The second step "Create the guiding coalition" means forming a powerful, committed and competent team to lead the change process. These people should encourage all group members to work together as a team. The third stage is "Create a vision" where the management should create a clear vision in order to help direct change efforts. Management has to develop and plan strategies in order to achieve the vision. The fourth stage "Communicate the vision" means using every possible channel to constantly communicate the new vision and strategies to the members of the change. The guiding coalition acts as an example for learning new behavior.

The fifth stage "Empower others to act on the vision" stands for engaging relevant members to work toward new behaviors to achieve the vision. This includes minimizing the obstacles, changing structures and systems that disable achievement of the vision and encouraging risk taking, creative ideas, innovation, activities and action. The sixth stage "Generate short-term wins" is about planning and producing visible improvements in performance that can also be called wins. In this stage people who made the wins possible, should visibly be recognized and rewarded. The seventh stage "Consolidate gains and produce more change" requires the management to promote the change efforts by changing all the policies, structures and systems that don't support achieving the vision. This means promoting, hiring, developing and

training the stakeholders who can implement the vision. This stage includes also promoting the process with new themes, projects and initiatives. The eighth and the last stage “Institutionalize new approaches in the culture” is about creating better performance of the organization through better leadership and management. It’s about institutionalizing the new practices and behaviors and making people to see the connection between this and the success of the change. (Kotter 1996, 21; see also Ha 2014, 29.)

Kotter & Rathgeber (2008, 11-12) have also written a book called *Our Iceberg Is Melting: Changing and Succeeding Under Adverse Conditions* that is a story or a fairy tale based on the Kotter’s eight step change process model. It’s about penguins in a crisis situation but anyone working in an organization can relate to the story and apply the eight stages of a change to working life in order to succeed in the changing world.

Prosci’s change management methodology underlines the importance of combining both Individual and organizational perspectives in change management. Their methodology is created based on research with real change leaders and team members that have reflected their experiences in changes. Over 3400 respondents during last twenty years have given feedback about positive and negative functionalities in changes as well as improvement ideas for the coming changes. Prosci’s process was introduced first time in 2002 and the core idea in this process is that it’s comprehensive and easy to use. (Prosci Inc n.d.) The three main phases of the process are described in the figure 2.

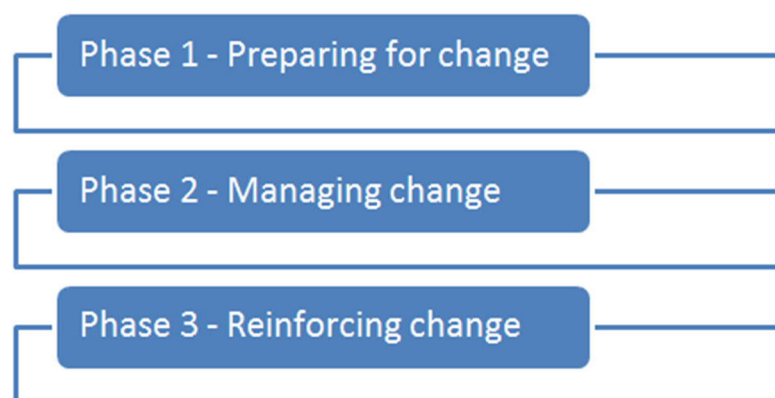


Figure 2 Prosci’s change management methodology (Prosci Inc. 2019).

The first phase in Prosci’s process helps the change leaders and teams to prepare for planning the change. It includes defining the strategy for the change management, preparing the management team and identifying people who can support successful change. In the first phase it’s critical to be aware of an effective plan that contains a vision of the size and especially organizational impact of the change. There should also be

awareness about needed leaders and other change management resources that can actively support the change. On top of the leaders the impact on the individuals and possible challenges should also be assessed and based on the phase one as a whole, the strategy of the change management can be defined. The second phase of this methodology concentrates on integration of the first plan in action and implementation of the strategy especially when it concerns supporting individuals being impacted by the change. Phase two emphasizes the importance of communication and significance of understanding who, when, where, what and to whom should be communicated. This phase includes also training and coaching as an important part of the change process. It's critical to help people to achieve the knowledge and ability to work in new ways. Coaching is more about engaging people and giving leaders and managers the tools needed to lead the change. In phase two leaders should also put weight on resistance management so identifying, understanding and addressing possible resistance that occurs during the change. The purpose of the final third phase is to ensure that the change is sustainable. The main parts of the last phase are measuring how the change has stuck, seeing if people are actually working in new ways, correcting the gaps and celebrating the success. According to this method it's important to follow that old habits are not reverted to and successful individual achievements are rewarded visibly. It's important to recognize the strengths and weaknesses in the experienced change process in order to replicate the successful efforts and find other actions in challenging fields for the next change. (Prosci Inc. 2019.)

Campbell (2014, 13-14) introduces cycle of change model that was developed during more than 30 years and has been tested on large variety of organizational changes. The reason for developing this model was big number of unsuccessful changes and stress that people involved or impacted have experienced. The idea of this model is to look at change as a whole and not just improve individual elements.

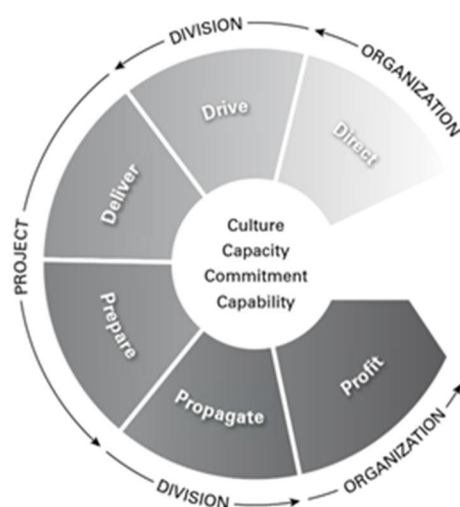


Figure 3 Cycle of change model (Campbell 2014, 13).

Figure 3 represents simply the complex and diverse tasks related to changing an organization and it gives a complete picture to look at a change. There are three areas in this model. In the middle there are four Cs (culture, capacity, commitment and capability) that describe what organization must have if there is a need for change. The cycle around the middle part represents the activities that organization must do. First half of the cycle includes Ds (direct, drive and deliver) states the activities that need to be working together in order to create correct change fast and responsibly. The other half of the cycle shows Ps (prepare, propagate and profit) that are needed to be done after the change is concluded in order to achieve the objected benefits. The ring around outside of the cycle describes where the responsibility stands. This model explains how all three areas of the organization have a role in successful change and it's important the all of these three groups are working together. Despite this model helps to understand the critical actions, it's typical that many of these activities happen repetitively and side by side depending on the change and the organization. (Campbell 2014, 13-14.)

Change management processes often concentrate on strategies, technology and training but individual people changing their behavior might be forgotten. Changing behavior is difficult and organizations can't change if this is not done. Addiction treatment's 12-step programs have succeeded in this and organizations could utilize this information as well. If leaving out the spiritual aspects, these programs use role models, coaching to adopt new habits, peer pressure, incentives and celebration. When a leader admits vulnerability of also making mistakes, it helps other people to recognize and accept their failings. Bringing employees into peer groups to discuss change related issues can develop responsibility, mutual honesty and generosity, judge-free culture and it can increase pressure on resistant members to change. Peer coaching or mentoring are identified to be embraced and celebrating the positive behavior of early adapters can spread also to other members in the change. Joining these role models and more resistant colleagues can be effective way to achieve the outcomes. It's impossible to force people to change but it's possible to help them want to. (Ferrazi 2014.)

2.1.2 Failed and successful change

Many studies indicate that about 75% of transformation efforts fail either completely or they are not even started. Wrong changes might be tried to be achieved especially in complex organizations. When organizations are not able to choose the order of the phases wisely and decide what to be changed first, efforts will have fail and might even have negative influence on performance. (Anand 2017.)

Macpherson (2017, 35) has recognized few main reasons for the biggest part of the change efforts failing. Natural for humans is that they don't

want to change. This can be because of fear of unknown or possible failure or the feeling of lack of support. It can also be unclear what the company is trying to accomplish, for what reasons and what will the people involved get out of the change. The consequences and outcomes are often overlooked and can be overshadowed by the actions. Process itself can be flawless but if nothing or very little is delivered, the change fails. Focus is not then on the quality and the targeted and relevant outcomes. (Macpherson 2017, 68.) Inertia, meaning the trouble of transferring from talk to action, is a common reason for a fail. Initiatives should not be postponed or slowed down because maintaining the speed of the phases is critical. In some cases moving to another direction or stopping the change process completely might be best for the organization and it can save large amount of money, numerous unproductive working hours and save many careers. One reason for failing is that the project is set up to fail from the beginning. There isn't any clear decision-maker, steering committee and the working group include too large amount of people, change efforts are lost by the bureaucracy or not enough time has been invested in creating clear roles and processes. Macpherson mentions poor communication also one of the biggest reasons for failing the change including untruthful engagement of the stakeholders. Rational reasons for a change are never enough convincing employees to transform because emotions will beat logic every time when decision about changing should be committed. A change-averse organization culture or leader can be very difficult barrier to conquer. One of the main causes of the failed change is the leadership that doesn't stay the course. (Macpherson 2017, 71-83.)

John Kotter (1995) has followed successful and failed changes during his long career and noticed that most of the corporate change efforts land somewhere in between. Success of the change is related in his philosophy to his eight step change model presented in the previous chapter. Kotter has identified the following eight possible errors that can cause failed change and they are in practice the reverse of his eight step model to successful change:

1. Not establishing a great enough sense of urgency
2. Not creating a powerful enough guiding coalition
3. Lack of vision
4. Not communicating the vision by a factor of ten
5. Not removing obstacles to the new vision
6. Not systematically planning and creating short-term wins
7. Declaring victory too soon
8. Not anchoring changes in the corporation's culture

Starting a change requires active cooperation of many parties and it's easy to go wrong in the first phase. Majority of the company's management must be convinced that there is a need for a change. Management might take it too easy to get people out of normal state or

earlier success in increasing urgency can be overestimated. They also can be shocked by the downstream possibilities or consequences in operations. Instead of managers the change needs real leaders that can keep the current organization operating. A new good leader can be a key element when the transformation begins. Big changes often start with only couple of people but it's crucial to achieve in early phase larger coalition of committed and powerful people that include titles, expertise and relationships. Especially in bigger companies the coalition needs members also outside of the normal hierarchy and protocol but still someone to lead the whole team. This phase can fail because of lack of teamwork in the management or the change is expected to be led by other organization like human resources instead of the key manager. The vision tells the direction where the organization is wanted to be moving and it can be a bit blurred at the beginning. After coalition's efforts it usually comes clearer and vision also develops on the way. (Kotter 1995.)

Without a vision the efforts can cause confusion and moving to wrong direction or no change at all. If there are only plans, programs and instructions, the transformation often fails. In addition to information about methods, goals and procedures it's important to tell also where the change is leading to. Leaders should be able to communicate the vision just in few minutes in a way that people understand and become interested in it. Communicating the vision once or twice is not enough and changes often fail because there is not enough credible communication. Communication should be tied to daily work of the people and all existing channels should be utilized. Both words and actions are important but actions are often even more powerful. It's not possible to remove all obstacles during the first half of the change but the biggest ones should be confronted. Obstacles can be external and quite abstract as people thinking in a certain way or it can be about the organization structure with too narrow task categories. One of the worst obstacles can be managers who resist and don't believe in the change or give instructions that are inconsistent with the new vision. (Kotter 1995.)

Many people give up or stop active efforts for the change if there is no convincing evidence about short-term wins and this leads to failed change. Managers should create, not just hope, and actively look for modes of improved performance, set scheduled goals, reach the targets and also reward the involved people. Short-term wins can increase analytical thinking in order to make the vision clear or even revise it. Short-term wins are required but it might be tempting to declare the victory after the first bigger improvement in the performance. The efforts fail if the change isn't entrenched deeply into the organization culture and traditional working methods take over the reforms. Both initiators and resisters can cause this failure, initiators by celebrating the progress and resisters by finding an opportunity to stop the change. If the changes can't be rooted in the company's culture there is a risk of disappearing results. The change can fail if there isn't continuous attempt to make

people see how their new attitudes and behaviors have improved the performance. The other major possibility to fail in institutionalizing the change is forgetting if the next management generation is suitable for the new way of doing things and to continue the renewal. (Kotter 1995.)

As a conclusion, certain things must be in order to ensure the change initiatives to be successful. Delivering successful change requires a change catalyst and strong and genuine leadership in order to engage employees to the change. It is important that people are clearly aware about the objects and why the change efforts are done and the focus should be on the outcomes. Open and transparent leadership should concentrate on the emotional triggers and honest commitment of all members of all levels of the organization is one of the key matters. Successful change demands detailed planning, managing structure and process that are in line with the organization culture. A culture that is ready to adapt to new working ways should be created. (Macpherson 2017, 90-91.)

2.2 Leadership in change management

Good leadership is simple and genuine and the leader must have the desire to lead the change and also transmit this desire to others. Making vision simple and easily understandable might cause assumption that the leader is simple him/herself and this might end to too complicated communication. He/she should also be able to step out of the way of change when it has started to happen. (Tuominen & Tuominen 2002, 45-46.) Tuominen & Tuominen (2002, 46-47) also state that planning the change is important if the goal is to achieve something. Leader should also recognize the need and motivate people to believe in the change. Known and accepted need for a change is the requirement for action and continuous progress.

Continuous development in today's business world requires several different roles from the leaders that results in a need of development also in the change management skills. The role of the leader and development in the change process is based on many things, leading competence and people side by side simultaneously. Important parts of development of the leaders are also reflecting own style of leading and leading oneself. (Ora & Nikander & Miettinen 2018.)

According to Mattila (2007, 222) John Kotter (1990) represents management and leadership through different roles. Management role is more administration that includes planning, scheduling, instructing, organizing resources and following and reporting the operations. Leadership is focused on showing the correct direction, designing mission and vision, communication, creating co-operation, coaching, encouraging and engaging. Management concentrates more on the content of the operations and ways of working and leadership notices more

organization's processes and human actions. Mattila (2007, 223-224) notes that both types are important in a change because management type represents stability and continuous functioning and leadership type is more charismatic and visionary.

2.2.1 Successful leadership in a change

According to the literature a leader in a change needs to have certain characteristics and skills in order to be successful. Change management is a continuous process with challenges that require certain skills from the leader (Ha 2016, abstract vi). Carnall (2007, 148-149) has introduced areas of competence based on a study for 90 excellent leaders by Warren Bennis (1984). Four management fields were identified and shared by all 90 leaders: management of attention, management of meaning, management of trust and management of self. Ostroff (2006) defines similar areas with more detailed description of the needs. First the vision should be formulated and leader should be aware of the current status. Next the leader should create a good base of support and set a clear timetable. Leader should also respect the possibly complex goal and keep people involved responsible for results and get them committed to the effort. He also emphasizes the importance of participate employees broadly on different levels, not just the top management.

On the grounds of the literature there can be identified certain characteristics that are important for a leader and the following will describe these features more detailed.

1. desire and innovation
2. emotional intelligence
3. communication skills
4. team player
5. self-development
6. involve other people
7. commitment and engagement
8. not afraid of conflicts

Vision is there to inspire people to reach goals; all personnel see themselves part of the vision and understand their part of realization of it. Successful leader knows how to communicate this vision to everyone and vision should correspond with everyone's wishes. (Tuominen & Tuominen 2002, 19.) Tuominen & Tuominen also add that driven leader can define the desires and vision by visualizing it in suitable ways for different personalities so that everyone understands and gets excited about the change. Important feature of a leader is also innovativeness so being open for new ideas.

Macpherson (2017, 99-101) states emotional intelligence being significantly more important than intelligence quotient or technical

expertise in the performance of leaders. He recognizes five different categories of emotional intelligence that successful leaders should possess. Self-awareness means capability to recognize own feelings and how they effect to oneself but it is also about self-confidence so knowledge of own skills and self-respect. The next phase is controlling these feelings so self-regulation. This means managing harmful impulses, being honest and taking responsibility for own actions and staying open for new ideas with flexibility in the change process. Thirdly Macpherson highlights motivation including positive attitude and clear targets. According to him, motivation is formed from constant improvement, commitment to the goals despite of barriers and taking advantage of the opportunities. Fourth category of emotional intelligence is described to be empathy so ability to understand how people feel and see yourself in their position. Empathetic leader is self-orientated and willing to develop others and has ability to see opportunities of diverse people. Empathic person is also capable to read group dynamics and senses feelings behind desires and needs. The final component of emotional intelligence is according to Macpherson a combination of social skills such as competence to influence on people, good and clear style of communication and inspiring leadership.

Good leader can also listen to other people's desires, ideas and proposals and gets people involved by realizing these desires. Knowing other people's wishes in changes already in progress or accomplished can prevent irritation and add acceptance of the new change. Successful leader can recognize what information and to whom it should be provided and this informing, listening and communicating should be done constantly. Personal discussion might be necessary in many cases taking into account different personalities and subjects of the discussion. The subject can be very personal, for example maintaining the job, and big group talks don't necessarily create any communication but only start groundless rumors. (Tuominen & Tuominen 2002, 67.)

Different teams and diverse people require appropriate leadership style and good leader can adopt suitable culture to manage changes successfully. In order to win the trust of the team, leaders needs to be aware and open for discussion and also give feedback to the team members. Thinking "we" instead of "I" creates affinity and leaders should encourage team members to bring forward their ideas and opinions to win trust and generate collective problem solving. (Ha 2014, 56-59.) Leaders should set the example and be the first ones to follow the new way of working and also visibly embrace the change in order to get the team working together and accomplish the set targets (Macpherson 2017, 127).

Good leader gives opportunity to employees to develop and improve themselves and acts as an example by openly evaluating own improvement needs. Development is mostly learning. If the leader

doesn't want to change, why should others do so? Good leader also gives possibility to take responsibility and authority for those who want to take it and is able to recognize people like this. Leader in change also makes sure that these challenge leaders have everything needed for successful change meaning skills, training if needed, time and tools. Good leader gives possibility to make mistakes and learn from them but also gives opportunity to succeed. (Tuominen & Tuominen 2002, 52-57.)

Commitment stands for active and continuous involvement. It means that leader does his/her share of the work, anticipates possible conflicts and problems and supports the team. Commitment means also self-development and continuous learning methods that enable achieving the target. Leader doing this sets an example for the organization. Changing own way of thinking and values and making these changes visible can be called commitment. Leader is condemned by the actions and not the words and this is why showing commitment clearly is important. (Tuominen & Tuominen 2002, 20-21.)

The first conflict or considerable problem is a signal of beginning of change and it usually shows that people take the change seriously. Conflicts are a natural part of change and leader should take them as opportunities and not be afraid of them. If there haven't been any conflicts, the change hasn't started yet. Conflicts can arise from different conceptions or even different values that people have or there can be a conflict between new and old ideas. Conflicts should not be confounded with quarrels because situations where people are arguing about people and not about the issue are useless conflicts. Leader's skill to get conflicts successfully solved is important because it can create positive energy towards the change process. (Tuominen & Tuominen 2002, 65.)

Characteristics introduced in this chapter are only few among the many substantial ones needed to be successful leader in a change. Mattila (2007, 31) expresses opinion that it's unrealistic and useless to list these characteristics because this kind of super person is impossible to find. He introduces instead two simplified types of leadership that can be applied also to change management. They are transactional and transformative leaders. Transactional leadership means guiding the team by telling what is expected from them and what should be done in order to achieve the reward or target. Transformational leader aims to change attitudes, values and beliefs in the team members so this leadership type courts fundamental change in the organization culture and people's behavior.

Ha (2014, 57) summarizes two main basic leadership characteristics that are visionary leadership and managerial innovation. Having a vision gives possibility to develop motivation, inspiration and clearer picture of the future in the organization and people involved. Managerial innovation is more related to practices where leader helps the team to turn vision into reality operations. Ha also emphasizes that successful leaders must have

certain qualities in order to communicate, motivate and connect people in the change process and they need to ensure that all parts of the process are collaborating and working to achieve the set vision and targets. Kotter (1996, 23) classifies leadership versus management so that management is about planning, budgeting, organizing, staffing, controlling and problem solving. These management attributes produce order and predictability which gives possibility to achieve short-term results. Kotter defines leadership as being developing the vision and direction where the organization is going and aligning people to this by communication with everyone involved so that all members understand the vision. Leadership is also motivating and inspiring people to overcome the possible barriers during the process and not forgetting the basic human needs. These leadership attributes have potential to produce a useful change also in a larger scale like an organization change.

2.2.2 Importance of planning and communication

Planning the change turns up to be a crucial part of a change in many change models. According to Tuominen & Tuominen (2002, 15-16) planning the change is important if the goal is to achieve something significant. The need should be recognized and people motivated to believe in the change. Known and accepted need for a change is the requirement for action and continuous progress. Ha (2014, 3) remarks that all initiatives to plan a change should be started by asking question why. Why should this specific change be made? After this most important question also the following questions should be answered in the planning phase:

- What is the change?
 - o What resources are needed and are they available?
 - o Which change model will be utilized and why?
- When can this change be made and when should it begin?
- Who will take part in the change?
 - o Who will manage the change?
 - o Who will benefit from the change and who will be disadvantaged?
 - o Who will resist the change and why?
- How can this change be made?

When planning a change process, there are many matters to be defined. Participating organizations, objects, responsibilities and schedules, resources, monitoring and follow up and rewarding system are part of these. Timetable should be made tight but still possible to contribute. Given time will anyway be used so lowering the time target should be done only in a case that the target is not obviously reached. One of the most critical competitive factors in current world is time management. Resources should be selected correctly according to the suitable skills and motivation and the needed tools must be provided in order to succeed in

the change process. Chronological change process should be planned by doing steps in the right order and not running too many processes at the same time. (Tuominen & Tuominen 2002, 27-28.)

When the need for change and decision about executing a change is done, a concrete change plan including all essential fields should be created. Change plan includes the targets for the change, key actions, participants and the time table. Good plan contains also definition about the need of internal and external support for the change. An integral part of good change planning is creating a progress plan that focuses on formal changes but also takes into account unofficial functions and actions. Possible traps and crisis should be anticipated in the plan because change is always connected to both risk of a failure and possibility to success. Sufficient and diverse resources must be allocated to the planning like physical conditions, finance, time, knowledge, skills and extra work force. In practice this means that the change plan includes specific description of the change processes, requirements that the change sets to working and a strategy for communication. Good change plan takes also notice of evaluating the planned change processes. (Luomala 2008, 6-9.)

Communication is a subject that usually receives the most critical feedback in a change. People feel that communication hasn't been open or they haven't received enough real time information. The expectations for communication can be unrealistically big when comparing to resources. The role of a leader in a change includes active discussion with the employees from different perspectives. When issues are discussed thoroughly enough, common understanding about targets and goals will be formed. Communication is mainly about creating this common understanding and having a shared future and reality. (Pirinen 2015.) Managerial communication can help create the common identity, motivate people, increase involvement, build confidence and provide change members a way to show feelings, share desires and remember the achievements. The channels of communication must be various and multiple in order to reach diverse participants in different ways. (Arsith 2014, 251.) Manager's role in communication is eminent since when the manager or leader is motivated to carry out the change and believes strongly in it by own visible talk, behavior and actions, it's easier to succeed in the change. Leader's own active communication and enthusiasm will drive the change forward. (Pirinen 2015.)

Essential part of change communication is timeliness. Too general or too detailed information in early stage doesn't necessarily reach the target group. Communication must be continuous and go along the change progress. Good change communication takes into account member's previous knowledge, skills and competence. It's possible to learn new in a change situation and it's good to notice this also in the communication. In good change communication there is room for own inspirations and

possibility to build situations for learning something new. Therefore special attention should be paid to flow of information, communication and interaction. (Luomala 2008, 10.)

Change communication concentrates widely to the future but the present time should also be taken into account and discussed because it is closer and more meaningful for many team members instead of the unsure future. Communication works always two-ways so the recipient must take responsibility for registering the messages as well. Some employees are more active than others in communicating and there are always team members that passively wait until necessary information is told to them. When communication works two-ways, the employee has equal liability for it and it's not possible to just wait receiving information and accuse the manager not sharing information. Only giving information doesn't create understanding and is not valuable but applying this information to practice gives the meaning for communication. Plain information does not create action. If employees don't have needed information, they might invent it themselves. Employees start to explain issues from their own perspective and make own interpretations from the change messages and these rumors can spread quickly and widely. Delivering accurate information and correcting wrong interpretations and rumors is one of the essential jobs in a change. (Pirinen 2015.)

If the employee is connected to a network where the information flow is high, he/she can also feel bigger organizational trust. In organizations, trust is the ability to believe in co-workers and managers. Managerial behaviors like discussing problems, sharing information and co-operation are supported by organizations that value inclusion and open communication. Organizational trust depends on many factors. The accuracy of information creates confidence in employees and more the employees disseminate critical information, more trust they feel by being part of the network. Trust increases also when policies and decisions are explained thoroughly and timeliness and frequency of the information flow is in place. Honesty and openness generate trust and accepting personal limitations, accepting problems and express the truth are important part of it. Employees trust more in managers that give opportunity to open communication about exposing opinions and feelings. Giving proper feedback shows manager's understanding and good observation skills and makes team members to believe in the leader and increases the credibility. (Arsith 2014, 252.)

2.2.3 Managing diversity

Successful leadership on individual level means paying attention to employee's well-being at work and how it can be promoted. Taking into consideration the age of the employees during organizing the duties can contribute social well-being. Collective well-being is as essential part of well-being at work as individual dimension and as part of the successful

leadership it enables coping and working also in a change. Possible negative impacts on well-being at work are tried to be eliminated or at least minimized in successfully lead change. In a change it is integral to change the mindset and that is why leading the change is not enough, people must be lead as well. No matter it is about an organization in a company or general government, successful leadership in change stands for taking into account many separate dimensions that are connected to each other in a change. Regardless of the nature of the change or the objects, good change leader always starts from the people. (Luomala 2008, 4-5.)

A leader should constantly remember the fact that change is always personal and it's critical for the success of the change. The future success rests completely on people's ability to deliver and they can't do it if they need to be worried about how the change effects on them personally. This challenge should be tackled openly in order to succeed in a change. (Macpherson 2017, 63.) People involved in a change can have common concerns and certain types of behavior have been recognized in literature. Even people have own individual motivations, it can be helpful to group individuals into different segments and plan the most suitable form of engaging each of them. (Macpherson 2017, 121.)

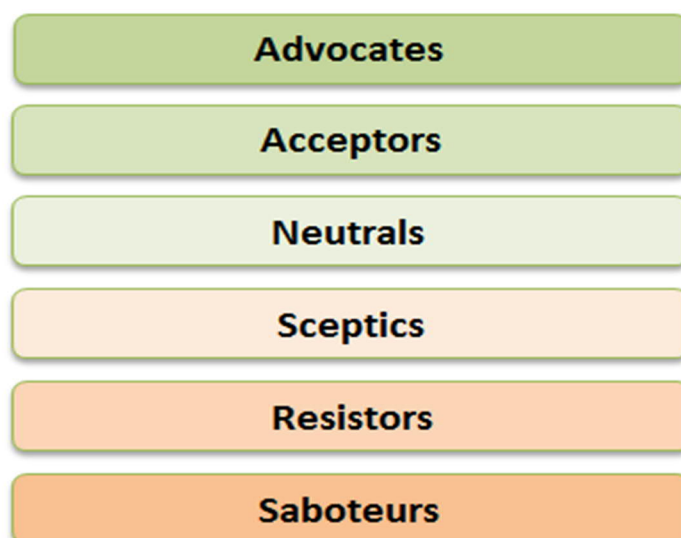


Figure 4 Individual types in a change by Macpherson (2017).

Macpherson has segmented different types of individuals in a change to six categories as described in the figure 4. Advocates are people who respond positively and are naturally for the change and not against it. They are usually also able to influence other people involved. Acceptors can accept the change and are likely to go along without resistance. Neutrals are the ones who don't have any specific opinion and will not go one way or the other. Sceptics can be described to be the ones who are a bit on the negative side of neutral type. Resistors are openly against the change. The most negative type is saboteurs and people belonging to this

group are those negative influencers who can cause even big damage. (Macpherson 2017, 121.)

Mattila (2007) has recognized five different roles for individuals in a change as illustrated in the figure 5.



Figure 5 Roles in a change by Mattila (2007).

Activists are people who are keen to try and start new things. They lead the change and enjoy their position as protagonists in a change as part of their nature. They have high motivation to learn new and develop own professional skills in order to achieve higher compensation. They emphasize the big difference of present and future compared to the past and their attitude against other people's bad performance or resistance can be strict. Followers are the biggest silent majority who rather observe in the beginning of the change. They need some proof first about the functionality in practice and after receiving enough reasons and confidence they align themselves tightly with the new operations. It's typical for followers to attach strongly to the closest work community and commit to the company and work. Followers are often at risk of being overridden by enthusiastic activists and loud sceptics. (Mattila 2007, 72-79.)

Sceptics have suspicions that come often from earlier bad experiences in own work or people working close to them. Sceptics have often recognized status through long experience and they are loyal to the organization but reserved against new things. Work itself might be interesting but the framework has stopped to feel inspiring. Sceptics might also have experienced earlier broken promises by the top management. People belonging to opposition are stiffer than sceptics and they see only something negative and things to lose. Own and co-workers' status is important and they think best for the company but the behavior can be restrictive and sticking into the old rules. This behavior can start to harm the team spirit and performance of the majority. Even successfully lead change can't please everyone. Opportunists are the

rarest type of people in a change. They can be careless about the outcomes and approve everything as long as it suits own goals and makes them look good. Opportunists are flexible with constant changes but they might abandon others to survive on their own. Their activity and highlighting of the new ideas can be stigmatizing and others might find them trying to achieve only own interest at other people's expense. (Mattila 2007, 80-85.)

Communication has been mentioned to be important in change management. Employees also want to have information in different ways. Some people are more insecure and want more detailed information about what will happen in a change while more secure employees enjoy about everything surprising and new. Secure employees don't mind about lack of information and they don't feel a need for knowing all the details. Leader's role is to communicate as much as possible in different ways and reduce the feeling of unawareness of the employees. (Pirinen 2015.)

First model of the change curve was introduced 1969 by psychiatrist Elisabeth Kübler-Ross in her book *On Death and Dying*. She documented the series of phases that people go through when experiencing a change. The starting view was related to coping with death and grief but many researches after Kübler-Ross's publication have applied it to various crisis situations. (Elrod & Tippett 2002, 274.) Elrod & Tippett (2002) mention among others Imara (1975) who identified the change process in writings from 700 BC and he also states that certain Biblical accounts have similarities with the five steps. Menninger (1975) created own graphical change curve according to the study of experiences of Peace Corps volunteers overseas. Adams et al. (1976) extended the work and developed a general model of people in different kind of transitions in life. Grant (1996) documented the applicability of earlier models to an organizational change. (Elrod & Tippett 2002, 275-280.) In the original Kübler-Ross's study there were five phases identified:

1. denial
2. anger
3. bargaining
4. depression
5. acceptance

The change curve defines how people move through different phases and how their ability to survive and attitude to the change develops while experiencing a new way of living (O'Donovan 2017, 65). O'Donovan (2017) has applied Kübler-Ross's research findings to the context of a business change as described in the figure 6. Horizontal axis represents time while vertical axis describes the energy or performance.

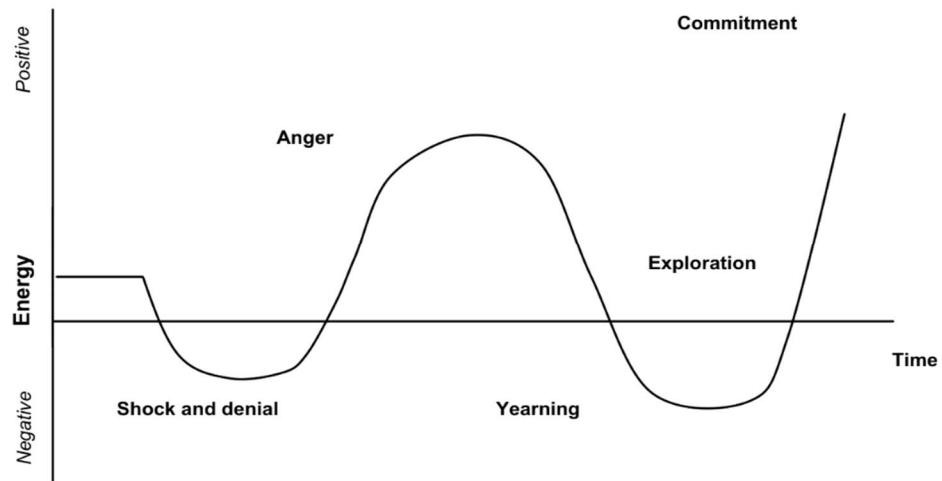


Figure 6 Change curve of business change (O'Donovan 2017, 66).

The first phase of this process is shock and denial where individual receives the first bad news and can go into a denial state or even into shock. For other people it might seem that the person is dealing well with this new information but the truth can be totally opposite. Next can appear a feel of anger when the individual begins to understand the consequences of the change and this might cause lashing out at the working environment and people around. Next stage of this emotional process is yearning for the old way of doing things and forgetting the earlier problems involved. At this phase the reality of the change is registered and person can fall into a depression if the loss feels overwhelming. Final step is the commitment to the new through continuing the day-to-day life and starting to cope with the new way of doing things. This results in acceptance and moving on. (O'Donovan 2017, 65.)

People are different and leaders should keep in mind that individuals will move from stage to stage at different speeds depending on their coping abilities and how the change effects on them. Leaders need to be attentive to these differences and treat people as individuals. Leader can use certain strategies at each phase of the change curve. Denial and shock can be minimized by communication and preparing people in early phase for the coming change. This gives people time to think about the future developments gives possibility for actions to protect own interests. The news with pros and cons should be communicated honestly and transparently to people by leaders. In order to avoid anger, employees should have possibility to find forums where to express their feelings and frustrations. Allowing people to do this emotional processing gives an opportunity for an outlet for their feelings and negative energies can be re-channeled more constructively. When employees try to glamorize and continue the old practices, it's important that the leaders stay firm. If someone constantly refuses to move on from this phase, the only possibility might be encouraging this person to move on to a new role or even new organization. If the feelings of loss come overwhelming, people

might fall into depression and they should be given one-to-one time in order to show concern and interest for their issues. Focus and energy should be directed to the future goals and leader should make sure that people are getting all needed support to generate strategies to move on. Acknowledging the past but setting goals for the future can also support people who are yearning for the good old. Allowing people innovate can develop a feel of ownership for the new ways of doing things and learning that there are benefits and rewards to be achieved will lead into larger embrace of the change. (O'Donovan 2017, 66-67.)

2.3 Managing resistance successfully

2.3.1 Resistance and the reasons behind it

There are many definitions and views about resistance to change in the literature. Human nature is often attributed to resistance of change but resistance to change is more a reasonable response to several situations where people need to change (Schein 2016, 327). Resistance is a force against the change agents to maintain the status quo according to Lewin. Kotter's view is that resistance can be seen all around the organization or system. Resistance to change is a normal human reaction to issues that can be seen as threats to people's current state including safety, position, power, personal interest, habits and well-being. (Ha 2016, 61-62.) Common view in organization literature is that resistance to change is considered as a significant reason for failing in change process. Resistance can also be seen as feedback and it can be an important part of change process in order to improve quality of the strategies and targets and it can accelerate successful implementation as well. (Esposito 2014.)

Resistance is a complex phenomenon caused by varying factors. In contravention of classical theories resistance can also not be an enemy in change process but useful in organizational transformation efforts. A change that meets only small amount of resistance shouldn't automatically be considered a good change. Resistance can be a positive phenomenon because it brings energy into the process, creates discussion between different opinions and urges to find various alternatives and evaluate those with greater accuracy. Implementation process will also be thought carefully which improves the adoption of the change by the stakeholders. (Waddell 1998.) When leaders can see resistance as an opportunity instead of conflict, concerns of resistance might become valuable insights that will add value to the change initiative (Coutts 2013, 133). There is a clear difference between not having the technology or skills to change and not wanting to change. Resistance on some level will confront any change efforts and it should be taken as a natural part of the process. If there is no resistance

confronted, no change is taking place. When people realize that the change will affect them somehow, they will react. (Anderson 2011, 66.)

Resistance of change can be outlined as cognitive, an emotional and behavioral states. Cognitive state means the negative mind set against the change and signals from such may be seen as limited or no readiness at all to communicate about change or participate in the change activities. Emotional state signifies the emotional factors like aggression and frustration and it can occur when a person balances emotions during the transformation. These emotions are entrenched in organization's beliefs, values and culture. Signals of this state include low engagement to change or high engagement leading to chaos. Behavioral state stands for activity or inactivity in a change and it integrates cognitive and emotional resistance. Signals can be developing rumors or other informal forms of individual resistance. (Kuzhda 2016.)

There are different types of resistance such as logical and rational resistance, psychological resistance and sociological resistance. Logical and rational resistance result from dissent of rational facts, logic, rational facts and science. This resistance type includes issues like adjusting time, relearning efforts, possibility of not wanted condition, economical costs and uncertain technological viability of change. Psychological resistance is based on attitude and emotion where employees might fear the unknown, distrust the management or feel that change threatens their security. This type of resistance can also be seen as low tolerance, lack of trust in general and wish for status quo. Sociological resistance can occur when the change meets group values, norms and interests and it can be seen as coalitions, opposed group values, vested interest and will to maintain existing friendships. (Kuzhda 2016.)

There are numerous reasons introduced in literature as sources of resistance and reasons behind it. Macpherson (2017, 39-40) states that one of the strongest sources is fear of failure. People having this fear develop a direct connection between possible failure and competition and find it best to avoid the problem in general. These people don't often even try before the success is assured. There can be real symptoms from this phobia like irregular heartbeat or stomach disorders and mental symptoms like loss of motivation or a fall in self-confidence which can lead to depression. Macpherson lists also other reasons for resistance as follows:

- fear of unknown
- fear of blame
- victimhood
- incredible upside
- lack of assistance

Fear of unknown means basically fear of coming events or uncertainty of the future. This fear causes pessimism and people are even more worried and stressed about possibly occurring things than certainly happening things. Fear of being blamed of doing bad job is also a strong reason for resistance and satisfaction to the current state might prevent seeing better ways to do things. Reviewing the current status can reveal challenges and improvement possibilities not seen before. Creating a current state analysis covering everything that is done poorly can lead to resistance and feel of blame. (Macpherson 2017, 41-44.) Victimhood can bring comfort and be one type of response to a change. It's tempting to place the blame to something or someone else and not to take any responsibility. The more victimhood people feel, less they value themselves and become less competent. (Macpherson 2017, 47.) Macpherson defines incredible upside to be a trust and belief issue with a thought that long-term benefits are not worth of short-term pain. People with this response don't believe that future can be better than the present. He also states that people don't often ask for help but give up when something isn't forthcoming. Change means always risk taking and losing something and leaders should find a way to get employees to understand it.

Murthy (2007, 72-76) has divided reasons behind resistance to individual and organizational reasons as described in figure 7. Continuous resistance can harm the whole change process and should be handled effectively. Change often requires people to act, feel and think differently and it means changing their mental map of their work which induces discomfort and even pain (Murthy 2007, 93). Organizational change resistance is about a group of employees rejecting the change efforts and the causes relate to strategy, rules and policy (Kuzhda 2016).

Individual sources	Organizational sources
habit	over determination
security	narrow focus on change
economic factors	group inertia
fear of unknown	threatened expertise
lack of awareness	threatened power
social factors	resource allocation

Figure 7 Sources of resistance as per Murthy (Murthy 2007, 72-76).

Habits or personal routines can be the same for years and most employees resist attempts to change these working habits. Security on this list means stepping out from the comfort zone for example changing tasks or the manager. Doing the same job in the same office is easy and comfortable for these people. Economic factors refer to changed method or work that can get employee to fear losing the job or get a decrease in the salary or other economic privileges accomplished. Fear of unknown adverts also to unwanted and unpleasant changes in the job and losing the comfortable routines of daily work. Lack of awareness means not

noticing the phases of change that are ongoing, sometimes even by ignoring the unwanted information. Social factors mean interpersonal relations between the employees and if the change is seen to damage the group status, social networks or role prescription, the affected individuals will resist. (Murthy 2007, 73; Kuzhda 2016.)

Organization structures are designed to produce stability. As examples can be mentioned employment system where people hired to the organization are chosen to fit. Job description and procedures are given to employees to be followed. Narrow focus of change refers to changes in different organizations that will affect the other organizations as well. Group inertia may prevent individual's desire to change the behavior or job design by refusing the necessary support. Transferring from the status quo requires forgetting the old way of working and learning new things instead of being able to use the old skills and expertise. Supervisors and middle managers can feel that their power is threatened when the decision making is delegated to lower levels or self-managed teams are created. Organization changes might mean more resources to some organizations while the losing ones can see this as a threat of reduction in budgets or cut in the staff size. (Murthy 2007, 76; Kuzhda 2016.)

Individual's orientation to time influences also the responses to change. Some people conceive change through their earlier experiences so accept or resist it accordingly (Murthy 2007, 94). One reason is also possibly increasing workload during the change process if new duties are added on top of the normal work duties (Kuzhda 2016). Employees might resist change because they might know daily operations, performance of co-workers, practices and office politics better than leaders and this should be seen as a positive reply to the initiatives. Relying on the current state can be strong and employees might not see anything wrong with the status quo. Any change will be opposed if the employees are not timely and properly informed about the process and reasons behind it. They need to understand how and why they can benefit from the change. (Ha 2014, 63-63.) Communication challenges are considered one of the strongest sources of resistance. Unsuitable channels or unclear messages can lead to misunderstandings and misinterpretation. If the time frame of the change is set too short, new behavior and practices may not be possible to adjust. If employees don't trust the leaders and see gaps between interests of themselves and the management, such change will be resisted. Other reasons can be unclear mission and vision, low motivation to change, too much focus on technical issues, ignoring social perspectives, weak leadership and lack of planning. (Ha 2014, 65-66.)

Schein (2016, 326) describes valid reasons for resistance based on learning anxiety. They include fear of loss of position or power which means that learning new might lead to less status than before. During the process employees may feel temporary incompetent because old ways

are given up and new ways not learned yet. Learning new things takes time and one can feel fear of being punished for incompetence. Fear of losing personal identity is one reason when person doesn't want to be the kind of person that new work requires. Fear of losing position in the organization culture might be the most challenging to overcome because whole group should find new way of thinking.

Reasons for resistance arise from conflicts between facts and reality and from different kind of beliefs. Literature introduces a variety of behaviors that can be expected during the change process. Individual resistance can be expressed by defensiveness, anger, psychological withdraw or emotional outburst. (Anderson 2011, 71-73.) Individual resistance may appear in many forms such as unnecessary or too detailed explanations, building a case against the change by presenting statistics or research to prove the change failing, suggesting other solutions or choices against the objectives and simply refusing to participate in any part of the change. It can also be visible in expressions like acting confused, remaining silent, delaying or cancelling meetings or pushing for quick solutions. Resistance signals can also be attacking leaders, undermining, sabotage, expressing anger or hiding information. A radical behavior can be resigning from certain job or leaving the company entirely. (Anderson 2011, 73-74.)

Resistance can be a positive involvement in a change and leader should see the potential for successful implementation, building awareness and speed of change and possibility to eliminate impractical or unnecessary elements from the change process. If resistance is expected, it will be also found. Leaders who mend damaged relationships and restore confidence before and during the transformation will less likely meet resistance. (Ford, Ford & D'Amelio 2008.) Leaders of the change should recognize and understand different states of resistance, identify the causes and sources of resistance and different forms of change in order to see resistance as useful part of the change process. (Kuzhda 2016).

2.3.2 Successful leadership in resistance

Work culture experiences both negative and positive impacts from a change and it requires great deal of sensitivity from the leaders. Continuously occurring changes, big or small, will also create resistance when employees feel that yet another change is coming. No amount of preparation or advance thinking will guarantee successful or smooth change process. Resistance can develop also during the process even if the start was supported. (Herholdt 2012, 124-125.) Understanding that all change generates resistance helps leaders to anticipate and reduce it. Change is easier accepted when employees are involved and understand the purpose of the change from both individual and business sides. (Palmer 2003, 41.) Many earlier experienced difficulties in organizations can be overcome by teamwork involving employees and the leaders. Communicating and consulting is one of the most important success

factors in the change process. (Waddell 1998.) Leaders can reduce resistance by being realistic, honest and accurate about possible change and by exposing also what they don't know (Ford & Ford & D'Amelio 2008). Leaders should not react against resistance but understand real reasons behind it which might require observing several various angles. It is important to understand both thoughts and feelings that employees have. (Stanleigh 2013.)

Communication and empathy are the only ways to fight for the fear of unknown. These fears must first be recognized to be genuine, secondly turn unknown to known and lastly give sense of safety to the people. These fears should be respected and it's important to give a plausible picture of the future. Blame free culture should be emphasized as much as possible and when people believe in it, they are more open to see review ne things. Incredible upside so not believing in the long-term benefits is partly based on logic and analysis and it can therefore be addressed partly with logic and analysis. Leaders must remember that all change means losing something. (Macpherson 2017, 42-52.)

Learning new process requires help form the leader in order to get people feel that it's possible. According to Schein (2016, 328-329) creating that kind of psychological safety includes eight activities that are to be executed nearly simultaneously. In chronological order they are:

1. Provide a compelling positive vision
2. Provide formal training
3. Involve the learner
4. Train relevant groups and teams
5. Provide resources
6. Provide positive role models
7. Provide support groups
8. Remove barriers

Vision and targets of the change must be clearly articulated and new way of working should be introduced interestingly. Leaders must also make it clear that it's not possible to negotiate about this new way of working. Leaders should recognize if the new way of working demands new skills or knowledge and employees must be arranged the necessary training including team building coaching. People learn in different ways so it is crucial to involve learners in planning the learning process best for them. Learning methods can differ even the goal is the same for everyone. Because of the power of group culture, the whole group should be provided training in order to build joined views and not make individuals feel deviating because of the engagement. Providing necessary sources means time, coaches, practice fields and feedback and without these employees can't learn something entirely new. Practice fields are important in order to give possibility for mistakes during the learning without harming the organization. Learning to think and behave in a new

way might need strengthening from role models that are already adapted to the change. Employees can identify especially at role models on higher levels in organization. The members of change need peer to peer support from others in the same situation in order to be able to reflect and share concerns and difficulties about learning. Employees can support and together learn ways to deal and overcome the challenges. Organizational structures, bonus systems and control systems must be established consistent with the new objectives. (Schein 2016, 328-329.)

Change affects individual's emotions so leaders should anticipate these feelings and deal with the emotions in constructive and positive ways. Leaders can do this by creating a feeling of psychological safety about the process focusing on the benefits at the personal level. Positive emotions can be raised by employee empowerment, considering employees as partners, different reward and compensation systems and handling the negative emotions. Some ways to handle the negative emotions can be empathy, mentoring and employee counseling. (Murthy 2007, 96-97.) Optimizing the performance requires creating the correct supportive climate and ways to do it are for example design of the organization, learning environment and sharing information. Other tools on individual level for leaders are sufficient explanation of the nature and the objects of the change, communication, establishing common values, training and participating employees. (Murthy 2007, 98.) Approaches on group level focus on facilitators of individual and organizational commitment to the targets. Single individual's attitude can be reasserted by group's attitude. The primary goal of leading group level change can be the group itself and relationships between the members. Forms of leading group level changes can be such as training of sensitivity, team building and self-managed teams. (Murthy 2007, 98-99.)

Resistance creates conflicts and it's crucial for leaders to recognize the various characteristics involved. Senior & Fleming (2006, 224) and Murthy (2007, 70) have introduced a model of conflict solution behaviors by Thomas (1976) including five styles of dealing with conflicts as described in the figure 8. Two axes represent different concerns, vertical axis describes a concern of individual's own needs and horizontal axis describes a concern of other group's needs (Senior & Fleming 2006, 224).

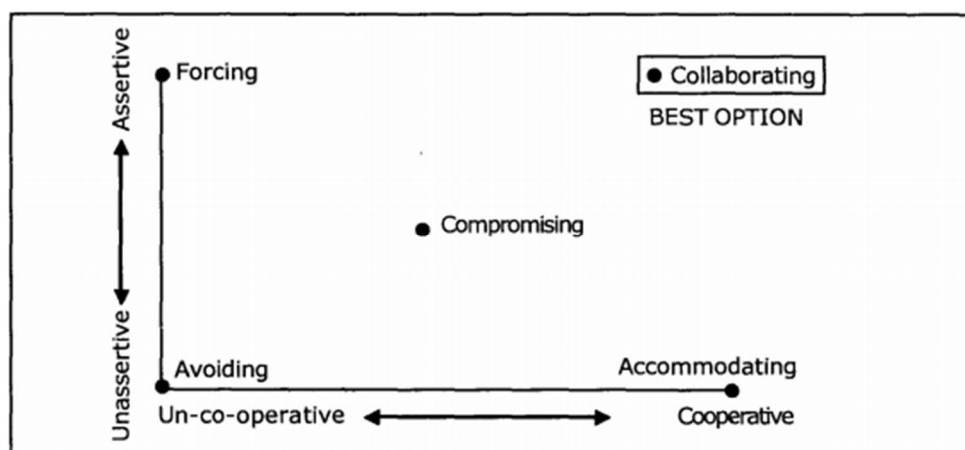


Figure 8 Five conflict solution options by Thomas 1976 (Murthy 2007, 70).

Avoiding means suppressing the change or withdrawing from it and it is not a solution to the problem. Nobody wins in this situation but it might allow members some breathing space and possibility to renegotiate and gather more information. Accommodating refers to a situation when harmonious relationships are more important than the problem itself. It involves placing another's needs above one's and admitting that the other party might have a more suitable solution. Forcing or also called competing means a situation where conflict is solved only to satisfy one's needs. Compromising requires that both parties give up something valuable so both parties are partly satisfied. Compromise might create a relationship that may move to collaboration in the future. In collaboration the conflict is solved by finding a resolution that will benefit everyone and this approach is the ultimate win-win settlement. Each style has strengths and weaknesses and is not applicable in every situation so leaders should consider them as tools in conflict management. (Murthy 2007, 69-70; Senior & Fleming 2006, 226-226.)

Ford & Ford (2009) have presented five ways how resistance can be used effectively in a change. Firstly they recommend boosting the awareness so recognizing that all members have not necessarily internalized the consequences on an individual level. Leaders should realize that especially in the early stage of the change all kinds of discussion is profitable no matter if it is complaints or resist. Secondly they suggest returning to purpose so to the reasons why the change takes place. Third recommendation is changing the change so taking into account that resistance often comes from people who are genuinely interested in getting things right and these people can also recognize the pitfalls of the plan. Fourth advice is to build participation and engagement by giving room for one's own ideas in planning and implementing certain stages during the change. The last recommendation for leaders is completing the past so knowing the history and realizing that employees remember the previous bad experiences. Failed change efforts in the past can be a serious setback to new change plans.

Stanleigh (2013) shares many of the same ways of reducing resistance to change as other authors. He mentions engaging as important tool to involve employees already in the planning phase by listening their ideas and suggestions. He also emphasizes the importance of communicating clearly the strategic decisions in person and rather in written form. Leader should also help employees to retain relationships, group norms and comfortable settings when possible. According to him there should be planned flexibility into the change by dividing the process in phases which allows people to complete ongoing efforts and adopt the new behavior. Returning to the old status quo should be prevented in order to accomplish commit to the change. Stanleigh also mentions that leaders should be honest and open and concentrate constantly on the positive viewpoints of the change. He also states that developing basic skills by training is important and processes like coaching, team building, improving self-esteem, communicating and conducting meetings are useful tools in it.

All employees experience loss during the change process but resistant people experience it more strongly. When leaders are dealing with loss during the change process, they should consider who is losing what and for what reasons. Accepting the importance and reality of the losses is important because experience of loss is unique for every person. By recognizing these feelings openly and sympathetically, leaders prove that these emotions are important. Leaders should accept signs of grieving and expect to see classical reactions like denial and anger. Losses can't be completely compensated but at least somehow balanced by offering something in place. Knowing the potential loss already from the start helps employees to adjust to it and even if it's natural to delay information about the negative issues in order to not hurt people's feelings, it often causes even bigger mistrust and anger. Communicating clearly the purpose of the change reduces the distress and limits own assumptions. Identifying formally the endings during the different phases of the change helps employees to leave the past behind. The past will be remembered and it should be treated with respect by leaders or people might take disrespect personally. Reminding people about achieved phases and benefits gained can help them to transfer the focus from generating emotions of loss toward feelings of acceptance. (Coutts 2013, 143.)

Leaders should anticipate that there will be resistance to change and plan to reduce and handle the resistance. Individuals' differences should be understood and both groups' and individuals' concerns addressed. Support and training should be offered to employees in need and communication clearly and timely with employees involved is crucial. Building positive manager – employee relationship develops trust and employees should be encouraged to participate in all phases of the change process. (Ha 2014, 71.) It is people who make the change effort to fail or success. There is a risk of failing if people aspects like commitment

and possibility of resistance are not handled carefully. Organization change can be very valuable exercise when properly implemented. (Herholdt 2012, 127.)

2.3.3 Organization culture and psychology

People are considered to be from different cultures if their lifestyle as a societal or organizational group differs substantially. Culture can be defined as an objective entirety which separates one group or organization from another. Characteristics of a culture can be cognitive (beliefs), affective (feelings) and behavioral. (Senior & Fleming 2006, 141.) Organization culture can be defined as a system of shared models of mind-sets, behaviors and beliefs of the majority of the members of the organization. If the majority of the group members share the same perceptions, attitudes and values towards the change, leaders have easier job to manage the change. Values refer to beliefs that channel personal thinking, likings and actions. Some examples of work-related values are participation at work, respect for others, work commitment, financial and job security, sense of responsibility and self- and career development. Attitudes refer to facility to respond to different situations in a particular way. Attitudes are often expressed as dislike or like for particular objects or people. (Ha 2014, 75-76.) Management can shape the organization culture or it can be strengthened by the group itself over the time. Organization culture affects the way group members do, feel and think and because the culture impacts on the individual performance, it impacts the organization performance in turn. The culture can be long-lasting and adjusting to changes can happen slowly. (Ha 2014, 77.)

Corporate culture is long-lasting effect of all interplay between employees, the management and the leadership. If the culture is unwilling to change, it can be the toughest change obstacles to overcome. (Macpherson 2017, 133.) Leaders need to be objective when observing the organization culture and look how people are interacting with each other, be careful about the emotional types and times of interplays that cause the biggest anxiety, frustration, joy or excitement. (Macpherson 2017, 151.) Culture means the core logic of how things are done and what people think in the organization. It contains the lessons learnt that will be passed on to the newcomers. These lessons are learnt from the accumulated principles over the time in order to survive together as a group. Learnings from the past also shape the strategies of survival in the future changes. (Denison, Hooijberg & Schein 2012, 3-4.)

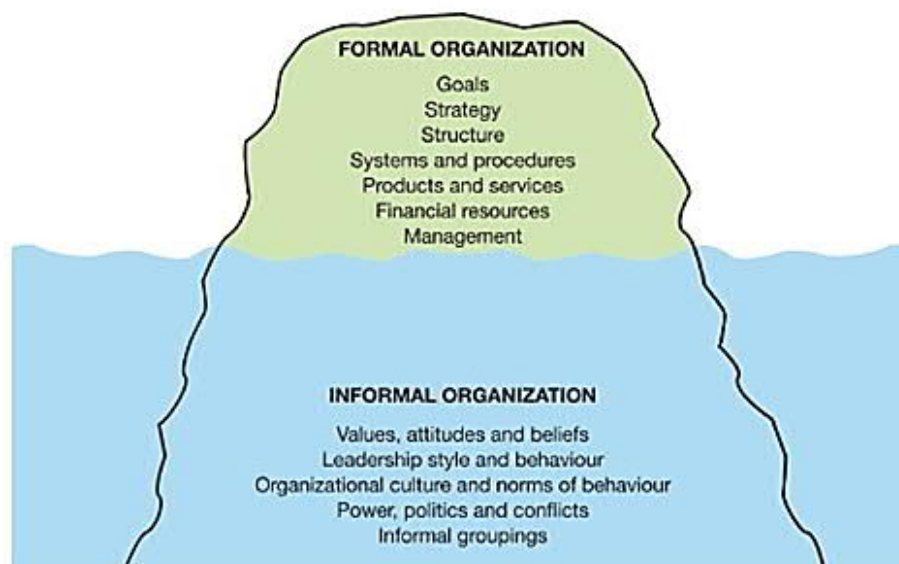


Figure 9 Organizational iceberg (Senior & Fleming 2006, 139).

Two contrasting viewpoints of organization life can be described by the iceberg metaphor as introduced in figure 9. Top of the iceberg that is seen above the water refers to the formal angle of the organization like the agreed and measurable outcomes related to meeting the objectives and goals. Beneath the surface is the hidden part of the iceberg including the aspects that can't be seen such as beliefs, attitudes and values. It includes also the informal groups and organizational politics that can be a powerful source of actions and decisions. Whatever is visible above the water, below the surface is hidden ten times more. (Senior & Fleming 2006, 138.)

Schein (2016, 3-5) has listed many cultural elements that are possible to see when observing an organization. Behavioral similarities in interaction like customs and traditions are typical in all groups as well as formal rituals and the way of celebrating important events like promotion or completing a project. Unwritten norms and rules are also important part of the culture in order to get along in the group and newcomers must learn them before accepting as a member of the group. Thinking habits, mental models or even linguistic paradigms are cognitive frames shared by the group members and integrating symbols can be a way of characterizing the group. Schein (2016, 9) also states that emotions and thoughts of the members of an organization come to be alike the longer the organization has existed.

Johnson, Scholes & Whittington (2008, 194-195) state organization culture to consist of four layers as described in figure 10. Values can be nebulous and more like statements about the strategies, targets or missions of the organization. Beliefs can be distinguished in how employees discuss the issues organization faces. When values and beliefs are related to organization culture, it's important to realize that the concern is not with the individual's values and beliefs but collective ones.

Behaviors refer to every day operations that are visible inside and outside of the organization such as routines and the way organization is controlled and structured. The core layer of the organization culture is taken-for-granted assumptions so paradigms. These paradigms refer to collective experience and common set of accepted assumptions taken for granted in the group. The paradigm can support successful strategies but it can also be the biggest challenge when major change is needed.

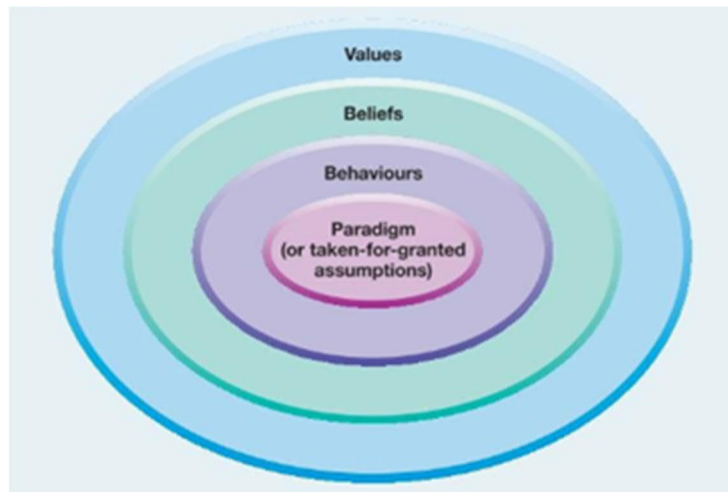


Figure 10 Four layers of the culture (Johnson et al. 2008, 194).

The evaluation of how good or bad organization culture is can differ for employee groups, leadership style, characteristics and processes of the organization. Most big organizations have dominant culture and several sub-cultures. Dominant culture includes the majority of the members of organization who share the same views and sub-cultures are characteristics of varying parts of the organization. (Murthy 2007, 118.) Strong cultures may cause a risk of responding negatively when facing a change situation. Inevitably existing sub-cultures must also be considered, managed or changed. (Senior & Fleming 2006, 186.)

Organization culture plays an important role as the largest constraint of change but also as an element that need to change if successful change is to be achieved. Every organization establishes a unique culture, a complex identity that evolves over the time. (Denison et al. 2012, 1.) When changing an organization, leaders tend to direct most attempts towards creating more participative and open culture. Morale and productivity can be improved by involving people in the decision-making. (Murthy 2007, 118.) Leaders can do a powerful thing by developing an incomparable personality and character for the organization that matches the business environment and creates a competition advantage. One of the cultural traits that can have an impact on business performance is creating sense of direction and mission for the organization. Another ways of impact are building flexibility and adaptability and cherishing engagement and involvement of the people. Strongly rooted consistency in core values is also worth to be provided. (Denison et al. 2012, 2.)

Macpherson (2017, 155) recommends treating change of the organization culture as any other change. First it's important to understand the current status and what the change is about. First two steps are about clarity and motivation. Required new behavior must be clearly expressed and emotional reasons for the change given in order to achieve commitment. Correct tools and processes must be offered so that people can start behave in a new way. New behavior can't be planted without training, mentoring and coaching and employees need rewarding that doesn't have to be necessarily monetary. There must also be consequences of the not wanted behavior or people won't change. Leading by example is a key element as organization culture stems from the behavior of the leaders.

Leader's role may be to create new organizations so in other words creating new cultures. If the organization has already established a strong culture, leader's role is more maintaining and strengthening the existing culture. If the organization culture is noted to be somehow dysfunctional it requires change and the leader should identify the problem and assess the prospects of the existing culture to assist or restrain the change. In this case leader manages the course of evolution of the organization culture. (Schein 2016, 125-126.) Assessing the culture can be done by quantitative approach so measuring certain dimensions or searching for distinct typological models. Another approach is qualitative where group or individual interviews are combined with internal observations. (Schein 2016, 271.) Assessing the cultural risk helps leader to locate where there are possibilities to meet resistance to transformation efforts. This assessment gives valuable information for future decisions such as ignoring the culture completely, managing round the culture, trying to change the culture to match to the strategy or change the strategy to match the culture. (Senior & Fleming 2006, 181.)

Literature argues whether the values and beliefs should be changed first and behavior follows or the other way around. Old values and beliefs have been the source of success so it is difficult to convince people that they need to be changed. Changing behavior starts with defining clearly what is expected from the employees in order to make a successful change. When the desired behavior is clearly defined, it is easier to recognize learning anxiety and provide suitable psychological safety. Culture will not change unless there is no improvement in doing things or if the new way doesn't provide the group new shared experiences that ultimately become seen as change in culture. (Schein 2016, 332-339.)

Our understanding about human nature, organizations and leadership has changed to more complex direction. Human can be qualified rather a complex individual than rational, social or self-fulfilling creature. Complexity is not just internal but people have also different needs and operational capacity. Human is also very variable with multiple motives

that also have an order of importance. This order changes though according to the situation and time. A person can learn new motives based on the experiences in an organization and motives can be various in different organizations or even in different parts of the same organization. A person can be part of the organization in a productive way based on many different motives. Highly professional but poorly motivated employee can be as satisfied and effective as unprofessional but highly motivated employee. There isn't the one and only leadership strategy that can be applied to all people. A person can adapt and respond to many different leadership strategies depending on the task and person's motives and skills. (Schein 1969, 99-100.) Organization is a complex social system that must be studied as entirety if the individual behavior included is to be comprehended correctly (Schein 1969, 12).

There will always be employees against any change efforts and those who support or resist change based on the reply of the major part of the employees, the organization culture. Organization culture is in a key role when leading a change and it can be one of the biggest reasons for successful or failed change outcomes. Organization culture can be shifted or modified but it requires especial efforts from the leader and other members in change as well. Leaders should have extensive understanding of how change initiatives influence cultural dynamics and the opposite. (Ha 2014, 84.) Leaders should not consider the existing organization culture somehow bad but see it as a source of strength. It is more practical to utilize the existing strengths than concentrate on the weaker elements. (Murthy 2007, 123.)

3 RESEARCH PROCESS

3.1 Methodology

Survey was chosen as a research method because it's a basic concept of collecting experiences, beliefs, attitudes and perspectives that can be generalized to the employees where the sample was selected from. In a survey it's possible to collect unlimited amount of useful and necessary information from a large sample of employees. Survey is one of the few research methodologies that can provide information portraying characteristics of a big sample. Bigger sample can also give more statistical power to the research and in the analyzing it is possible to correlate variation of multiple variables. The risks in a survey research can be the response accuracy and even more importantly, low response rate can lead to poor validity of the study results. (Alderman & Salem 2010.)

Survey is a data collection method where the form of questions is standardized so same questions will be asked from all respondents same

way and in same order. Respondents read and answer the questions themselves without the researcher being present. Survey is suitable when the sample is big and respondents are located far away from each other. (Vilkka 2007, 28.) Quantitative survey method gives general picture of the measurable differences and relationships of the variables. It commonly answers to questions how much or how often. Objectivity means researcher's neutrality and the research results are objective when the researcher doesn't have an effect on the research results. (Vilkka 2007, 13.) Quantitative methods involve typically creating questions for surveys which help to quantify or statistically analyze historical or own data. Self-administered questionnaire is a common form. Quantitative method is suitable choice when the sample is big and it is too hard and time consuming to utilize qualitative methods like interviews. (Nardi 2016, 19.)

Nardi (2016, 7-8) states that quantitative survey research is one way to learn to understand why and how people think and act. Going beyond everyday thinking requires scientific styles and techniques in order to measure various aspects. Scientific thinking can be characterized by:

- Empirical data/observations
- Deliberate and systematic methods
- Objective and replicable procedures

In order to be confident that the findings and conclusions are accurate, there is a need to use scientific methods to gather the observations. There needs to be a research design or plan for transferring the research objectives into valid and measurable data. When the procedures are systematically detailed, it is possible for other researchers to replicate the survey so repeat it to a new sample using the same methods. (Nardi 2016, 7-8.) Survey process includes social interaction between the major stakeholders, usually the sponsor company, researcher and the respondents. Survey relationships work more fluently when the parties involved approach to each other with honesty, openness and respect. Ethical consideration is important because survey research's future can depend on it. (Cowles & Nelson 2015, 71.)

3.2 Survey design

Survey strategy or a design is an important part of a quantitative survey and it should include some main elements. Punch (2003, 30; see also Nardi 2016, 45-46.) has introduced the following list:

1. Objectives
2. Research questions
3. Questionnaire
4. Sample
5. Data collection

6. Data analysis
7. Report

When the topic has been selected and literature has been reviewed, the first decision to be made is the research questions related to the identified research problem. The objectives can be derived from the ideas based on theories or they can be developed from earlier research (Nardi 2016, 45). Research questions have a direct connection to the whole research starting from the objectives and leading to the research questions and everything following after that in the process. Research questions make objectives more concrete and specific by connecting the abstract concepts of the objectives to empirical and concrete data and indicators as utilized in the actual research. (Punch 2003, 32.) The objective and research questions define the variables of the study. An essential feature of empirical research is that the data is collected on individual person level and then measured different variables of the group of people to see how the variables relate to each other across the selected sample. (Punch 2003, 29.)

Questionnaire should be formed so that it asks enough questions and doesn't limit too much the way of responding. Too long questionnaire can cause frustration and make respondent feel revealing too many personal thoughts. (Nardi 2016, 71.) A successful questionnaire is relatively short and also simple enough. The order of the questions is important and should start from easy questions and move to more difficult ones. Too technical terms and complex expressions should be avoided. Questions can be dichotomous (answering yes or no), multiple choice or open-ended. (Saris & Gallhofer 2014, 103.) Open questions are good way to find out thoughts of the respondents but written comments can also be challenging to analyze. Too many open questions can also be irritating and take too much time to answer. Standardized questions are faster to complete and simpler to analyze. However the standardized questions might limit possibility to give answers and explain thoughts more detailed. (Nardi 2016, 78.) Scaled responses can deliver more variance and information and they are also easy to analyze. The scale categories must be realistic and offer suitable alternative for every respondent. (Punch 2003, 58.)

Questionnaire can be formed specifically for that questionnaire or some already existing questionnaire can be utilized. Sometimes combination of both is the best choice. (Punch 2003, 37.) Background variables give possibility to understand how opinions differ between different categories of respondents. Typical variables are occupation, gender, age or location for example. (Nardi 2016, 89.) Testing the quality of the questionnaire is an important step especially in electronic data collection. It is good to test the routings in order to ensure functionality and intelligibility of the question not forgetting the layout. (Saris & Gallhofer 2014, 8.) Testing gives also indication of the reasonable time to complete

the survey. Testing people should not be part of the selected sample in order to avoid damaging the results. (Nardi 2016, 100-101.)

Questionnaire should always include a covering letter including information about what the survey is about, who is doing it and for what reason and how the collected information will be used. Covering letter should also include reasoning for the sample, information about anonymity and confidentiality and instructions how to complete the questionnaire. (Punch 2003, 63.) Most important in the research is that the questionnaire is formed based on the research questions. Ethical issues should also be always concerned when collecting data from people. Respecting respondents' privacy by anonymity and confidentiality are essential and respondents have also right to know the destiny of the provided information. (Punch 2003, 40-41.)

Sampling means a procedure of selecting the unit of analysis from a larger group of people in order to describe this larger group of people. Sampling should always be done so that it corresponds to whom and what researcher wants to study. Researcher's influence should be minimized or the results might be influenced as well. (Sarıs & Gallhofer 2014, 9.) It is important to notice certain steps when selecting the sample in order to get answers to the research questions. First decision is what sample is wanted and reasons why that specific sample is ideal for the research. Next decision should be done about the valance between independent variable variance and generalizability. The size of the sample is important decision as well as creating a strategy to approach and gain access to the selected people. This strategy can have important influence on the response rate and the quality of the data. (Punch 2003, 63.)

Survey research is only one of the various choices of methods for data collection. Some factors must be noticed when selecting suitable method for a study. The most important aspect is the scope, nature and the objects of the research and the method chosen must suit the type of enquiry. The next is availability of funds and finance is often one of the biggest constraints in practice and researcher must operate within funds limitation. Availability of time must also be considered because some methods take more time than the others. Required precision is also important factor when selecting a data collection method. (Kothari 2004, 112.) Most methods can also be combined to research a topic and when two or more methods are used, it can be called a mixed-method research. Many methods share same sampling strategies, procedures and ethical considerations. (Nardi 2016, 16.) Selecting suitable data collecting method is important because it is related to costs, formulation of the questions and the quality of the data. Basic forms of survey delivery are face-to-face, telephone, mail or web and nowadays all these modes can also be computerized like CAPI (computer-assisted personal interview), CATI (computer-assisted telephone interview, CASI (computer-assisted self-interview) or Web surveys. (Sarıs & Gallhofer 2014, 5-6.)

Further analysis of the data is important to begin by univariate analysis so look at the data one variable at the time in order to be find possibilities for additional analysis. Generating this information is a way to understand the distribution of the variable's values. Depending on the form of the variable, a mode, median or mean can be used. (Nardi 2016, 134, 139.) When suitable variables for further analysis have been identified, hypotheses and research questions can be evaluated by probability levels and inferential statistics. This can be done by studying relationships between two variables so by bivariate data analysis. (Nardi 2016, 156.)

Reporting the survey findings is very critical part of the process and when done poorly, important information might be lacking. Tables, graphics and text as a combination are usually used when presenting data. Tables are helpful to display detailed numeric data and graphs can be used to relate complex findings. Text or commentary doesn't present the data but provides explanation and meaning to the statistics and the data. (Cowles & Nelson 2015, 167.) It is essential for researcher to report the results accurately with suitable statistics and display them correctly in tables and graphs. Speculations and findings must be clearly separated in the interpretations. (Nardi 2016, 155, 228.) A finding means an answer to the research question emerging clearly from the data. Conclusion refers to what researcher concludes based on findings. (Punch 2003, 71-72.)

Survey can be realized in many ways from written or oral to electronic style. In the modern world business communication by email and other electronic tools has increased heavily and electronic survey has become more widely used method. Electronic surveys have many strengths and saving costs by sending online questionnaire is one of them. It is also easy to edit the questionnaire and analyze the data. One of the biggest advantages is the speed of transmission time and possibility to send invitation and get responses in a significantly short time globally and also analyse the response rate during the survey. (Barribeau et al. 1994-2012.) Barribeau et al. also state that according to research the response rate is higher with electronic surveys than with interviews or paper surveys and that the answers can be more honest by the electronic way. Biggest weaknesses of the electronic survey are possible technical problems with the computers or connections and also the respondents might lack skills to perform the survey. Cowles & Nelson (2015, 92) mention as a weakness that web surveys don't give possibility to read respondent's body language or tone of voice in order to motivate to answer like for example in interviews. Web surveys on the other hand may increase the quality of answers when the interviewer's presence is not effecting. Technology also enables the use of charts or tables to visualize the questions and the cost of web surveys is often lower than for example interviews. (Cowles & Nelson 2015, 93.)

There are certain sources of error in the research measurement that researcher should be aware of. Researcher should try to eliminate or minimize the possible error sources in order to have successful final results. The first risk is the respondents that might not admit to have too little knowledge of the subject or who are not willing to express negative feelings. Also occasional boredom, fatigue or anxiety might cause inaccurate responds. Situation might also effect on the measurement and if the respondents for example feel that the anonymity is not secured, it might restrain certain expressions of feelings. Measurer might be one reason for errors especially in the data analysis phase. Incorrect coding, statistical calculations or faulty tabulation might cause errors in findings. Insufficient measurement instrument can also cause errors when there are used too complex meanings or there is a lack of response choices. (Kothari 2004, 73.)

3.2.1 Execution of the research process

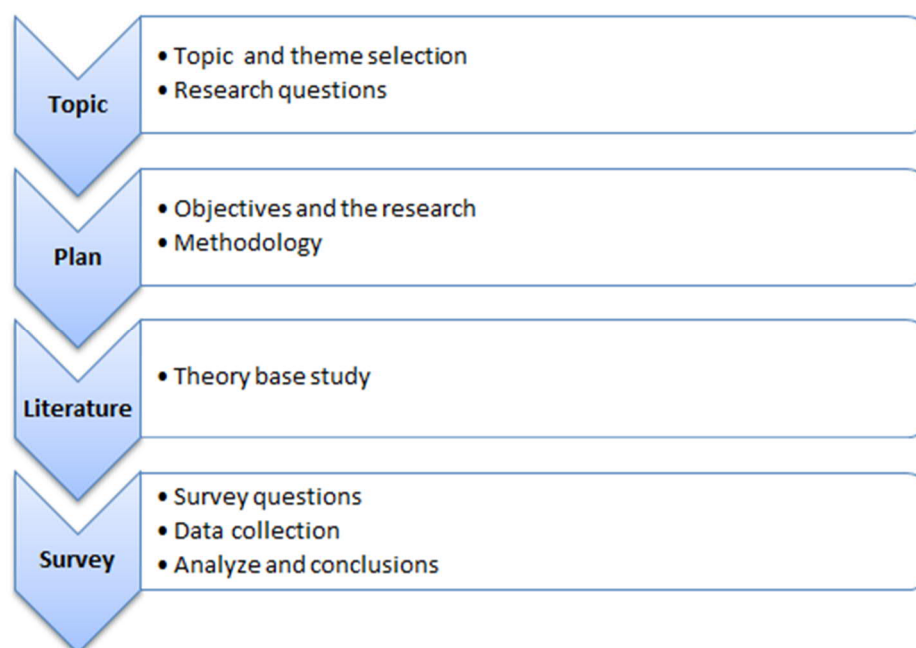


Figure 11 Research process.

The research process of this thesis is described in the figure 11. Theme for the theory base and research was chosen due to author's own interest to the subject and for the interest to gain deeper understanding of change management in general from different aspects. Author's interest is based on several years working experience in international business, witnessing many big and small changes in different organizations and teams. The idea for the company research came from the observation that there hasn't been any study concerning leading changes in the target organizations. Thesis includes clear and informative introduction, selected fields of theory base and deep analysis of the results ending to the conclusions. The theoretical framework is formed based on the known literature and e-literature has been utilized as much

as possible. The theory part is focused on the leadership point of view of the change management in all selected aspects.

Research questions were formed in co-operation with the thesis module teacher to correspond the selected topic and the objects. They also reflect the needs of the case company. Resistance management was chosen as an important section of the theory base because resistance is a natural and expected part of a change and author wanted to understand the psychological side of the reactions as well. Finding answer to the research question concerning successful leadership in general helped to build understanding of the whole subject and the author was able to accomplish the company survey with this knowledge base and gained answers to the other research questions based on the survey results.

Objectives and the survey questions for the company case were planned together with the company supervisor. Two bigger organizations from the supply chain management field were selected as a sample in order to have the sample big enough for variety of respondents but still to keep the research inside certain functions. Thesis supervisor from the company side works as a HR partner in the case division so it was possible to conduct the survey with an impartial expert and concentrate on the valuable information also from the HR point of view.

By selecting certain background variables in co-operation with the HR partner, it was possible to contrast different aspects. These variables were selected carefully in order to maintain the anonymity of the respondents but also to highlight potential variables between countries, locations and employee groups. Data collection as a web survey was implemented by the tool Webropol but same survey was created also to Clicktools used by the case company. Creating the survey to Clicktools gives the case company possibility to utilize same questionnaire later for same or other organizations. Webropol was the final choice for implementing the survey because of its versatile analyzing functions.

Analysis of the results was started by running base reports from Webropol on the grounds of all different background variables and on general level. Base reports were analyzed by tables and exceptions were searched from different point of views. Hypothetical exceptions were analyzed further in Webropol's professional statistics function by testing Chi's square test and T-test in order to find statistical differences. When the original Chi's square test terms were not fulfilled in cases of multiple answer options like working time, the variable was recoded in order to highlight exceptions.

The final part of the report covers reliability, conclusions and development suggestions on the grounds of the findings. Researcher analyzes how the research questions were answered and how the research could be developed further. The benefits of the research are

analyzed and evaluation of the conclusions provided with concrete suggestions for development areas.

3.2.2 Execution of the web-survey

Conducting the survey followed the steps introduced in an article by Survey Design (2009). Author found the following steps from designing the survey to implementation useful during the process.

1. Establish the objects of the survey
2. Determine the sample
3. Choose the survey methodology
4. Create the questionnaire
5. Test the questionnaire
6. Implement the survey
7. Analyze the data

Objects and the sample were defined in the research plan phase and this was followed through the survey. Web survey was chosen as the methodology because it is fast, free and the tools have good functions for analyzing the results. The selected sample was also suitable for a web survey because all respondents work daily with computer. Questionnaire (see Appendix 2) was created in order to get answers to the research questions. Background questions were limited to four to maintain the anonymity but still to have variables for comparison. 24 questions were divided to three sections for the clarity of the survey and there was a possibility for open text after each of three sections. Alternative agreement levels were decided to be limited in to four scales (strongly disagree, disagree, agree and strongly agree) without any neutral option.

The survey was tested with two study colleagues and two work colleagues not included to the sample. Test persons were able to give valuable feedback concerning the layout, question form, the functionality of the survey and the answering time. The survey was sent out by company email including diligently formed welcome letter and a link to the survey. Welcome letter (see Appendix 1) included description of the background information and reasons for the survey, specification of a change and information about the anonymity, estimated response time and the timetable. Response time was two weeks and two reminders were sent during the answering time, one after the first week and another two days before the deadline. The survey was adjusted so that every respondent could answer only once.

The timetable for the research was to get theory framework ready during the autumn 2019. The rest of the year 2019 was reserved for planning the survey questions, welcome letter and implementing the questionnaire to the tool in order to be able to collect the data. Launching of the survey was postponed couple of months from the

original plan because of another big survey done in the case company at the same time. The questionnaire was launched during two last weeks of January 2020 and the following months were reserved for analyzing the data from the survey, writing the conclusions and finalizing the thesis in general.

3.3 Chi's square test and t-test

Crosstabs visualize if some relationship exists with the research data. In order to achieve more objective assessment about the appearing differences, there is a need to have perspective if the relationships are significant and not existing just by chance. One of the most frequently used statistics to estimate the relationship between measures is Chi's square test. This statistics measures the independency of two variables and tells whether the observations differ significantly from expected by chance alone. Cells with low frequencies affect to the value of the Chi's square statistics. A common rule is that every cell should have minimum five expected respondents. (Nardi 2016, 164-165.)

T-test can be chosen for data analysis when the means of two groups or categories are wanted to be compared. T-test asks if the difference between two categories is significantly different from zero. (Nardi 2016, 185). The t-test is a method that provides a way to compare more comprehensively two sets of data. Analysis by t-test gives information if the level of difference between the two sets of data could be result of other factors than a sampling error. T-test can define whether the difference between two categories is meaningful. (Hayes 2008, 241).

Computers make calculating the significances of the results fairly simple and fast in these days but more critical insight to interpret the results is also required (Porte 2010, 175). Significance tests provide p-values which give information if the differences are coincidence or an idiosyncrasy of the sample. The smaller the significance level is, more significant the difference is. There are different significance levels that are commonly utilized as cutoff points. The most common cutoff point is ≤ 0.05 level which means that the risk of the difference being a coincidence is less than 5% and usually the findings in these cases are called significant. (Muijs 2011, 72).

The following commonly used cutoff points have been utilized in this theses when interpreting the significance levels:

- $p = >0,01 / \leq 0,05$ is statistically almost significant
- $p = >0,001 / \leq 0,01$ is statistically significant
- $p = <0,001$ is statistically very significant

4 RESEARCH RESULTS ANALYSIS

4.1 Analysis on the general level

Research results have been analyzed with Webropol analyzing tool as base report tables. The scale used in the survey was 1=strongly disagree, 2=disagree, 3=agree and 4=strongly agree. The survey was sent to 81 respondents and 58 answers were received so total response rate was 71,6%. The reasons for not answering to the survey might have been the earlier unsure situation in the company, too busy working days or for example other surveys completed lately. The risk of reliability of the responses could be peoples' honesty and how the questions have been understood. The location of the respondents was divided as described in the figure 12 so approximately similar percent from southern Finland and Sweden and less from Northern Finland. This reflects also the reality since more people are working in these areas.

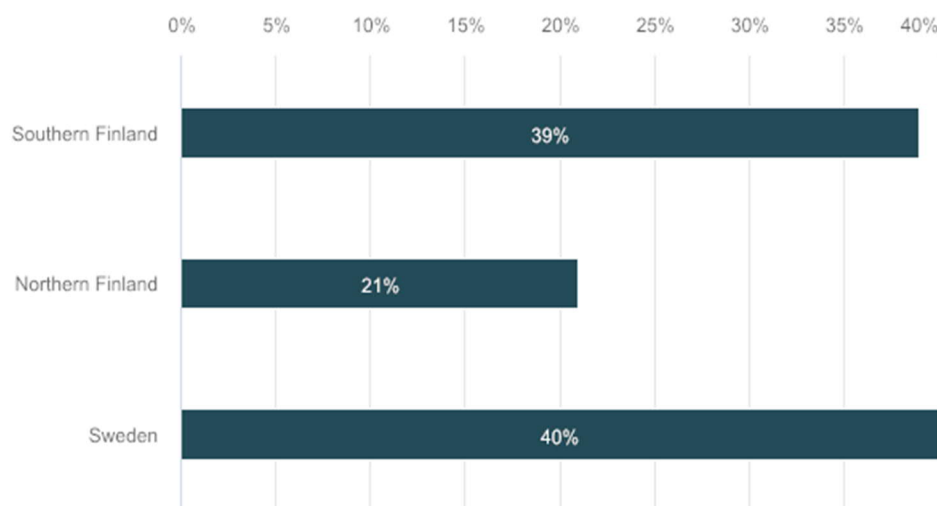


Figure 12 Base report General: Location.

From the position perspective 22% of the respondents are in managerial position and non-managers 78%. This reflects also the organizations' structure and high share of non-managerial answers give valuable information concerning possible improvement needs that managers and other leaders in charge can take into account in future.

From the organization point of view 38% of the total answers are given from supply management organization and 68% from demand management organization and this ratio matches to the headcount. As a response rate it means 65% in demand management and 88% in supply management when considering how many people are working in each organization. The difference is quite big and there can be several reasons for it. The workload situation might have been different during the answering time and feeling of extra stress can have influenced on answering. The timing of the survey might have caused some extra stress

because of the unsure financial situation and unfinished collective agreement negotiations with a threat of strikes. One reason between the organizations can also have been the size, difference and the nature of the latest change. Organization cultures might also simply differ with the willingness of the improvement of coming change situations.

Working time in the organization is split in answers as represented in the figure 13. 43% from the total respondents have worked less than 5 years in the case organization and at the other end 22% have worked over 20 years. A question to speculate could be how the organization has been recognized when answering so have the old and new organization been considered the same or has someone calculated the working years only in the latest organization set-up.

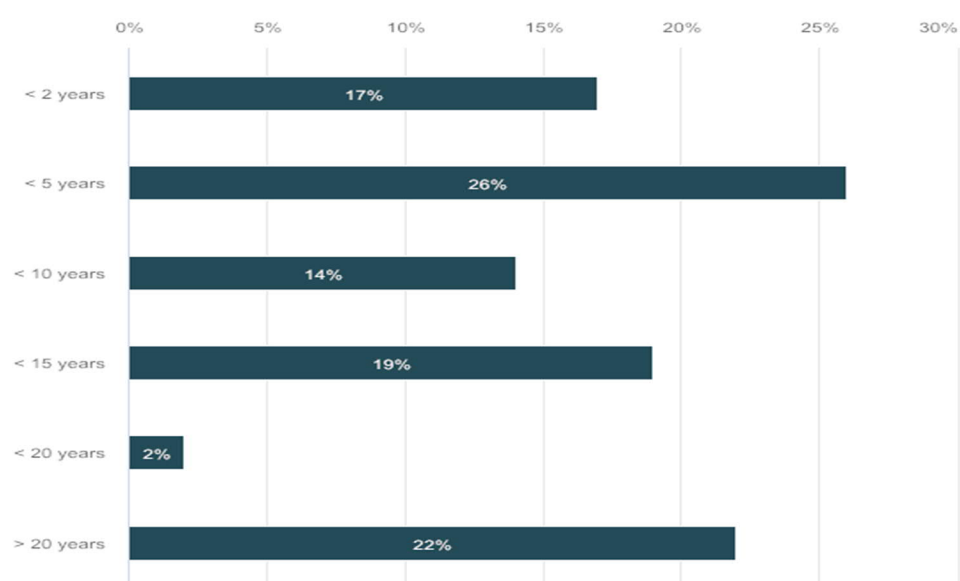


Figure 13 Base report General: Working time in organization.

The first battery included statements concerning leadership and the general results can be seen in the figure 14. The most negative views can be seen in the statements about realistic goals and communicating the goals clearly as well as leaders explaining the value of the change clearly. The most positive total views are in leaders' commitment and leaders' readiness for support.

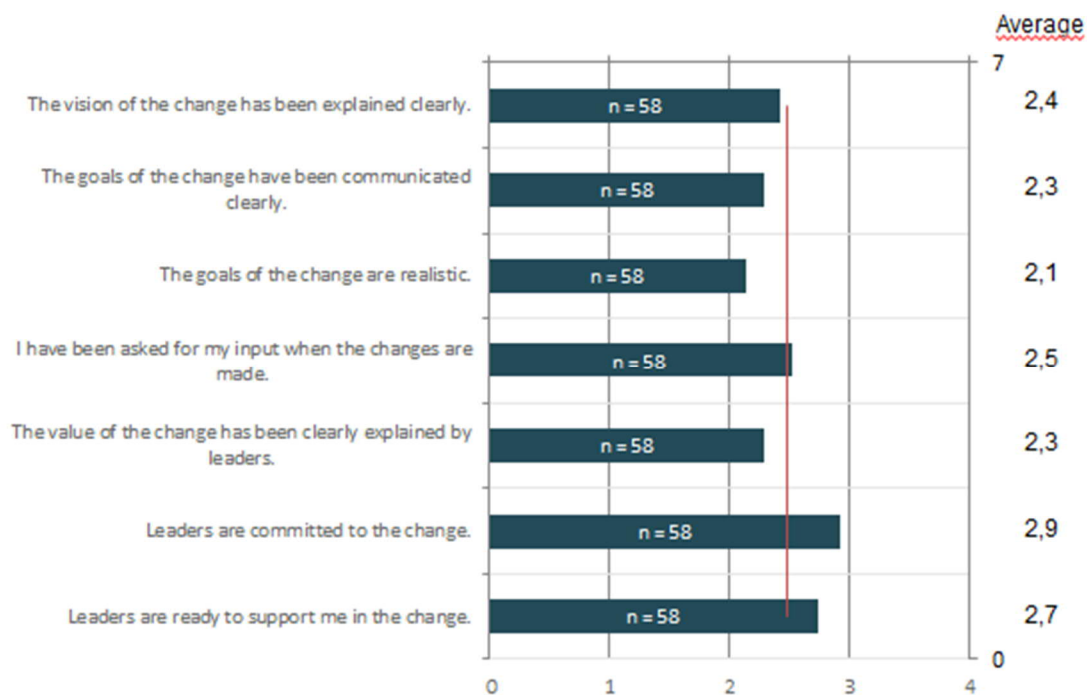


Figure 14 Base report General: 1st battery of statements.

The following figure 15 presents the same 1st battery on general level as percentage distribution between the agreement choices.

	1	2	3	4	Average	Median
The vision of the change has been explained clearly.	15,52%	36,21%	37,93%	10,34%	2,43	2
The goals of the change have been communicated clearly.	22,42%	34,48%	34,48%	8,62%	2,29	2
The goals of the change are realistic.	25,86%	37,93%	32,76%	3,45%	2,14	2
I have been asked for my input when the changes are made.	17,24%	29,31%	37,93%	15,52%	2,52	3
The value of the change has been clearly explained by leaders.	13,79%	51,73%	25,86%	8,62%	2,29	2
Leaders are committed to the change.	3,45%	24,14%	48,27%	24,14%	2,93	3
Leaders are ready to support me in the change.	10,34%	24,14%	46,55%	18,97%	2,74	3

Figure 15 Base report General: percentage distribution of 1st question battery.

The majority of opinions about realistic goals are on the negative side and even ~26% in 1=strongly disagree. The percentage of communicating the goals of the change being more on negative side on average reflects the same and raises a question if the goals are explained clearly enough and if the employees have understood them correctly. One of the most negative views is in how the value of the change has been explained by the leaders and even ~52% are disagreeing (2). Total respondents feel that leaders are committed to the change with ~24% strongly agreeing and ~48% agreeing so over 70% on the positive side. Also support from the leaders is seen positive as major agrees or strongly agrees. In total picture still ~10% are strongly disagreeing which is a sign of an improvement need.

The second battery of statements continued with the leadership perspective as pictured in the figure 16. The most positive total view can be seen in possibility to give feedback which lands to 3,0 average. Many other statements result in maximum 2,6 average so there is room for development in many areas. The most negative view is visible in taking into account person's feelings and alarmingly high agreement level can be seen in the statement that respondents don't receive enough information about the change. It can be speculated if these are tied together and communication between leaders and employees is on too low level. On the other hand high score in possibility to give feedback reflects that communication works at least the other way. Employees might also experience that their feelings about the change are not been taken into account if there is lack of listening and participating team members to the change.

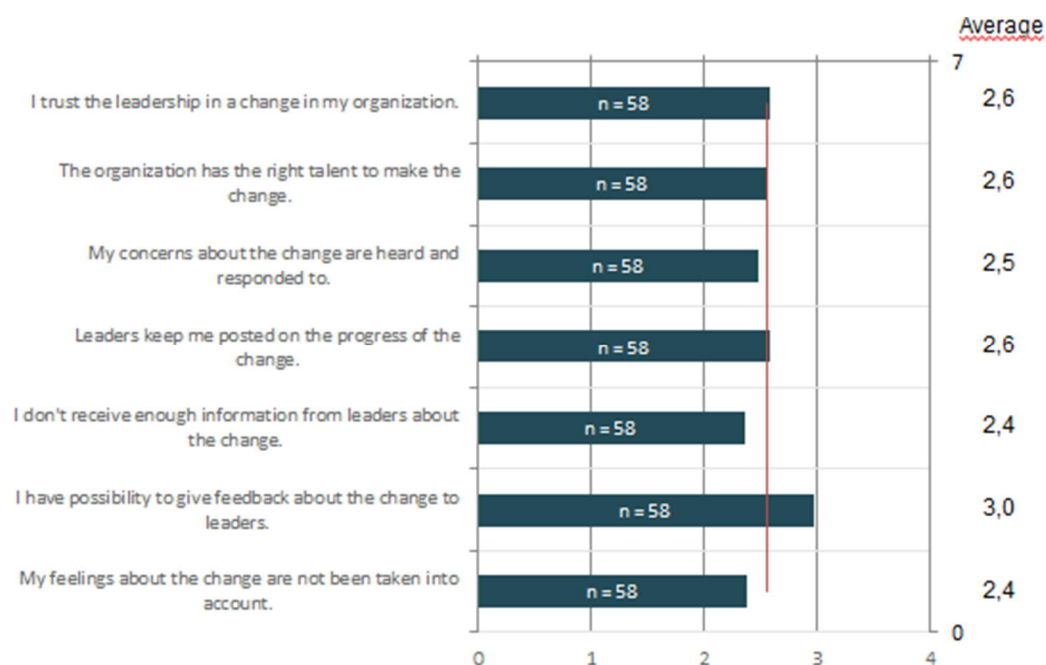


Figure 16 Base report General: 2nd battery of statements.

The following figure 17 presents the same 2nd battery on general level as percentage distribution between the agreement choices. Percentage distribution shows that majority of the answers land on disagree/agree level and stronger views are in minor part. Strong agreement in possibility to give feedback is visible also here with ~22% in 4.

	1	2	3	4	Average	Median
I trust the leadership in a change in my organization.	10,35%	31,03%	48,28%	10,34%	2,59	3
The organization has the right talent to make the change.	6,9%	39,65%	44,83%	8,62%	2,55	3
My concerns about the change are heard and responded to.	12,07%	34,48%	46,55%	6,9%	2,48	3
Leaders keep me posted on the progress of the change.	10,35%	31,03%	48,28%	10,34%	2,59	3
I don't receive enough information from leaders about the change.	10,34%	48,28%	36,21%	5,17%	2,36	2
I have possibility to give feedback about the change to leaders.	3,45%	17,24%	56,9%	22,41%	2,98	3
My feelings about the change are not been taken into account.	12,07%	50%	25,86%	12,07%	2,38	2

Figure 17 Base report General: percentage distribution of 2nd question battery.

The third battery of the statements concentrated on views of change on more general level which can be linked also to leadership work. The results can be seen in the figure 18. The most positive views on general level can be seen in statements about enjoying improving existing practices and seeing the value of making changes for something better. The average in these two statements is 3,1 so slightly even on strongly agree side. The result 2,1 in the statement about no need to change current practices is still in average on agreeing side which could be expected to be more on disagreeing side when comparing to the above mentioned positive views. It reflects some inconsistency and it can also be speculated if people feel positive about change in general as long as it doesn't concern own practices. It is also possible that improvement possibilities in own current practices are not recognized.

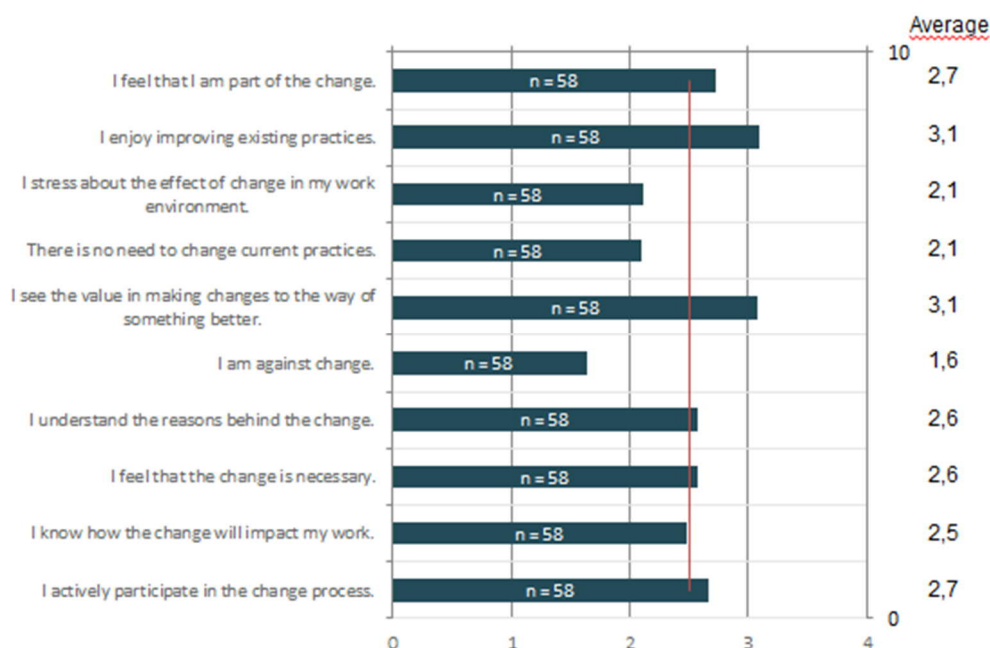


Figure 18 Base report General: 3rd battery of statements.

The following figure 19 presents the same 3rd battery on general level as percentage distribution between the agreement choices.

	1	2	3	4	Average	Median
I feel that I am part of the change.	10,34%	18,97%	58,62%	12,07%	2,72	3
I enjoy improving existing practices.	3,45%	10,34%	58,62%	27,59%	3,1	3
I stress about the effect of change in my work environment.	20,69%	50%	25,86%	3,45%	2,12	2
There is no need to change current practices.	18,97%	55,17%	22,41%	3,45%	2,1	2
I see the value in making changes to the way of something better.	3,45%	12,07%	56,9%	27,58%	3,09	3
I am against change.	50%	36,21%	13,79%	0%	1,64	1,5
I understand the reasons behind the change.	12,07%	32,76%	41,38%	13,79%	2,57	3
I feel that the change is necessary.	8,62%	39,66%	37,93%	13,79%	2,57	3
I know how the change will impact my work.	12,07%	37,93%	39,66%	10,34%	2,48	2,5
I actively participate in the change process.	6,9%	31,03%	50%	12,07%	2,67	3

Figure 19 Base report General: percentage distribution of 3rd question battery.

High positive view in enjoying improving existing practices and seeing the value in making changes to something better can be seen also in the percentage distribution. Even ~28% in both are strongly agreeing. The major proportion of the respondents disagrees being against change but still ~14% are agreeing, even though no one is strongly agreeing. Even ~38% are disagreeing on actively participating in the change process. The reason might be lack of willingness or lack of possibility to participate. It can be speculated if people are involved enough since there is interest to improve practices and the value of these improvements is identified. Still ~48% of the respondents feel that change is not necessary and ~50% don't know how the change will impact on own work. This can refer to lack of communication and information flow about the reasons behind the change and the objected outcomes of the change.

4.1.1 Analysis from the location perspective

Three different locations were as choices in background information: Southern Finland, Northern Finland and Sweden. Figure 20 describes the distribution of the respondents by locations. The ratio is equivalent to the organization structures. When respondent numbers are compared to the sample, it results to fairly similar response rates: Southern Finland 70%, Northern Finland 75% and Sweden 72%. This gives more impartial perspective to analyze results from location point of view because none is dominant.

	Southern Finland		Northern Finland		Sweden		Total
	n	Percent	n	Percent	n	Percent	
Southern Finland	23	100%	0	0%	0	0%	23
Northern Finland	0	0%	12	100%	0	0%	12
Sweden	0	0%	0	0%	23	100%	23
Total	23		12		23		58

Figure 20 Base report Location: number distribution of location.

The distribution of the position from location point of view is pictured in the figure 21. No respondents in managerial position from Northern Finland replied to the survey but it can be speculated to follow the sample because managerial position respondents in this location are in very minor part. Otherwise the distribution reflects the organization structure of the sample.

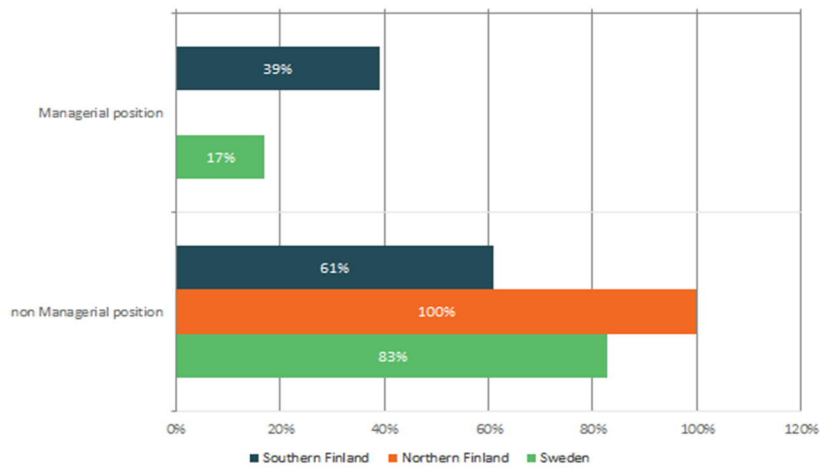


Figure 21 Base report Location: Position.

Figure 22 represents the distribution of the locations from the organization point of view. The response ratio reflects how the organizations are structured on different locations. Supply management organization in Sweden responded very actively when compared to the sample.

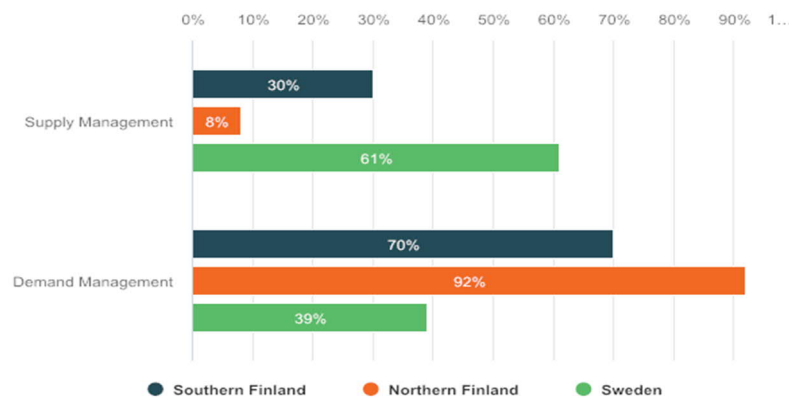


Figure 22 Base report Location: Organization.

There is disparity in the working times when comparing different locations. The distribution is presented in the figure 23 and it shows that 61% of the respondents from Sweden have worked less than 5 years in the organization. In Southern Finland the same percentage is 31% and in Northern Finland 33%. From the Northern Finland respondents even 33% have been working in the organization more than 15 years. High portion of Southern Finland respondents have also worked long time in the organization, 26% over 20 years.

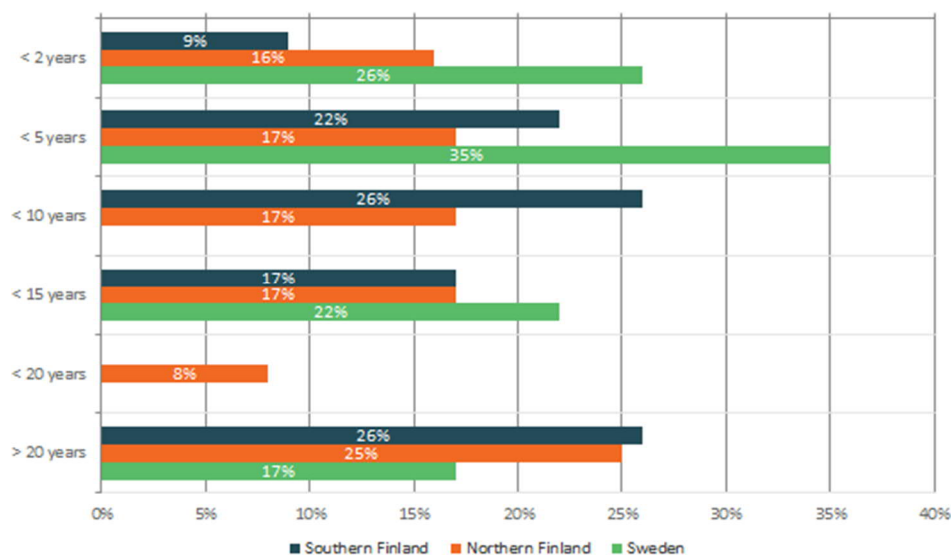


Figure 23 Base report Location: Working time in organization.

Responses of the 1st battery of the statements from location point of view are presented in the figure 24. In total picture Southern Finland respondents have more positive views in major part of the statements compared to Northern Finland and Sweden. It can be speculated if the different location of the manager or the leader in the change influences negatively on the views. In Sweden the most positive views can be seen in leaders' commitment to the change and leaders' support in the change. The goals of the change are seen more positively in Sweden than in other locations. Southern Finland has also most positive views in leaders' commitment and support in the change. Northern Finland shares these same positive viewpoints but also agrees to be asked for input when the changes are made, as is Southern Finland. Sweden has the most negative view on the statement about asking input as well as in explaining the vision and communicating the goals clearly. The most negative view in Southern Finland is related to realistic goals as is also in Northern Finland. From the location point of view the most negative views refer to lack of involving people and lack of communicating the reasons and the outcomes of the change. More effort could also be placed in communication when the change leaders are in different location than the participants of the change. Cultural differences between the locations might also effect on bigger needs in communication and explanation.

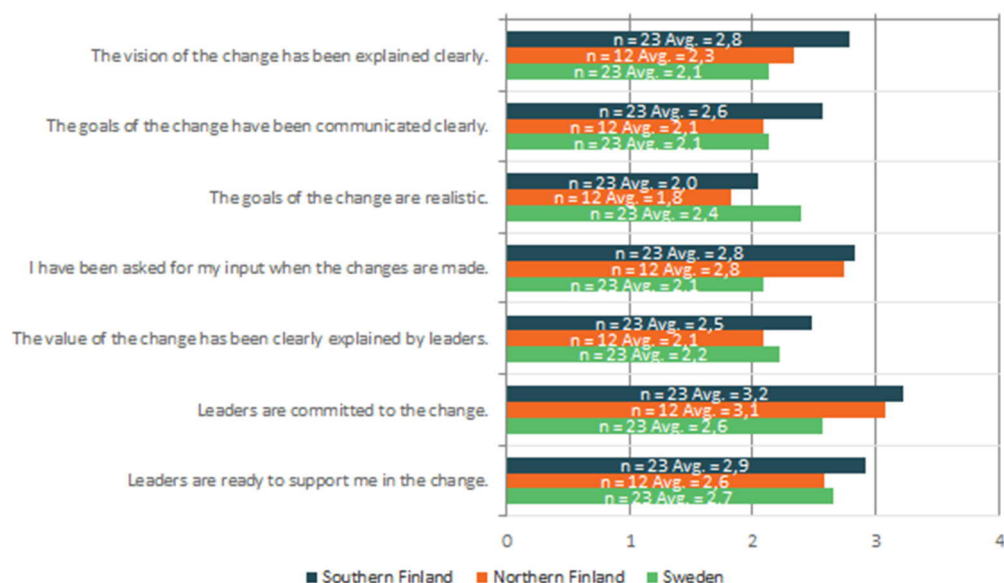


Figure 24 Base report Location: 1st battery of statements.

The following figure 25 presents the same 1st battery statements on the location level as percentage distribution between the agreement choices.

The vision of the change has been explained clearly.	1	2	3	4
Southern Finland	4.35 %	30.43 %	47.83 %	17.39 %
Northern Finland	25 %	25 %	41.67 %	8.33 %
Sweden	21.74 %	47.82 %	26.09 %	4.35 %
The goals of the change have been communicated clearly.	1	2	3	4
Southern Finland	17.39 %	21.74 %	47.83 %	13.04 %
Northern Finland	25 %	50 %	16.67 %	8.33 %
Sweden	26.09 %	39.13 %	30.43 %	4.35 %
The goals of the change are realistic.	1	2	3	4
Southern Finland	34.78 %	30.44 %	30.43 %	4.35 %
Northern Finland	33.33 %	50 %	16.67 %	0 %
Sweden	13.04 %	39.13 %	43.48 %	4.35 %
I have been asked for my input when the changes are made.	1	2	3	4
Southern Finland	13.04 %	21.74 %	34.78 %	30.44 %
Northern Finland	0 %	33.33 %	58.34 %	8.33 %
Sweden	30.44 %	34.78 %	30.43 %	4.35 %
The value of the change has been clearly explained by leaders.	1	2	3	4
Southern Finland	8.70 %	47.83 %	30.43 %	13.04 %
Northern Finland	16.67 %	66.67 %	8.33 %	8.33 %
Sweden	17.39 %	47.83 %	30.43 %	4.35 %
Leaders are committed to the change.	1	2	3	4
Southern Finland	0 %	17.39 %	43.48 %	39.13 %
Northern Finland	8.34 %	8.33 %	50 %	33.33 %
Sweden	4.35 %	39.13 %	52.17 %	4.35 %
Leaders are ready to support me in the change.	1	2	3	4
Southern Finland	13.04 %	13.04 %	43.48 %	30.44 %
Northern Finland	16.67 %	33.33 %	25 %	25 %
Sweden	4.35 %	30.43 %	60.87 %	4.35 %

Figure 25 Base report Location: percentage distribution of 1st question battery.

In the first statement concerning clearly explained vision, Sweden stands out with more disagreement compared especially to Southern Finland. According to t-test (see table 1, Appendix 3) this exception is also

statistically significant ($p = 0,009$). An exception can also be seen in the third statement about realistic goals where location Sweden is agreeing more and according to t-test (see table 2, Appendix 3) the difference with Northern Finland is statistically almost significant ($p = 0,048$). The fourth statement about asking input when the changes are made shows exception between Sweden and other two locations by Sweden disagreeing more. According to t-test (see table 3, Appendix 3) both differences are statistically almost significant between Northern Finland and Sweden ($p = 0,029$) and between Southern Finland and Sweden ($p = 0,013$). First battery's sixth statement about committed leaders also points out exception in the views according to location. Sweden is disagreeing more and according to t-test (see table 4, Appendix 3) there is no statistical difference with Northern Finland but difference with Southern Finland is statistically significant ($p = 0,003$).

Responses of the 2nd battery of the statements from location point of view are presented in the figure 26. The most positive view in all three locations is visible in the possibility to give feedback to change leaders. Southern Finland feels more positive about leaders keeping people posted on the change progress but in general all locations stay clearly behind strongly agree level in many statements. All three locations agree on not receiving enough information from leaders about the change, Northern Finland and Sweden feel even more negatively than Southern Finland. The responses not being on disagreement side refers to lack of communication especially in the beginning of the change. All locations are also on the agree side on the last statement of this battery. In total picture people feel that their feelings are not been taken into account, Northern Finland less than other locations. Lack of listening of the members of the change can lead to lack of motivation to change and also resistance.

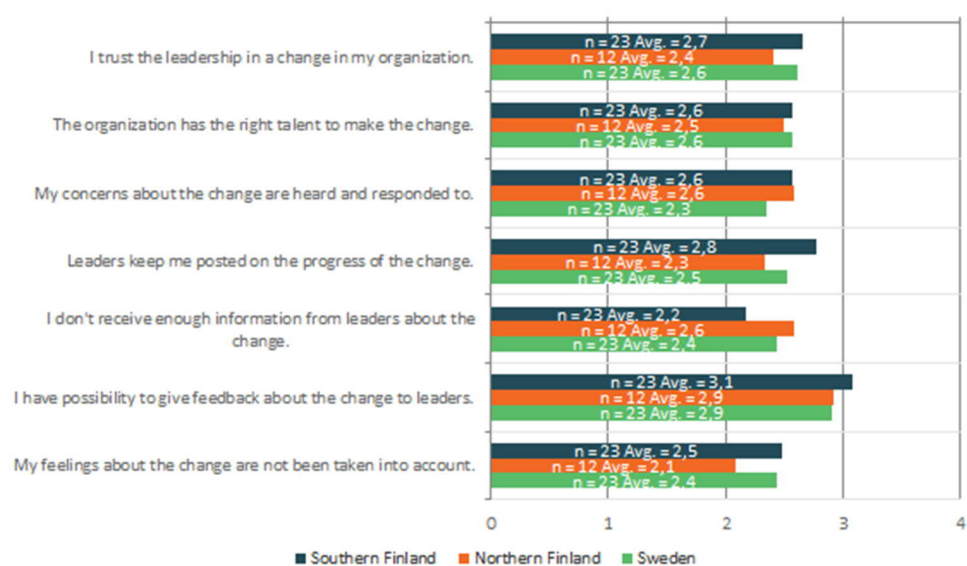


Figure 26 Base report Location: 2nd battery of statements.

The following figure 27 presents the same 2nd battery statements on the location level as percentage distribution between the agreement choices.

I trust the leadership in a change in my organization.	1	2	3	4
Southern Finland	8.70 %	34.78 %	39.13 %	17.39 %
Northern Finland	16.67 %	25 %	58.33 %	0 %
Sweden	8.70 %	30.43 %	52.17 %	8.70 %
The organization has the right talent to make the change.	1	2	3	4
Southern Finland	13.05 %	34.78 %	34.78 %	17.39 %
Northern Finland	8.33 %	41.67 %	41.67 %	8.33 %
Sweden	0 %	43.48 %	56.52 %	0 %
My concerns about the change are heard and responded to.	1	2	3	4
Southern Finland	8.69 %	34.78 %	47.83 %	8.70 %
Northern Finland	8.34 %	33.33 %	50 %	8.33 %
Sweden	17.39 %	34.78 %	43.48 %	4.35 %
Leaders keep me posted on the progress of the change.	1	2	3	4
Southern Finland	4.35 %	30.43 %	47.83 %	17.39 %
Northern Finland	16.67 %	33.33 %	50 %	0 %
Sweden	13.04 %	30.43 %	47.83 %	8.70 %
I don't receive enough information from leaders about the change.	1	2	3	4
Southern Finland	17.39 %	47.83 %	34.78 %	0 %
Northern Finland	8.33 %	41.67 %	33.33 %	16.67 %
Sweden	4.35 %	52.17 %	39.13 %	4.35 %
I have possibility to give feedback about the change to leaders.	1	2	3	4
Southern Finland	4.35 %	13.04 %	52.17 %	30.44 %
Northern Finland	0 %	25 %	58.33 %	16.67 %
Sweden	4.35 %	17.39 %	60.87 %	17.39 %
My feelings about the change are not been taken into account.	1	2	3	4
Southern Finland	13.04 %	43.48 %	26.09 %	17.39 %
Northern Finland	25 %	50 %	16.67 %	8.33 %
Sweden	4.35 %	56.52 %	30.43 %	8.70 %

Figure 27 Base report Location: percentage distribution of 2nd question battery.

The first statement about trusting leadership in a change in own organization shows positive view in all locations. Major part of Northern Finland is agreeing but not strongly. Responses of the statement about right talent to make the change focus on disagree or agree levels and only slightly on strong opinions. It can be speculated if the respondents have had time to form an opinion on this or if it is unclear what the right talent is like. Differences in opinions about keeping posted in the change progress and receiving enough information about the change are not big between different locations. The last statement of this battery about taking feelings into account about the change shows the biggest negative view in Northern Finland by even 75% on the disagreeing side. No statistical differences were found between the locations from these statements.

Responses of the 3rd battery of the statements from location point of view are presented in the figure 28. All locations feel positive about enjoying improving existing practices and seeing the value in making changes for something better. Feeling part of the change can be seen clearly on agree side in Southern Finland and Northern Finland but Sweden is only slightly agreeing. Respondents in Southern and Northern Finland stress more about effect in own work environment than Sweden.

All locations disagree being against change, Sweden the most. Despite of the positive feelings in all locations about improving practices and seeing the value in change, all locations are either on neutral level or even on agreeing side in seeing no need to change current practices. No big differences are visible from the location point of view in this statement. There are no big exceptions seen in the results from location perspective in feeling that change is necessary and actively participation in the change process but Sweden has not as positive view on knowing how the change will impact own work as the other two locations.

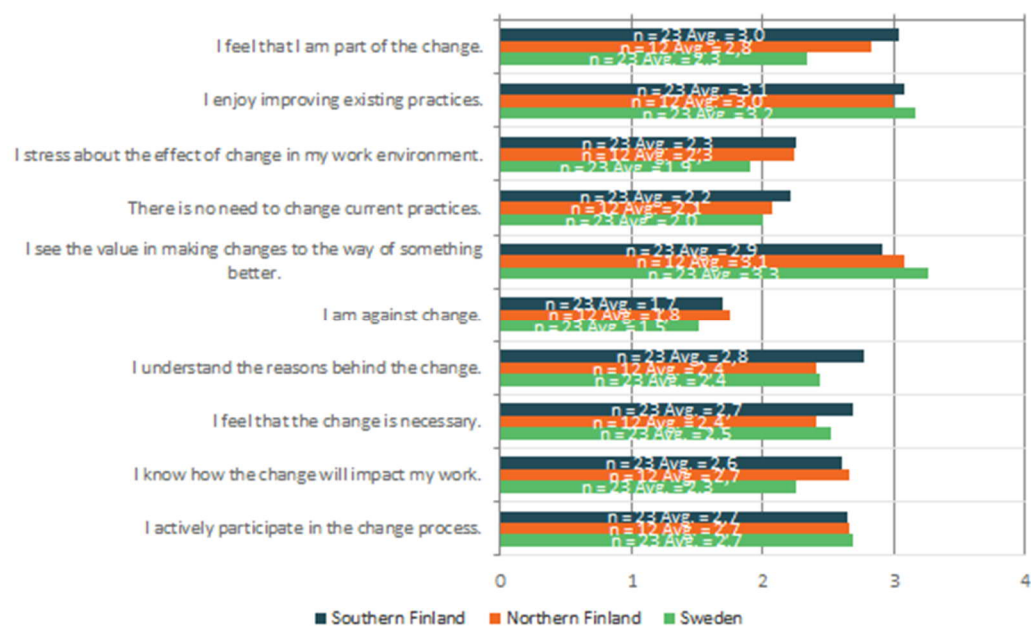


Figure 28 Base report Location: 3rd battery of statements.

The following figure 29 presents the same 3rd battery statements on the location level as percentage distribution between the agreement choices. Majority from the location Sweden disagrees to feel being part of the change with ~52%. According to t-test (see table 5, Appendix 3) the difference with Southern Finland is statistically significant ($p = 0,004$). When the reply scale is recoded to total disagree and agree views, Chi's square test (see table 6, Appendix 3) also indicates statistically significant difference in locations ($p = 0,008$). The percentage distribution shows higher disagree level in Sweden concerning the statement about stressing about effects of change in own work environment but there isn't statistical difference compared to other two locations (see table 7, Appendix 3). No other statistical differences were found when analyzing the 3rd battery statements on the location perspective.

I feel that I am part of the change.	1	2	3	4
Southern Finland	0 %	13.04 %	69.57 %	17.39 %
Northern Finland	8.34 %	8.33 %	75 %	8.33 %
Sweden	21.74 %	30.43 %	39.13 %	8.70 %
I enjoy improving existing practices.	1	2	3	4
Southern Finland	4.35 %	8.69 %	60.87 %	26.09 %
Northern Finland	8.33 %	16.67 %	41.67 %	33.33 %
Sweden	0 %	8.69 %	65.22 %	26.09 %
I stress about the effect of change in my work environment.	1	2	3	4
Southern Finland	13.04 %	52.17 %	30.44 %	4.35 %
Northern Finland	25 %	33.33 %	33.33 %	8.34 %
Sweden	26.09 %	56.52 %	17.39 %	0 %
There is no need to change current practices.	1	2	3	4
Southern Finland	21.74 %	43.48 %	26.09 %	8.69 %
Northern Finland	16.67 %	58.33 %	25 %	0 %
Sweden	17.39 %	65.22 %	17.39 %	0 %
I see the value in making changes to the way of something better.	1	2	3	4
Southern Finland	8.69 %	17.39 %	47.83 %	26.09 %
Northern Finland	0 %	8.33 %	75 %	16.67 %
Sweden	0 %	8.70 %	56.52 %	34.78 %
I am against change.	1	2	3	4
Southern Finland	47.83 %	34.78 %	17.39 %	0 %
Northern Finland	41.67 %	41.67 %	16.66 %	0 %
Sweden	56.52 %	34.78 %	8.70 %	0 %
I understand the reasons behind the change.	1	2	3	4
Southern Finland	8.70 %	34.78 %	26.09 %	30.43 %
Northern Finland	16.67 %	25 %	58.33 %	0 %
Sweden	13.04 %	34.78 %	47.83 %	4.35 %
I feel that the change is necessary.	1	2	3	4
Southern Finland	8.70 %	34.78 %	34.78 %	21.74 %
Northern Finland	8.34 %	50 %	33.33 %	8.33 %
Sweden	8.69 %	39.13 %	43.48 %	8.70 %
I know how the change will impact my work.	1	2	3	4
Southern Finland	13.04 %	30.44 %	39.13 %	17.39 %
Northern Finland	16.66 %	16.67 %	50 %	16.67 %
Sweden	8.70 %	56.52 %	34.78 %	0 %
I actively participate in the change process.	1	2	3	4
Southern Finland	8.70 %	34.78 %	39.13 %	17.39 %
Northern Finland	8.33 %	25 %	58.34 %	8.33 %
Sweden	4.35 %	30.43 %	56.52 %	8.70 %

Figure 29 Base report Location: percentage distribution of 3rd question battery.

4.1.2 Analysis from the position perspective

From the position point of view, there were two choices in background information: managerial position and non-managerial position. The distribution of the respondents by position and location can be seen in the figure 30. The ratio corresponds to the sample since many of the managers are located in Southern Finland. It can be speculated if the cultural differences between locations are influencing on the responses but in case of position it shouldn't cause any significant difference.

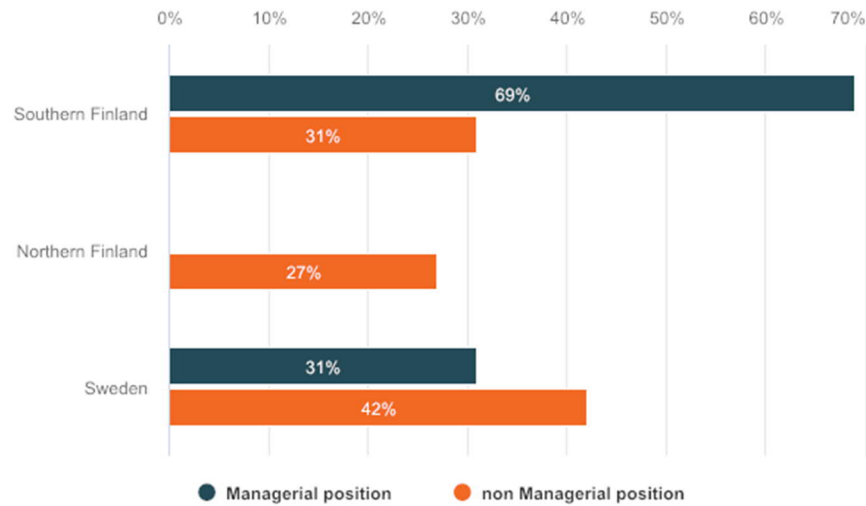


Figure 30 Base report Position: Location.

Managerial and non-managerial level responses on organization level are presented in the figure 31. Managerial position responses are divided fairly equally to both organizations which gives balanced view from the position perspective overall. Non-managerial responses centre on Demand Management organization but this also follows the sample structure.

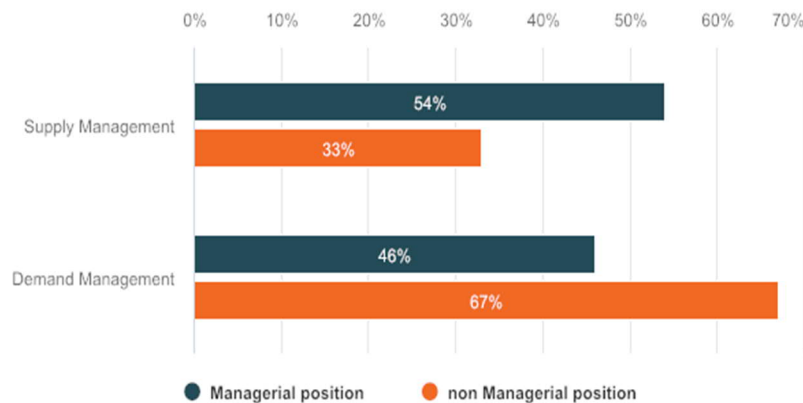


Figure 31 Base report Position: Organization.

The distribution on different working times from the position perspective can be seen in the figure 32. The results show that over 50% of the managers have worked more than ten years in the organization. The result of managers worked less than five years is also relatively high, 38%. Non-managerial position respondents split more equally between different working years but there also the part of less than five years is 44%. And still one fifth of the non-managerial respondents have worked over 20 years in the organization.

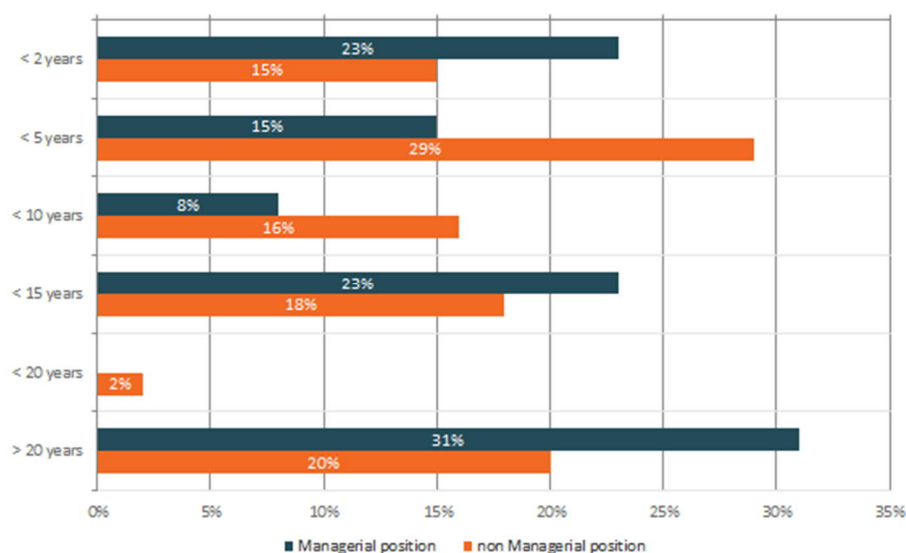


Figure 32 Base report Position: Working time in organization.

Responses of the 1st battery of the statements from position point of view are presented in the figure 33. First battery statements are related to leadership in change and it's visible from the responses that managerial position respondents feel more positively than non-managerial position respondents. It can be speculated if managers are closer to the change leaders or even change leaders themselves. The biggest differences between positions can be seen in the statements about clearly explained vision and clearly communicated goals of the change. One thing to speculate is if the managers receive generally more information in a change situation. The difference in the views reflects that there is a need for more communication towards non-managerial position members in a change.

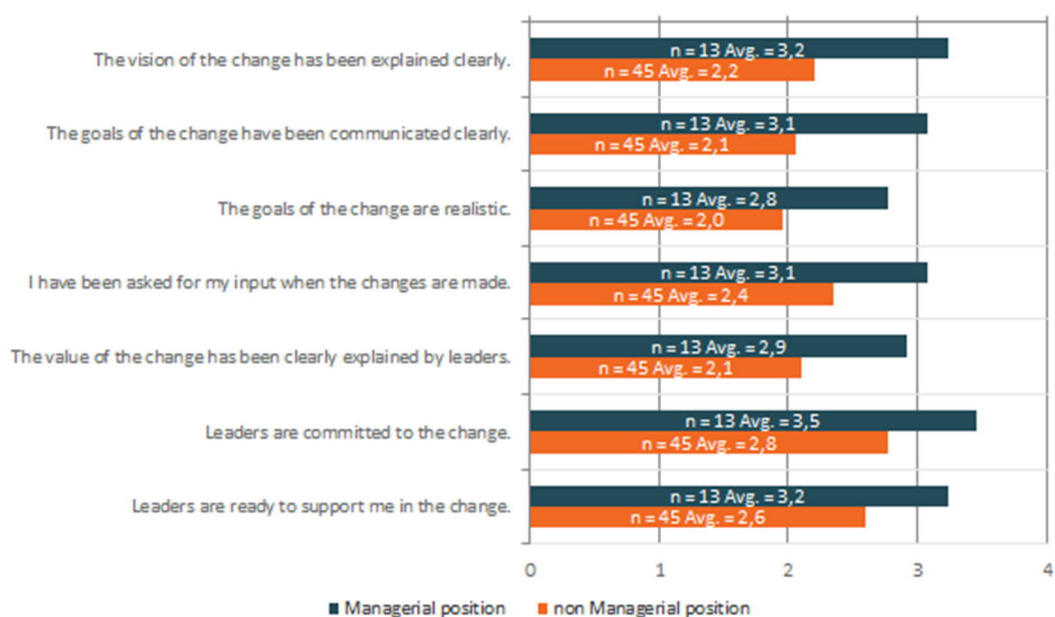


Figure 33 Base report Position: 1st battery of statements.

The following figure 34 presents the same 1st battery statements on the position level as percentage distribution between the agreement choices. The percentage distribution of the first statement about clearly explained vision shows that managerial position respondents disagree with only ~8% but even ~64% from the non-managerial position respondents feel disagreement. According to t-test (see table 8, Appendix 3) the difference is statistically very significant ($p = 0,000$). The terms of Chi's square test are not fulfilled with the whole scale since the fraction <5 is more than 20% but when disagreement and agreement responses are recoded, also Chi's square test (see table 9, Appendix 3) shows statistically very significant difference ($p = 0,000$). The percentage distribution presents also difference with the statement about clearly communicated goals of the change. ~15% of the managerial position respondents are disagreeing while ~69% are disagreeing in non-managerial position. According to t-test (see table 10, Appendix 3) the difference is also statistically very significant ($p = 0,000$). After recoding disagreement and agreement views to fulfill the terms, also Chi's square test (see table 11, Appendix 3) indicates statistically significant difference ($p = 0,001$).

The vision of the change has been explained clearly.	1	2	3	4
Managerial position	7.69 %	0 %	53.85 %	38.46 %
non Managerial position	17.78 %	46.67 %	33.33 %	2.22 %
The goals of the change have been communicated clearly.	1	2	3	4
Managerial position	7.69 %	7.69 %	53.85 %	30.77 %
non Managerial position	26.67 %	42.22 %	28.89 %	2.22 %
The goals of the change are realistic.	1	2	3	4
Managerial position	7.69 %	23.08 %	53.85 %	15.38 %
non Managerial position	31.11 %	42.22 %	26.67 %	0 %
I have been asked for my input when the changes are made.	1	2	3	4
Managerial position	23.08 %	0 %	23.08 %	53.84 %
non Managerial position	15.56 %	37.78 %	42.22 %	4.44 %
The value of the change has been clearly explained by leaders.	1	2	3	4
Managerial position	7.69 %	23.08 %	38.46 %	30.77 %
non Managerial position	15.56 %	60 %	22.22 %	2.22 %
Leaders are committed to the change.	1	2	3	4
Managerial position	0 %	15.38 %	23.08 %	61.54 %
non Managerial position	4.44 %	26.67 %	55.56 %	13.33 %
Leaders are ready to support me in the change.	1	2	3	4
Managerial position	7.69 %	15.38 %	23.08 %	53.85 %
non Managerial position	11.11 %	26.67 %	53.33 %	8.89 %

Figure 34 Base report Position: percentage distribution of 1st question battery.

The statement about how realistic the goals of the change are seen also divides the positions in views as presented in the figure 34. ~69% of the managerial position respondents agree on realistic goals when only ~27% of the non-managerial respondents do the same. Still ~31% in the managerial position are on the disagreement side and it can be speculated if the goals are set on too high level and not divided to smaller wins or if the timetable is not existing or is too tight. According to t-test (see table 12, Appendix 3) the difference between positions in this statement is statistically significant ($p = 0,002$).

The figure 34 also shows the results of the agreement level to the statement if the respondents feel that their input has been asked when the changes are made. Non managerial respondents are disagreeing by ~53% but also ~23% of the managerial position respondents are strongly disagreeing. It can be speculated why only part of the change members has had possibility to give their input and part has not. Asking the input from the change members doesn't mean that planned process will be changed but it is important to involve people in order to increase motivation and avoid resistance. No statistically significant difference was found between positions concerning this statement.

The statement about clearly explained value of the change by leaders also divides the view between positions as expressed in the figure 34. Even ~76% of the non-managerial respondents disagree on this statement when ~31% of the managerial position respondents disagree. According to t-test (see table 13, Appendix 3) this difference between positions is statistically significant ($p = 0,001$). Also when recoding the agreement views to negative and positive, Chi's square test (see table 14, Appendix 3) shows statistically significant difference ($p = 0,003$). Major part is disagreeing but not strongly disagreeing so it could be speculated if some explaining has been done but it hasn't been clear enough for everyone. It's possible that diversity of the people hasn't been noticed in the communication. If managers are supposed to act as ambassadors in the change and they are not aware of the value of the change, it can cause substantial challenges to convince other change members the necessity of the change.

Responses of the 2nd battery of the statements from position point of view are presented in the figure 35. Second battery statements continue the evaluation of the leadership in change and similar general difference can be seen from the responses between managerial position respondents and non-managerial position respondents. Managerial position responses are more positive down the line when compared to non-managerial position respondents. The highest agreement level in managerial position responses can be seen in the statements about how they trust the leadership in the change in own organization and in possibility to give feedback about the change to leaders. In both statements the agreement level is even over 3. Non managerial position respondents have highest agreement level also in the statement about possibility to give feedback and from the second battery of the statements this one has the smallest difference between the positions.

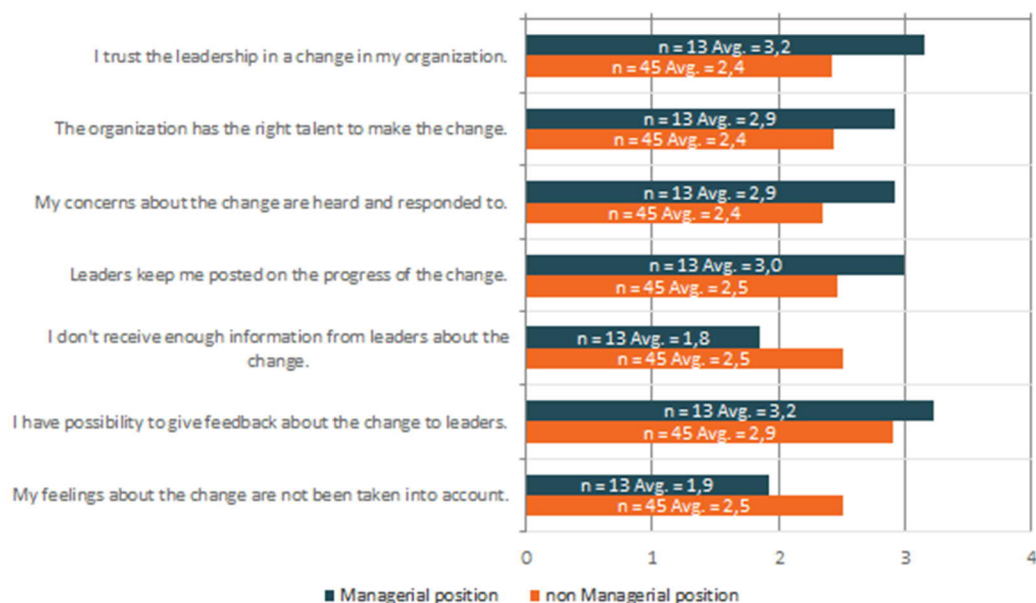


Figure 35 Base report Position: 2nd battery of statements.

The following figure 36 presents the same 2nd battery statements on the position level as percentage distribution between the agreement choices. The responses of the first statement show that ~77% of the managerial position respondents agree on trusting the leadership in a change in own organization. Agreement on non-managerial position is ~53%. According to t-test (see table 15, Appendix 3) the difference between the positions is statistically significant ($p = 0,004$). There is also difference between the views of positions about the second statement about having the right talent in organization to make the change. ~69% of the managerial position respondents agree on this when agreement level on non-managerial position is ~49%. According to t-test (see table 16, Appendix 3) this difference is statistically almost significant ($p = 0,043$). ~31% still disagreeing from managerial position respondents on having the right talent to make the change looks quite high negative view. It could be speculated if the respondents know what the right talent is. It is also possible that leaders of the change need leadership training especially when it concerns change situations.

Figure 36 also shows difference between views about how own concerns about the change have been heard and responded to. As in majority of the statements, managerial position respondents have answered more on the agreement side. ~85% of the managerial position respondents agree while ~44% of the non-managerial position respondents do the same. When testing from the full scale, t-test shows (see table 17, Appendix 3) the difference to be statistically almost significant ($p = 0,023$). When the scale is recoded to total disagreement and agreement views, t-test shoes (see table 18, Appendix 3) the difference to be even statistically significant ($p = 0,004$). It can be speculated if the managers have had more opportunities to express their thoughts and concerns about the change. It doesn't mean that the concerns would have changed the process anyhow but they have been heard and responded to. If non-

manager position respondents haven't had similar possibility, it can influence on understanding the reasons behind the change and the targets that are aimed for.

I trust the leadership in a change in my organization.	1	2	3	4
Managerial position	7.69 %	15.39 %	30.77 %	46.15 %
non Managerial position	11.11 %	35.56 %	53.33 %	0 %
The organization has the right talent to make the change.	1	2	3	4
Managerial position	7.69 %	23.08 %	38.46 %	30.77 %
non Managerial position	6.67 %	44.44 %	46.67 %	2.22 %
My concerns about the change are heard and responded to.	1	2	3	4
Managerial position	15.38 %	0 %	61.54 %	23.08 %
non Managerial position	11.11 %	44.45 %	42.22 %	2.22 %
Leaders keep me posted on the progress of the change.	1	2	3	4
Managerial position	7.69 %	23.08 %	30.77 %	38.46 %
non Managerial position	11.11 %	33.33 %	53.34 %	2.22 %
I don't receive enough information from leaders about the change.	1	2	3	4
Managerial position	38.46 %	38.46 %	23.08 %	0 %
non Managerial position	2.22 %	51.11 %	40 %	6.67 %
I have possibility to give feedback about the change to leaders.	1	2	3	4
Managerial position	7.69 %	15.38 %	23.08 %	53.85 %
non Managerial position	2.22 %	17.78 %	66.67 %	13.33 %
My feelings about the change are not been taken into account.	1	2	3	4
Managerial position	23.08 %	69.23 %	0 %	7.69 %
non Managerial position	8.89 %	44.45 %	33.33 %	13.33 %

Figure 36 Base report Position: percentage distribution of 2nd question battery.

Figure 36 also presents the percentage distribution concerning the statement on how leaders keep respondents posted on the progress of the change. Managerial position agrees by ~69% and non-managerial position agrees by ~56%. According to t-test (see table 19, Appendix 3) the difference between positions is statistically almost significant ($p = 0,037$). Another statement about information flow in this battery concerns agreement on receiving enough information from leaders about the change. Only ~23% of the managerial position respondents feel that they don't receive enough information when ~47% of the non-managerial position respondents are on the agreement side. According to t-test (see table 20, Appendix 3) the difference between positions is statistically significant ($p = 0,004$). As noted also earlier, there is a difference between managerial position and non-managerial position how the communication about change is experienced.

Figure 36 shows also the percentage distribution of the statement concerning possibility to give feedback about the change to leaders where both positions had positive views. The last statement of the second battery divides again views between positions about how respondents feel that their feelings about the change have been taken into account. Only ~8% of the managerial position respondents think that their feelings have not been taken into account when ~47% of the non-managerial position respondents feel the same way. When using the full scale, t-test (see table 21, Appendix 3) shows the difference to be statistically almost significant ($p = 0,026$). By recoding the agreement

levels to total negative and positive views, t-test (see table 22, Appendix 3) shows even statistically significant difference ($p = 0,001$).

Responses of the 3rd battery of the statements from position point of view are presented in the figure 37. There are differences visible also in these more general level statements about change. Both positions agree the most in the statements about enjoying improving existing practices and seeing the value in making changes to the way of something better. Still the average reply in managerial position is 3,5 and in non-managerial position 3,0 so there is a difference visible in the agreement level even in the most positive views. Both positions feel to be on quite neutral level about stressing the effect of change to own work environment. Managerial position respondents disagree more about no need to change current practices and being against change but the difference is not that big. The average of the non-managerial respondents is slightly agreeing that there is no need to change current practices and there is some inconsistency compared to also agreeing even more to enjoying improving existing practices. It can be speculated if answering more strongly on the disagreement side is mentally more difficult than agreeing.

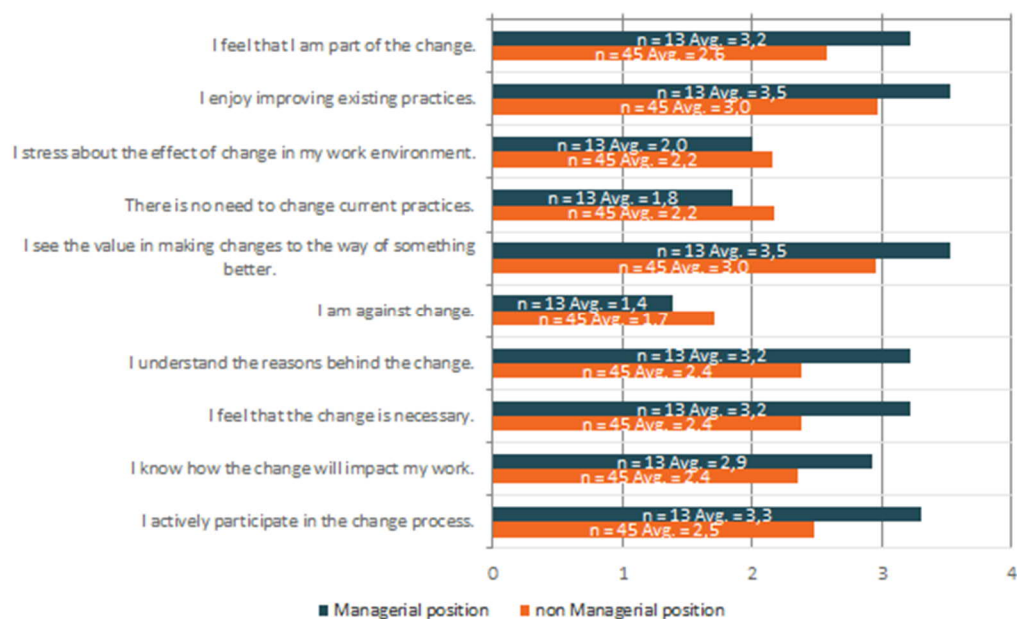


Figure 37 Base report Position: 3rd battery of statements.

The following figure 38 presents the same 3rd battery statements on the position level as percentage distribution between the agreement choices. Feeling part of the change divides the views between positions; ~15% of the managerial position disagrees while ~33% of non-managerial position disagrees. According to t-test (see table 23, Appendix 3) the difference between the positions is statistically significant ($p = 0,009$). Feeling not to be part of the change can be a sign of not involving people enough. From non-managerial position respondents only ~2% agree strongly on this statement which differs from managerial position view.

I feel that I am part of the change.	1	2	3	4
Managerial position	7.69 %	7.69 %	38.46 %	46.16 %
non Managerial position	11.11 %	22.22 %	64.45 %	2.22 %
I enjoy improving existing practices.	1	2	3	4
Managerial position	0 %	0 %	46.15 %	53.85 %
non Managerial position	4.45 %	13.33 %	62.22 %	20 %
I stress about the effect of change in my work environment.	1	2	3	4
Managerial position	30.77 %	38.46 %	30.77 %	0 %
non Managerial position	17.78 %	53.33 %	24.44 %	4.45 %
There is no need to change current practices.	1	2	3	4
Managerial position	38.46 %	38.46 %	23.08 %	0 %
non Managerial position	13.33 %	60 %	22.22 %	4.45 %
I see the value in making changes to the way of something better.	1	2	3	4
Managerial position	0 %	7.69 %	30.77 %	61.54 %
non Managerial position	4.44 %	13.33 %	64.45 %	17.78 %
I am against change.	1	2	3	4
Managerial position	61.54 %	38.46 %	0 %	0 %
non Managerial position	46.67 %	35.55 %	17.78 %	0 %
I understand the reasons behind the change.	1	2	3	4
Managerial position	7.69 %	15.38 %	23.08 %	53.85 %
non Managerial position	13.33 %	37.78 %	46.67 %	2.22 %
I feel that the change is necessary.	1	2	3	4
Managerial position	7.69 %	7.69 %	38.46 %	46.16 %
non Managerial position	8.89 %	48.89 %	37.78 %	4.44 %
I know how the change will impact my work.	1	2	3	4
Managerial position	7.69 %	15.38 %	53.85 %	23.08 %
non Managerial position	13.33 %	44.44 %	35.56 %	6.67 %
I actively participate in the change process.	1	2	3	4
Managerial position	0 %	7.69 %	53.85 %	38.46 %
non Managerial position	8.89 %	37.78 %	48.89 %	4.44 %

Figure 38 Base report Position: percentage distribution of 3rd question battery.

The next statements of the 3rd battery show some differences between the positions but not that big that they would have statistical significance. All managerial position respondents are on the agreement side when thinking about enjoying improving existing practices. All managerial position respondents are also on disagreement side when thinking being against change. Responses between positions don't differ much on the statement about stressing about the effect of change to own work environment but notably big part of respondents are agreeing. It can be speculated if the communication about reasons, targets and outcomes has been done on too general level.

Figure 38 also presents a bigger difference between the positions in the statement about understanding the reasons behind the change. ~77% of the managerial position agrees to understand the reasons while ~49% of the non-managerial position feels the same. According to t-test (see table 24, Appendix 3) this difference is also statistically significant ($p = 0,002$). The statement about feeling change being necessary also splits the view between positions. ~85% of the managerial position agrees or even strongly agrees that change is necessary and ~42% of non-managerial position is on the agreement side. When testing the full scale, t-test (see table 25, Appendix 3) shows statistically significant difference ($p = 0,001$). When recoding the agreement scale to total disagreement and

agreement, also Chi's square test terms are fulfilled (see table 26, Appendix 3) and the result shows statistically significant difference between the positions ($p = 0,007$).

~77% of the managerial position respondents agree to know how the change will impact to their own work when only ~42% from the non-managerial respondents agree. Both position agreements focus on the agree level and not on the strongly agree level so it can be speculated if there still occurs some unclarity and even assumptions rather than knowledge. According to t-test (see table 27, Appendix 3) the difference between positions is statistically almost significant ($p = 0,031$) when testing with full scale. Chi's square test terms are fulfilled when the scale is recoded to total disagreement and agreement levels (see table 28, Appendix 3) and the difference is also statistically almost significant ($p = 0,028$).

The last statement in the figure 38 presents that managerial position agrees even with ~92% that respondents actively participate in the change process when only ~53% from non-managerial position respondents have agreement view. According to t-test (see table 29, Appendix 3) the difference between positions is statistically significant ($p = 0,001$). It can be speculated why the difference is so big, not statistically very significant anyway. One speculation could be that non-managerial position respondents don't have same possibility to participate to the change process than managerial position respondents do or that the interest is not on the same level.

4.1.3 Analysis from the organization perspective

From the organization point of view, there were two choices in background information: Supply management and Demand management. The distribution of the respondents by organization and location can be seen in the figure 39. The distribution between locations reflects the structure of the organizations. Majority of the Supply organization is located in Southern Finland and Sweden and Demand organization divides more evenly to all three locations.

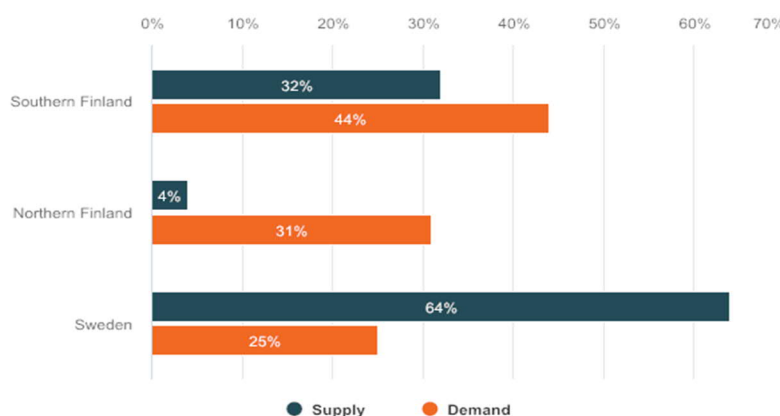


Figure 39 Base report Organization: Location.

The distribution of two organizations to managerial and non-managerial level responses is presented in the figure 40. Managerial position respondents in Supply management organization have been active in answering which could also be speculated to be one reason for notably higher response rate between the organizations. The ratio of positions between the organizations also reflects the organization structures.

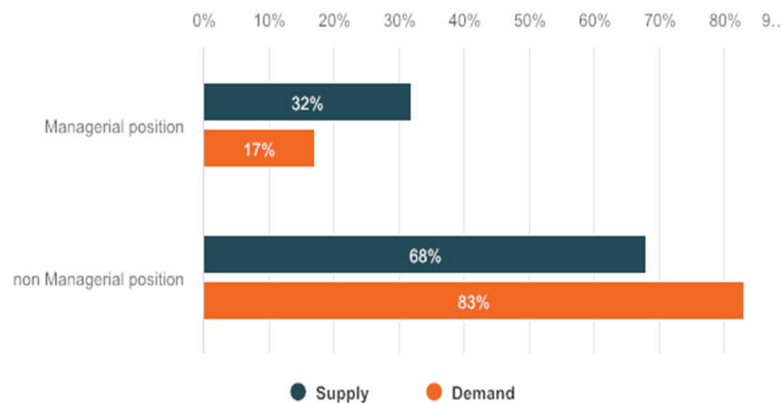


Figure 40 Base report Organization: Position.

The distribution on different working times from the organization perspective can be seen in the figure 41. From the responses can be seen that the majority of the Supply management organization splits to 2-5 working years and 10-15 working years by 32% in each alternative. Demand management organization divides more evenly between the working time alternatives. The share of over 20 years working time is still 25% in this organization.

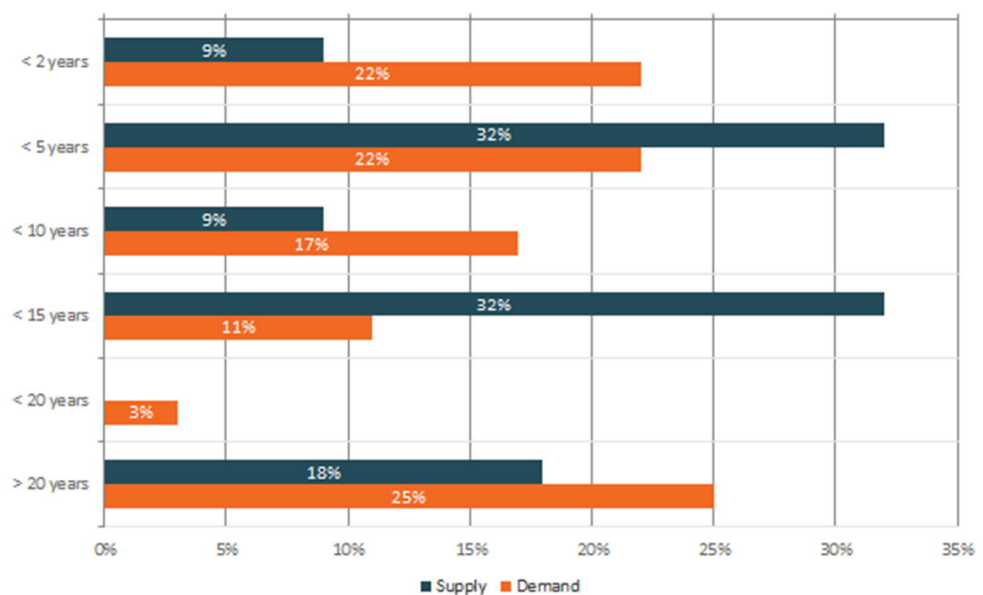


Figure 41 Base report Organization: Working time in organization.

Responses of the 1st battery of the statements from an organization point of view are presented in the figure 42. First battery statements are related to leadership in change and there are not many bigger differences visible between the organizations. The biggest difference in views can be seen in the statement about how realistic the goals of the change are experienced. Supply organization feels more positive about realistic goals; demand organization is in average even on the disagreement side and has the most negative view for this statement in the 1st battery. The next biggest difference is visible in the statement about how respondents feel they have been asked for input when the changes are made. Demand organization has more positive view for this statement. Both organizations have the highest positive views in the two last statements of the 1st battery concerning leader's commitment to the change and how ready leaders are to support people in the change.

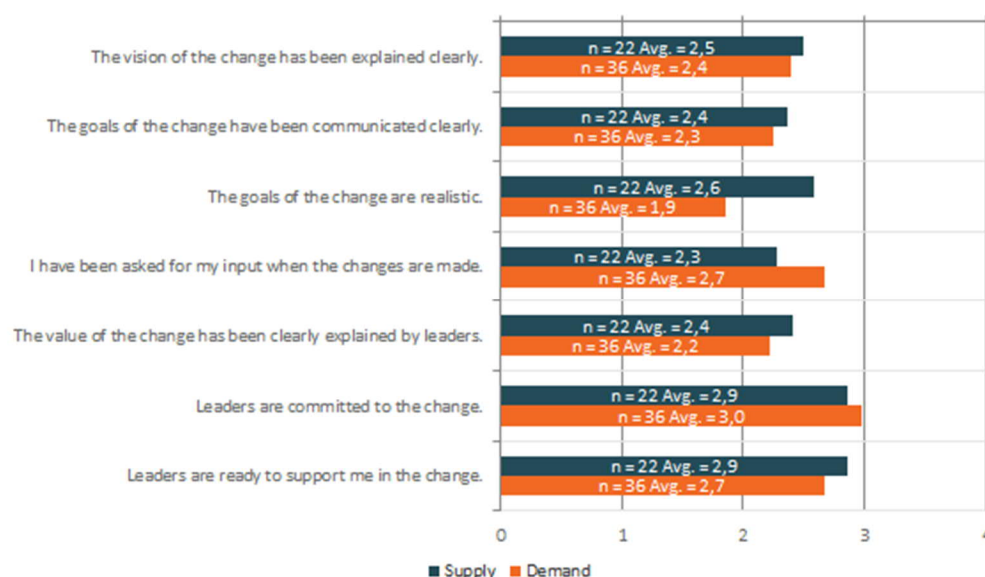


Figure 42 Base report Organization: 1st battery of statements.

The following figure 43 presents the same 1st battery statements on the organization level as percentage distribution between the agreement choices. The first two statements share fairly similar views between the organizations. Realistic goals divide the views when ~55% of the supply respondents agree and only 25% of the demand organization agrees. This means 75% of the demand organization disagreeing that the goals of the change are realistic and ~42% are even strongly disagreeing. According to t-test (see table 30, Appendix 3) this difference between the organizations is statistically significant ($p = 0,001$).

No other bigger differences with statistical significance were found from the 1st battery statements. Supply organization disagrees strongly with ~32% in the statement about asked input when the changes are made. It can be speculated if the change members in supply organization have had less possibility to be involved with the change. Experienced changes can

also have been slightly different in size and the content which can influence on the level of opinions in general.

The vision of the change has been explained clearly.	1	2	3	4
Supply	9.09 %	40.91 %	40.91 %	9.09 %
Demand	19.45 %	33.33 %	36.11 %	11.11 %
The goals of the change have been communicated clearly.	1	2	3	4
Supply	18.18 %	36.37 %	36.36 %	9.09 %
Demand	25 %	33.33 %	33.33 %	8.34 %
The goals of the change are realistic.	1	2	3	4
Supply	0 %	45.45 %	50 %	4.55 %
Demand	41.67 %	33.33 %	22.22 %	2.78 %
I have been asked for my input when the changes are made.	1	2	3	4
Supply	31.82 %	27.27 %	22.73 %	18.18 %
Demand	8.33 %	30.56 %	47.22 %	13.89 %
The value of the change has been clearly explained by leaders.	1	2	3	4
Supply	13.64 %	45.45 %	27.27 %	13.64 %
Demand	13.89 %	55.55 %	25 %	5.56 %
Leaders are committed to the change.	1	2	3	4
Supply	0 %	36.36 %	40.91 %	22.73 %
Demand	5.55 %	16.67 %	52.78 %	25 %
Leaders are ready to support me in the change.	1	2	3	4
Supply	4.55 %	22.73 %	54.54 %	18.18 %
Demand	13.89 %	25 %	41.67 %	19.44 %

Figure 43 Base report Organization: percentage distribution of 1st question battery.

Responses of the 2nd battery of the statements from organization point of view are presented in the figure 44. These statements continue to evaluate leadership in change situations and no bigger differences between organizations can be seen here either. Biggest difference between the views concerns the statement about organization having the right talent to make the change where supply organization has more positive view. Both organizations feel the most positively about having possibility to give feedback about the change to leaders.

Some inconsistency can be seen in the statements about heard and responded concerns and how feelings about the change have been taken into account. Both organizations agree that own concerns have been heard and responded to but both also agree that own feelings have not been taken into account about the change. Both organizations agree not receiving enough information from leaders about the change. But both organizations also agree that leaders keep them posted on the progress of the change. This could be speculated to be an inconsistency as well in the answers but there is always a question how different people and organizations understand the statements.

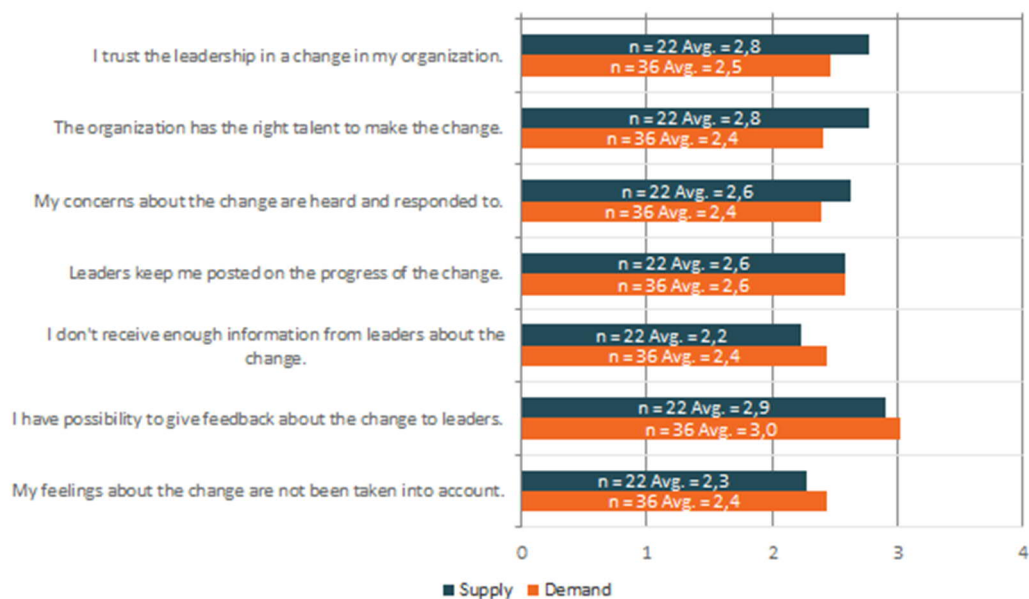


Figure 44 Base report Organization: 2nd battery of statements.

The following figure 45 presents the same 2nd battery statements on the organization level as percentage distribution between the agreement choices. The distribution doesn't highlight any bigger disparity in the responses between the agreement levels. Demand organization has used more strongly feeling options when supply organization responses focus more on disagree and agree levels. Statistical tests brought up no significant differences between the organizations in these statements either.

I trust the leadership in a change in my organization.	1	2	3	4
Supply	4.55 %	31.82 %	45.45 %	18.18 %
Demand	13.89 %	30.56 %	50 %	5.55 %
The organization has the right talent to make the change.	1	2	3	4
Supply	0 %	31.82 %	59.09 %	9.09 %
Demand	11.11 %	44.45 %	36.11 %	8.33 %
My concerns about the change are heard and responded to.	1	2	3	4
Supply	13.63 %	22.73 %	50 %	13.64 %
Demand	11.11 %	41.67 %	44.44 %	2.78 %
Leaders keep me posted on the progress of the change.	1	2	3	4
Supply	9.09 %	36.36 %	40.91 %	13.64 %
Demand	11.11 %	27.78 %	52.78 %	8.33 %
I don't receive enough information from leaders about the change.	1	2	3	4
Supply	9.09 %	59.09 %	31.82 %	0 %
Demand	11.11 %	41.67 %	38.89 %	8.33 %
I have possibility to give feedback about the change to leaders.	1	2	3	4
Supply	4.55 %	18.18 %	59.09 %	18.18 %
Demand	2.78 %	16.67 %	55.55 %	25 %
My feelings about the change are not been taken into account.	1	2	3	4
Supply	4.54 %	68.18 %	22.73 %	4.55 %
Demand	16.66 %	38.89 %	27.78 %	16.67 %

Figure 45 Base report Organization: percentage distribution of 2nd question battery.

Responses of the 3rd battery of the statements from organization point of view are presented in the figure 46. These statements related more to

change in general don't raise any bigger differences between the organizations either. Both organizations feel very positively about the statements about enjoying improving existing practices and seeing the value in making changes to the way of something better. Despite of this positiveness, both organizations respond on fairly neutral level to the statement that there is no need to change current practices. Biggest difference between the organizations can be seen in being against change where both organizations disagree but supply management disagrees more. Generally the 3rd battery statements show slightly more positive view for change in supply management organization.

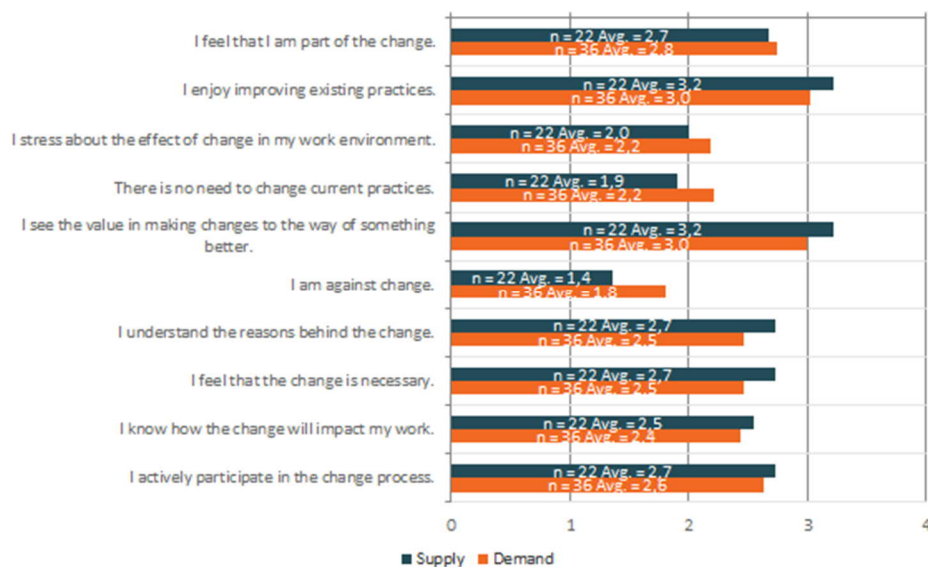


Figure 46 Base report Organization: 3rd battery of statements.

The following figure 47 presents the same 3rd battery statements on the organization level as percentage distribution between the agreement choices. The first statement about feeling being part of the change shows similar distribution of the responses between the organizations but still some percentage is visible in the strongly disagree choice in both organizations.

The biggest difference between the organizations in these general statements can be seen in how people feel about being against change. ~95% of supply organization respondents disagree and even ~68% strongly. ~81% of the demand management organization respondents disagree but the responses split more evenly to strongly disagree and disagree alternatives. According to t-test (see table 31, Appendix 3) this difference is statistically almost significant ($p = 0,022$). It can be speculated if the changes in organizations have been in same size and the effect on the respondents have been different. One speculation can also be that organizations have different level of skills and knowledge in leadership of a change. No other statistically significant differences between organizations were found from these statements.

I feel that I am part of the change.	1	2	3	4
Supply	13.64 %	22.73 %	45.45 %	18.18 %
Demand	8.33 %	16.67 %	66.67 %	8.33 %
I enjoy improving existing practices.	1	2	3	4
Supply	0 %	9.09 %	59.09 %	31.82 %
Demand	5.56 %	11.11 %	58.33 %	25 %
I stress about the effect of change in my work environment.	1	2	3	4
Supply	18.18 %	63.64 %	18.18 %	0 %
Demand	22.22 %	41.67 %	30.56 %	5.55 %
There is no need to change current practices.	1	2	3	4
Supply	22.73 %	63.63 %	13.64 %	0 %
Demand	16.67 %	50 %	27.78 %	5.55 %
I see the value in making changes to the way of something better.	1	2	3	4
Supply	0 %	9.09 %	59.09 %	31.82 %
Demand	5.56 %	13.89 %	55.55 %	25 %
I am against change.	1	2	3	4
Supply	68.18 %	27.27 %	4.55 %	0 %
Demand	38.89 %	41.67 %	19.44 %	0 %
I understand the reasons behind the change.	1	2	3	4
Supply	4.55 %	36.36 %	40.91 %	18.18 %
Demand	16.67 %	30.55 %	41.67 %	11.11 %
I feel that the change is necessary.	1	2	3	4
Supply	9.09 %	27.27 %	45.46 %	18.18 %
Demand	8.34 %	47.22 %	33.33 %	11.11 %
I know how the change will impact my work.	1	2	3	4
Supply	9.09 %	40.91 %	36.36 %	13.64 %
Demand	13.89 %	36.11 %	41.67 %	8.33 %
I actively participate in the change process.	1	2	3	4
Supply	4.54 %	31.82 %	50 %	13.64 %
Demand	8.33 %	30.56 %	50 %	11.11 %

Figure 47 Base report Organization: percentage distribution of 3rd question battery.

4.1.4 Analysis from the working time perspective

From the working time point of view, there were six different choices in background information. Distribution of the different working times by location can be seen in the figure 48. It is visible that 60% from the respondents that have worked <2 years in the organization are located in Sweden. Also 54% from the respondents that have chosen <5 years working time in the organization are located in Sweden. One speculation for a reason behind shorter working times in same organization in Sweden could be the more active job rotation and possibilities to change from job to another inside the company.

Even 75% of the respondents of 5-10 years are located in Southern Finland. Distribution of the working years is more even in Northern Finland than in other two locations. Over 20 years working time responses don't differ that much by locations especially when taken into account the structure of the sample.

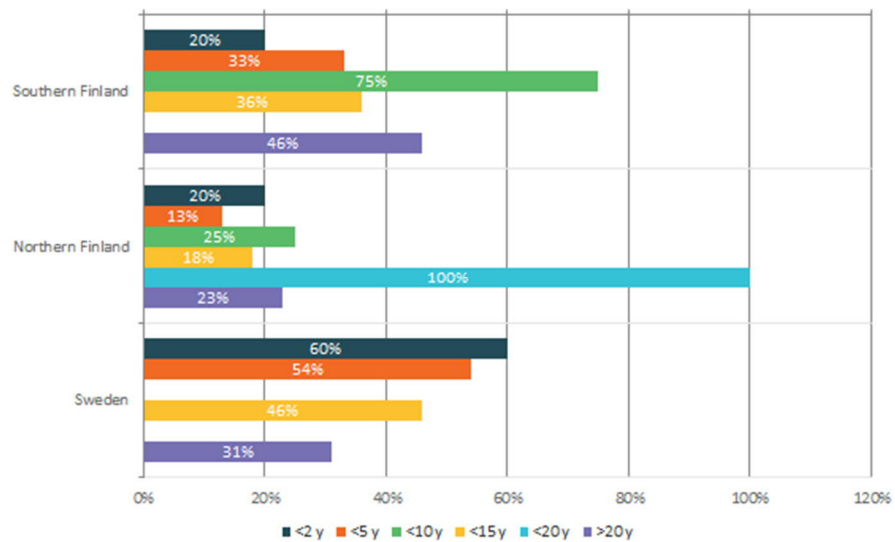


Figure 48 Base report Working time: Location.

Figure 49 presents the working time responses distributed by the position. The distribution is in ratio with the sample structure by positions. Non-managerial position respondents divide more evenly to different working time options. In the middle options of the working time (2-10 years) the respondents are focused more on the non-managerial position.

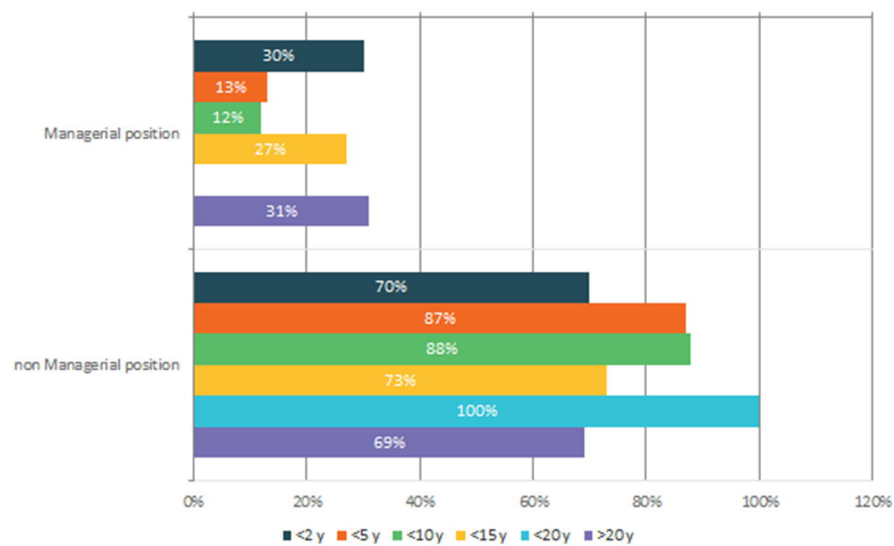


Figure 49 Base report Working time: Position.

Working time distribution by the organization is presented in the following figure 50. The amount of responses in Demand organization is higher so the percentage distribution reflects that as well. Working time 2-5 years is distributed relatively evenly between the organizations. Majority of the working time of 10-15 years is visible on the Supply organization.

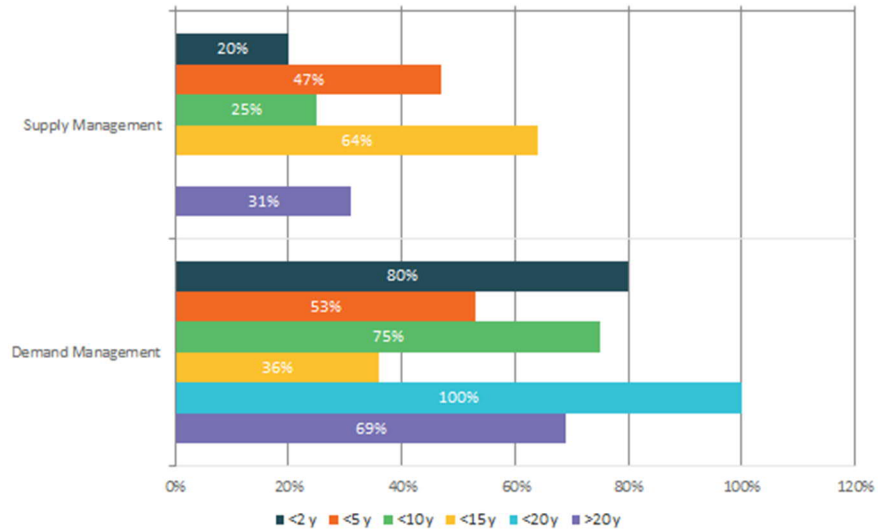


Figure 50 Base report Working time: Organization.

With the full scale of working time choices, statistical test terms would not have been fulfilled so testing was conducted by recoding working time options to <5 years, 5-15 years and >15 years. All tests about the observations of the differences in the statements were executed with these three recoded working times.

Responses of the 1st battery of the statements from working time point of view are presented in the figure 51. Generally it is visible from the responses that <2 year working time and >20 years working time feel more positive about the 1st battery statements compared to the middle options. It can be speculated if the long working time in organization brings natural understanding for change situations or if the shorter working time in organization helps people to be more optimistic and open for changes.

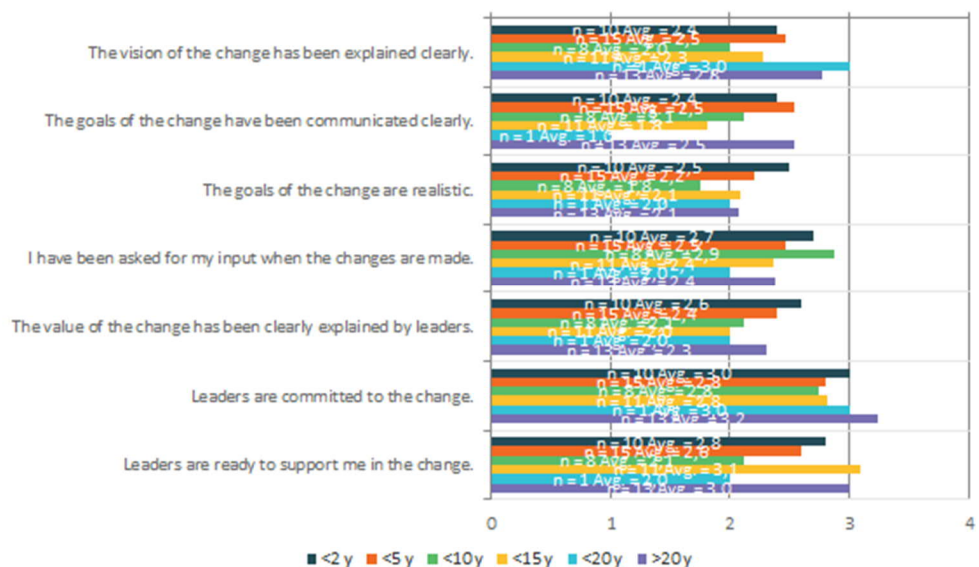


Figure 51 Base report Working time: 1st battery of statements.

The following figure 52 presents the same 1st battery statements on the working time level as percentage distribution between the agreement choices. The first statement about agreement on clearly explained vision of the change shows difference between the working years. Longer working time respondents (>15 years) feel more positive than 5-15 years working time respondents. According to t-test (see table 32, Appendix 3) the difference between 5-15 years and >15 years responses is statistically almost significant ($p = 0,046$).

The statement about clearly communicated goals of the change divides agreement level so that <5 year respondents agree but all longer working time respondent views disagree in majority. When recoding the agreement options to total disagree and agree levels, the t-test (see table 33, Appendix 3) shows that the difference between 5-15 years and <5 years is also statistically significant ($p = 0,008$).

The vision of the change has been explained clearly.	1	2	3	4
<2 y	30 %	20 %	30 %	20 %
<5 y	6.67 %	40 %	53.33 %	0 %
<10 y	25 %	50 %	25 %	0 %
<15 y	27.27 %	36.37 %	18.18 %	18.18 %
<20 y	0 %	0 %	100 %	0 %
>20 y	0 %	38.46 %	46.15 %	15.39 %
The goals of the change have been communicated clearly.	1	2	3	4
<2 y	30 %	10 %	50 %	10 %
<5 y	6.67 %	33.33 %	60 %	0 %
<10 y	25 %	50 %	12.50 %	12.50 %
<15 y	45.46 %	36.36 %	9.09 %	9.09 %
<20 y	100 %	0 %	0 %	0 %
>20 y	7.69 %	46.15 %	30.77 %	15.39 %
The goals of the change are realistic.	1	2	3	4
<2 y	20 %	20 %	50 %	10 %
<5 y	20 %	40 %	40 %	0 %
<10 y	50 %	25 %	25 %	0 %
<15 y	27.27 %	45.46 %	18.18 %	9.09 %
<20 y	0 %	100 %	0 %	0 %
>20 y	23.08 %	46.15 %	30.77 %	0 %
I have been asked for my input when the changes are made.	1	2	3	4
<2 y	10 %	30 %	40 %	20 %
<5 y	20 %	20 %	53.33 %	6.67 %
<10 y	12.50 %	12.50 %	50 %	25 %
<15 y	27.27 %	36.37 %	9.09 %	27.27 %
<20 y	0 %	100 %	0 %	0 %
>20 y	15.39 %	38.46 %	38.46 %	7.69 %
The value of the change has been clearly explained by leaders.	1	2	3	4
<2 y	20 %	20 %	40 %	20 %
<5 y	6.67 %	46.66 %	46.67 %	0 %
<10 y	25 %	50 %	12.50 %	12.50 %
<15 y	27.27 %	54.55 %	9.09 %	9.09 %
<20 y	0 %	100 %	0 %	0 %
>20 y	0 %	76.92 %	15.39 %	7.69 %
Leaders are committed to the change.	1	2	3	4
<2 y	10 %	10 %	50 %	30 %
<5 y	0 %	33.33 %	53.34 %	13.33 %
<10 y	0 %	37.50 %	50 %	12.50 %
<15 y	9.09 %	36.37 %	18.18 %	36.36 %
<20 y	0 %	0 %	100 %	0 %
>20 y	0 %	7.69 %	61.54 %	30.77 %
Leaders are ready to support me in the change.	1	2	3	4
<2 y	10 %	20 %	50 %	20 %
<5 y	13.33 %	20 %	60 %	6.67 %
<10 y	25 %	50 %	12.50 %	12.50 %
<15 y	9.09 %	9.09 %	45.46 %	36.36 %
<20 y	0 %	100 %	0 %	0 %
>20 y	0 %	23.08 %	53.84 %	23.08 %

Figure 52 Base report Working time: percentage distribution of 1st question battery.

Figure 52 presents the statement about realistic goals seen on the agreement side only by <2 years working time respondents but no statistical significance was found between the scale options. Majority of the working time >10 years disagrees about asking for their input when the changes are made. There isn't any statistical difference between the working years but it can be speculated if the longer time worked respondents feel that their input should be taken more into account. Only majority in <2 years working time respondents agree that the value of the change has been clearly explained by leaders. When the agreement levels are recoded to positive and negative total views, t-test shows (see table 34, Appendix 3) that the difference between 5-15 years and <5 years is also statistically almost significant ($p = 0,033$).

Responses of the 2nd battery of the statements from working time point of view are presented in the figure 53. These statements continue to evaluate leadership in change and similar pattern is visible as in the 1st battery of statements; <5 years working time respondents and >20 working time respondents feel more positively than middle part of the scale. The statement about possibility to give feedback about the change to leaders shows fairly similar view with all working time options.

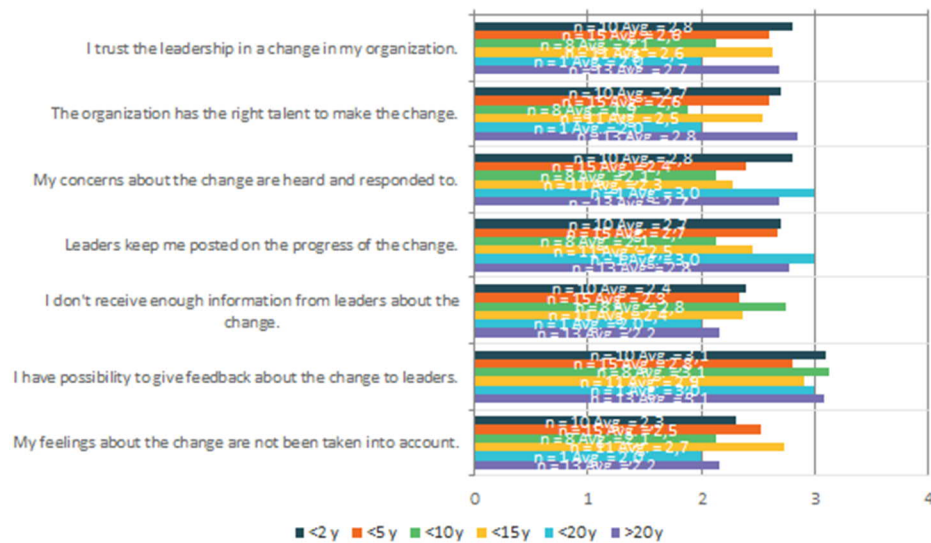


Figure 53 Base report Working time: 2nd battery of statements.

The following figure 54 presents the same 2nd battery statements on the working time level as percentage distribution between the agreement choices. <5 years working time respondents trust the leadership in a change in own organization the most. <2 years working time respondents believe that the organization has the right talent to make the change which differs relatively much especially from 5-10 years working time respondents. Any statistical difference wasn't found despite of recoding the working time scale and the agreement levels.

Statements about leaders keeping respondents posted on the progress of the change and feelings about receiving enough information from leaders about the change follow the same pattern. Agreement percentage is relatively high about not receiving enough information from leaders about the change in all working time options. It could be speculated if the expectations about receiving information are realistic and if the respondents have actively also searched for the information. Majority in other working time options than 10-15 years disagree that their feelings about the change have not been taken into account. Still ~30-40% of options are on the agreement side and it can be speculated if the respondents have had possibility to be involved enough in the change process. The view of ignored feelings is shared with shorter, middle and longer working time respondents. No statistically significant differences were found from the 2nd battery statements between the working years.

I trust the leadership in a change in my organization.	1	2	3	4
<2 y	10 %	20 %	50 %	20 %
<5 y	13.33 %	20 %	60 %	6.67 %
<10 y	25 %	37.50 %	37.50 %	0 %
<15 y	9.09 %	36.37 %	36.36 %	18.18 %
<20 y	0 %	100 %	0 %	0 %
>20 y	0 %	38.46 %	53.85 %	7.69 %
The organization has the right talent to make the change.	1	2	3	4
<2 y	0 %	30 %	70 %	0 %
<5 y	6.67 %	33.33 %	53.33 %	6.67 %
<10 y	25 %	62.50 %	12.50 %	0 %
<15 y	9.09 %	36.36 %	45.46 %	9.09 %
<20 y	0 %	100 %	0 %	0 %
>20 y	0 %	38.46 %	38.46 %	23.08 %
My concerns about the change are heard and responded to.	1	2	3	4
<2 y	10 %	20 %	50 %	20 %
<5 y	13.33 %	40 %	40 %	6.67 %
<10 y	12.50 %	75 %	0 %	12.50 %
<15 y	27.27 %	18.18 %	54.55 %	0 %
<20 y	0 %	0 %	100 %	0 %
>20 y	0 %	30.77 %	69.23 %	0 %
Leaders keep me posted on the progress of the change.	1	2	3	4
<2 y	10 %	20 %	60 %	10 %
<5 y	0 %	46.67 %	40 %	13.33 %
<10 y	25 %	37.50 %	37.50 %	0 %
<15 y	27.27 %	9.09 %	54.55 %	9.09 %
<20 y	0 %	0 %	100 %	0 %
>20 y	0 %	38.46 %	46.15 %	15.39 %
I don't receive enough information from leaders about the change.	1	2	3	4
<2 y	10 %	50 %	30 %	10 %
<5 y	6.67 %	53.33 %	40 %	0 %
<10 y	0 %	37.50 %	50 %	12.50 %
<15 y	9.09 %	54.55 %	27.27 %	9.09 %
<20 y	0 %	100 %	0 %	0 %
>20 y	23.08 %	38.46 %	38.46 %	0 %
I have possibility to give feedback about the change to leaders.	1	2	3	4
<2 y	10 %	0 %	60 %	30 %
<5 y	0 %	26.67 %	66.66 %	6.67 %
<10 y	0 %	12.50 %	62.50 %	25 %
<15 y	9.09 %	18.18 %	45.46 %	27.27 %
<20 y	0 %	0 %	100 %	0 %
>20 y	0 %	23.08 %	46.15 %	30.77 %
My feelings about the change are not been taken into account.	1	2	3	4
<2 y	10 %	60 %	20 %	10 %
<5 y	6.67 %	53.33 %	20 %	20 %
<10 y	25 %	37.50 %	37.50 %	0 %
<15 y	0 %	45.46 %	36.36 %	18.18 %
<20 y	0 %	100 %	0 %	0 %
>20 y	23.08 %	46.15 %	23.08 %	7.69 %

Figure 54 Base report Working time: percentage distribution of 2nd question battery.

Responses of the 3rd battery of the statements from working time point of view are presented in the figure 55. These more general statements about change show a bit more fluctuation between working time answers. <2 years working time respondents stand out with their more positive view about enjoying improving existing practices and seeing the value in making changes to the way of something better. <2 years working time respondents also stress less about the effect of change to own work environment. 10-15 working year respondents agree the most that there is no need to change current practices. All working time option respondents disagree being against change but <2 years working time respondents the most.

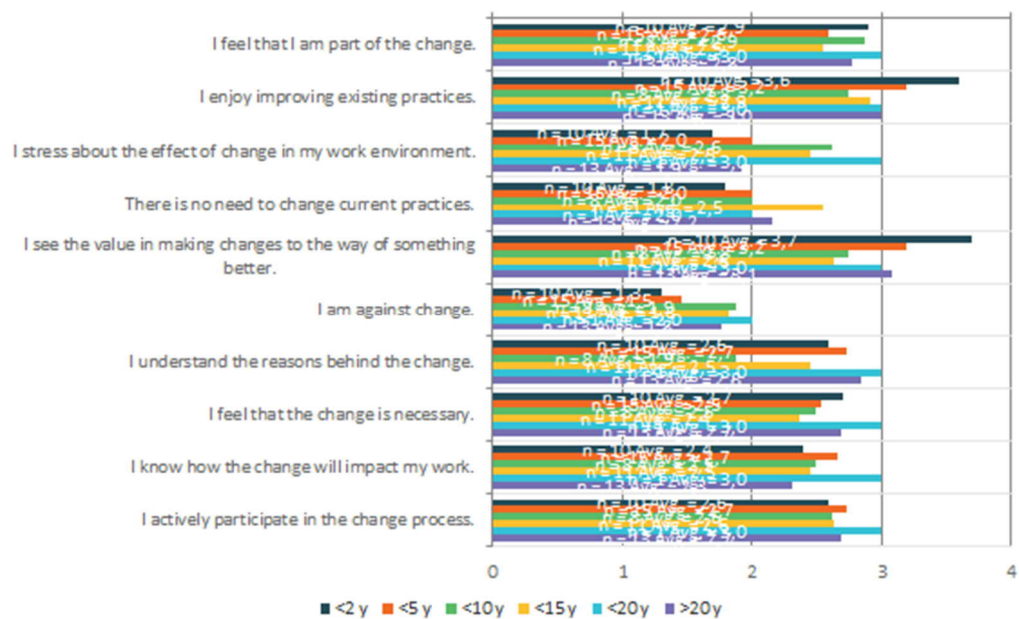


Figure 55 Base report Working time: 3rd battery of statements.

The following figure 56 presents the same 3rd battery statements on the working time level as percentage distribution between the agreement choices. Working time responses don't differ much about feeling being part of the change. The statement about enjoying improving current practices shows a difference between 5-15 years and <5 years and also between <5 years and >15 years. According to t-test (see table 35, Appendix) the difference in both cases is statistically almost significant ($p = 0,041$ and $p = 0,043$). The percentage distribution in the statement about stressing about the effect of change in own work environment also highlights a difference between 5-15 years and <5 years working times. According to t-test (see table 36, Appendix 3) the difference is statistically significant ($p = 0,003$).

Figure 56 also expresses that respondents that have worked >5 years in the organization agree more that there is no need to change current practices. It can be speculated if the shorter working time respondents

haven't had time to adapt the organization culture and old habits but see more need for change.

I feel that I am part of the change.	1	2	3	4
<2 y	10 %	20 %	40 %	30 %
<5 y	13.33 %	20 %	60 %	6.67 %
<10 y	12.50 %	0 %	75 %	12.50 %
<15 y	18.18 %	18.18 %	54.55 %	9.09 %
<20 y	0 %	0 %	100 %	0 %
>20 y	0 %	30.77 %	61.54 %	7.69 %
I enjoy improving existing practices.	1	2	3	4
<2 y	0 %	0 %	40 %	60 %
<5 y	0 %	0 %	80 %	20 %
<10 y	12.50 %	37.50 %	12.50 %	37.50 %
<15 y	9.09 %	9.09 %	63.64 %	18.18 %
<20 y	0 %	0 %	100 %	0 %
>20 y	0 %	15.39 %	69.23 %	15.38 %
I stress about the effect of change in my work environment.	1	2	3	4
<2 y	40 %	50 %	10 %	0 %
<5 y	26.67 %	46.66 %	26.67 %	0 %
<10 y	0 %	50 %	37.50 %	12.50 %
<15 y	0 %	54.55 %	45.45 %	0 %
<20 y	0 %	0 %	100 %	0 %
>20 y	30.77 %	53.85 %	7.69 %	7.69 %
There is no need to change current practices.	1	2	3	4
<2 y	30 %	60 %	10 %	0 %
<5 y	13.34 %	73.33 %	13.33 %	0 %
<10 y	37.50 %	25 %	37.50 %	0 %
<15 y	9.09 %	45.46 %	27.27 %	18.18 %
<20 y	0 %	100 %	0 %	0 %
>20 y	15.38 %	53.85 %	30.77 %	0 %
I see the value in making changes to the way of something better.	1	2	3	4
<2 y	0 %	0 %	30 %	70 %
<5 y	0 %	6.67 %	66.66 %	26.67 %
<10 y	12.50 %	25 %	37.50 %	25 %
<15 y	9.09 %	27.27 %	54.55 %	9.09 %
<20 y	0 %	0 %	100 %	0 %
>20 y	0 %	7.69 %	76.92 %	15.39 %
I am against change.	1	2	3	4
<2 y	70 %	30 %	0 %	0 %
<5 y	60 %	33.33 %	6.67 %	0 %
<10 y	50 %	12.50 %	37.50 %	0 %
<15 y	36.36 %	45.46 %	18.18 %	0 %
<20 y	0 %	100 %	0 %	0 %
>20 y	38.46 %	46.15 %	15.39 %	0 %
I understand the reasons behind the change.	1	2	3	4
<2 y	20 %	20 %	40 %	20 %
<5 y	0 %	40 %	46.67 %	13.33 %
<10 y	25 %	62.50 %	12.50 %	0 %
<15 y	27.27 %	18.18 %	36.37 %	18.18 %
<20 y	0 %	0 %	100 %	0 %
>20 y	0 %	30.77 %	53.85 %	15.38 %
I feel that the change is necessary.	1	2	3	4
<2 y	0 %	50 %	30 %	20 %
<5 y	6.67 %	40 %	46.66 %	6.67 %
<10 y	12.50 %	50 %	12.50 %	25 %
<15 y	27.28 %	27.27 %	27.27 %	18.18 %
<20 y	0 %	0 %	100 %	0 %
>20 y	0 %	38.46 %	53.85 %	7.69 %
I know how the change will impact my work.	1	2	3	4
<2 y	20 %	40 %	20 %	20 %
<5 y	0 %	40 %	53.33 %	6.67 %
<10 y	25 %	12.50 %	50 %	12.50 %
<15 y	18.18 %	36.37 %	27.27 %	18.18 %
<20 y	0 %	0 %	100 %	0 %
>20 y	7.69 %	53.85 %	38.46 %	0 %
I actively participate in the change process.	1	2	3	4
<2 y	20 %	10 %	60 %	10 %
<5 y	0 %	40 %	46.67 %	13.33 %
<10 y	25 %	12.50 %	37.50 %	25 %
<15 y	0 %	45.46 %	45.45 %	9.09 %
<20 y	0 %	0 %	100 %	0 %
>20 y	0 %	38.46 %	53.85 %	7.69 %

Figure 56 Base report Working time: percentage distribution of 3rd question battery.

Some difference also stands out in the statement about seeing the value in making changes to the way of something better. The respondents

between working years 5-15 feel more negative about seeing the value of the change. According to t-test (see table 37, Appendix 3) the difference between 5-15 years and <5 years is statistically significant ($p = 0,002$). <5 years working time respondents stand out also in the statement about not being against change with highest disagreement level. According to t-test (see table 38, Appendix 3) the difference between 5-15 years and <5 years working time responses is statistically almost significant ($p = 0,044$). Working time respondents 5-15 years feel more negatively about understanding the reasons behind the change compared to shorter working time and longer working time. According to t-test (see table 39, Appendix 3) the difference between 5-15 years and >15 years is also statistically almost significant ($p = 0,041$). No statistically significant differences were found from the three last statements of this last battery.

4.1.5 Summary

The following figure 57 presents a summary of the statistical differences found from the exceptions of the survey responses. Statistically very significant differences are highlighted with blue color and statistically significant differences with red color. Statistically almost significant differences are shown with no color highlighting. The most significant differences occur between positions so managerial and non-managerial variables and differences are related to communicating the vision and the goals of the change. Working time as a variable brings out the next highest significant differences.

General results show that many things related to change are on good level in the case organizations and change in general is seen as a good thing. The differences in views become more visible when looking at more detailed levels by variables. Result reports by variables as well as results from the free word responses show similar improvement areas where there are needs for development. Main themes that arise from both responses are managers' knowledge about change process, communication in general, involving and listening of people and planning and scheduling the change process. On top of these it can be seen that diversity of people is not noticed enough in the change process.

STATEMENT	VARIABLES	TEST	P VALUE
The vision of the change has been explained clearly.	Southern Finland / Sweden	t-test	p = 0,009
	managerial / non-managerial	t-test	p = 0,000
	managerial / non-managerial	recoded chi's square	p = 0,000
The goals of the change have been communicated clearly.	5-15 years / >15 years	t-test	p = 0,046
	managerial / non-managerial	t-test	p = 0,000
	managerial / non-managerial	recoded chi's square	p = 0,001
The goals of the change are realistic.	5-15 years / <5 years	recoded t-test	p = 0,008
	Northern Finland / Sweden	t-test	p = 0,048
	managerial / non-managerial	t-test	p = 0,002
I have been asked for my input when the changes are made.	supply / demand	t-test	p = 0,001
	Northern Finland / Sweden	t-test	p = 0,029
	Southern Finland / Sweden	t-test	p = 0,013
The value of the change has been clearly explained by leaders.	managerial / non-managerial	t-test	p = 0,001
	managerial / non-managerial	recoded chi's square	p = 0,003
	5-15 years / <5 years	recoded t-test	p = 0,033
Leaders are committed to the change.	Southern Finland / Sweden	t-test	p = 0,003
I trust the leadership in a change in my organization.	managerial / non-managerial	t-test	p = 0,004
The organization has the right talent to make the change.	managerial / non-managerial	t-test	p = 0,043
My concerns about the change are heard and responded to.	managerial / non-managerial	t-test	p = 0,023
	managerial / non-managerial	recoded t-test	p = 0,004
	managerial / non-managerial	t-test	p = 0,037
Leaders keeps me posted on the progress of the change.	managerial / non-managerial	recoded t-test	p = 0,001
I don't receive enough information from leaders about the change.	managerial / non-managerial	t-test	p = 0,004
My feelings about the change are not been taken into account.	managerial / non-managerial	t-test	p = 0,026
I feel that I am part of the change.	Southern Finland / Sweden	t-test	p = 0,004
	location	recoded chi's square	p = 0,008
	managerial / non-managerial	t-test	p = 0,009
I enjoy improving existing practices.	5-15 years / <5 years	t-test	p = 0,041
	<5 years / >15 years	t-test	p = 0,043
I stress about the effect of change in my work environment.	5-15 years / <5 years	t-test	p = 0,003
I see the value in making changes to the way of something better.	5-15 years / <5 years	t-test	p = 0,002
	supply / demand	t-test	p = 0,022
I am against change.	5-15 years / <5 years	t-test	p = 0,044
	managerial / non-managerial	t-test	p = 0,002
I understand the reasons behind the change.	5-15 years / >15 years	t-test	p = 0,041
	managerial / non-managerial	t-test	p = 0,001
I feel that the change is necessary.	managerial / non-managerial	recoded chi's square	p = 0,007
	managerial / non-managerial	t-test	p = 0,031
I know how the change will impact my work.	managerial / non-managerial	recoded chi's square	p = 0,028
	managerial / non-managerial	t-test	p = 0,001
I actively participate in the change process.	managerial / non-managerial	t-test	p = 0,001

Figure 57 Summary of the exceptions.

4.2 Free word responses

Responses to the open questions were analyzed as total and all answers were not listed to the thesis in order to maintain the anonymity and secure unrecognizable answers by variables. Some direct quotations have been borrowed from the answers though. All together 32 open comments were left to three different possible free word sections. Some open comments were explaining unnecessarily from which point of view the respondent answered to the questions. Generally the comments are very useful and give good outlook on the pain points in a change situation and they also reflect the results from the base reports.

Certain main themes stand out from the open comments and one of them is managers' or leaders' knowhow and skills in change situations. Change management is often a field where managers are assumed to have needed competence because of their position. Free word answers indicate that managers would need more training about change management and processes related to it.

Managers need more information regarding the processes.

Open comments also highlight challenges seen in communication from top management down to closest managers. Management above the closest manager doesn't inspire confidence according to the responses. It can be speculated if there is a lack of visibility, support and participation from the top management in change situations and middle managers end up to be messengers. There can also be seen criticism towards managers' ability to understand mental well-being of the people in change situations. It can also be speculated if this criticism is a sign that people think that managers or leaders don't care about the possible causes of the changes.

Leaders don't realize what continuous changes will cause to the employees, especially mental strain.

Another main theme in the open comments is related to general communication in change situation. Comments refer to situations where change members' views are not heard and people feel that they are not receiving enough information. Some free word answers also criticize on more detailed level already performed or ongoing change efforts like the location of the manager or the cross-sited teams or too difficult and fragmented structure of the new organization. All of these show a need of more support to employees by their managers.

Changes are done even if the majority of stakeholders disagree and are strongly against the change.

Information flow is poor.

Communication and openness tend to be a bit of an issue in this company.

There is a clear need for more communication about the reasons and the objects of the change process. The background, the value and the target and also the methods how to get there should be explained more accurately in order to build understanding and also acceptance with the change members. It is not enough that this communication is done once in the beginning of the change process but it should be continuous and done again and again as long as people have unclear issues or questions. It is also important that the information shared is correct. Communication never works one-way so also the change members should be active in gaining information.

People are different and some need more explanation and convincing about the reasons and value than the others. Open responses also show that it is more important how the change and new way of doing things is

communicated than what the change actually is. The need of change is recognized in general as a part of modern working era.

The chosen direction, whatever it is, must be argued and communicated crystal clear to each and everyone involved.

We need to improve and make changes; otherwise we will fail as a company. Just keeping everything as it is not an option.

Involving, listening and discussing about the change can be recognized also as one of the main themes rising from the open responses. This has been separated from the general communication because of the more detailed and interactive nature. People feel that they matter when they are listened and involved to the change even if they can't have any influence on the things. Even simple discussion about different parts of the process increases the feeling to be involved and at the same time gives the needed information.

Even if I don't support the change and think it is necessary, I will do my best to make it work.

Involving employees should be made genuinely, otherwise it is worth nothing.

Possibility to give feedback does exist, the worry is does anyone really listen / take action.

Involving people to the change process should always be still done genuinely and honestly. Open responses also indicate that there is some involving and listening happening but openness and honesty raise some doubts. Communication should not include any empty promises or misleading on purpose. Diversity of the people should be taken into account in the discussions about the change. Some people feel comfortable to receive information in a big group of people but some prefer smaller groups or even one-to-one talks. Also the tool of communication should be considered according to the other conversationalist. In some cases electric discussion forum like Skype is suitable but some people require face-to-face conversation.

The final theme rising from the open responses could be grouped to planning and scheduling topics. Open responses brought up views for example about too ambitious changes, too slowly happening changes and wrong timing of the change. Planning is an important part of the change process and it is easy to run before one can walk. Even ambitious changes can be justified with clear communication about the vision and targets. It can be speculated if splitting the change to smaller pieces would be in place so that these small wins would bring a feeling of succeeding and

motivation to continue the process. Both bigger targets and smaller wins should be noticed when creating a proper change plan and the timetable. This schedule should also be reasonable from both leaders' and change members' point of views.

Some changes are ambitious.

In such a big company, the changes are happening slower than we wish for.

Current operative tasks take a lot of effort and are fairly time consuming so it's hard to find time for improving current practices and change process.

Some open responses refer to lack of time to participate in change activities because the normal tasks take so much time. It was also commented that changes take so long time that the patience is lost and activity of people is not as high as it could be. If the reasonable schedule and plan is missing and there is a lack of resources and tools, the reality of the successful change is lost. It can be speculated if the timing of the change is never suitable but without starting the process and starting it effectively, it will never happen.

4.3 Development suggestions

Both base report figures and open responses indicate certain development areas that the change leaders can concentrate on. Manager is never ready with knowledge and skills about managing and the same goes with leading a change. From the results it is visible that managers would need some training about change process and working with people in change situation. This concerns both operational actions and also mental side and well-being of the people. Emotional intelligence has been described even more important feature for a leader than technical expertise. Motivation of people should be learned and managers should find ways to motivate especially own organization members. Own example can also be a powerful tool.

One development area from the results could be clear decision making and clear responsibilities in change situation. It is not necessarily clear for the change members that which management level makes the decisions and who is responsible for what. Managers or change leaders should also keep in mind that they don't have to do everything by themselves but active participants from the change members can be utilized as well. From the responses came out also a view that manager being on different location decreases the information flow so this should be also be taken into consideration and out more effort in communication in these cases.

Communication challenges in general and from different aspects stand out from the responses clearly. One clear result was that manager level people feel to receive more information about the change than non-manager level employees. The question is if this is only a feeling or actual situation. People might have some unrealistic expectations about communication so it would also be good to investigate what kind of expectations they do have. Shared information should always be correct and same for everyone. It is natural that managers receive more information than team members but there is also responsibility to forward necessary information to everyone. These responsibilities should be made clear that who informs what and to whom. Communication from top down should always be open, honest and informative enough.

Change leaders or managers should also keep in mind that just sharing information doesn't create understanding. Diverse people need diverse communication in order to get the message through and understood. For some people information sharing in a big group is enough no matter is it done face to face or via for example Skype. Some people need more explanation and it might be easier in a smaller group of people. In some cases the only possibility to get the message through is one to one discussion personally. Communication should be also continuous and same things should be repeated as many times as necessary. Continuous discussions might feel pointless and waste of time but they are a way to get people motivated and involved to the change. In case of receiving not enough or incorrect information, there is always a risk that people start to invent their own info which can lead to unwanted rumours. Communication is always two-sided so activity from the change members is also required in order to achieve successful change.

One development area that stood out from the responses was also the planning phase. There should always be a plan of the change process and also a timetable. If nothing is scheduled in the change process, it might feel that nothing is happening. It is also good to emphasize the small wins during the process in order to show what has been accomplished already. Change takes time and it might feel frustrating not to see any results right away. Scheduling the change process also gives structure to people's work and helps them to understand what happens and when. Putting the effort to the change on top of the normal duties might feel overwhelming but with the timetable it is easier to manage the time.

4.4 Reliability

The first research question of this thesis was related to what is good and successful leadership in change management. The whole theory base was founded to provide answer to this question. Chapter 2 is dedicated to describe the findings about successful leadership based on the know literature. Successful leadership requires understanding the change

process and the methods but also emotional intelligence is an important part of leading successful change.

The next research question asked where the case organization is now with the change management. The results of the survey described in chapter 4 bring up an overview of the current situation from both general view and also from more detailed view by the background variables. Free word responses support also the current situation view from other results. There were not that many issues highlighted separately and the ones written reflected the statistical analysis of the scale results.

The third research question was about the most important improvement needs in the case organization. The observations from the survey are presented in chapter 4 with researcher's speculations about possible improvement needs. The findings from the statistical tests are included to the same chapter and indicate certain improvement needs as well. Responses to the free word sections of the survey bring up also similar improvement needs and are described in the chapter 4.2. The most important improvement needs are summarized to the conclusions in chapter 5.

The last research question was about how to develop as a leader in change management. The results indicate that there is certainly room for development even if believed that the skills and knowhow are there. It is important to admit and realize that leading a change is not automatic but can also be learnt. It can be learnt from the theory and by training but also from people involved in the change by interaction. Many things in case organization are already now done right but more effort should be put to the issues rising as improvement needs.

This research can be repeated similarly also in the future. Survey structure is saved to Clicktools used by the case company so it can be repeated at any suitable time. Survey questions can also be found from Appendix 2 and they can be implemented to some other survey tool if necessary. It could be interesting to see after couple of years with the same organizations and same questions if there has been some development with the results. Same survey can also be conducted to any other organization in the case company to compare the views or to find out other possible improvement needs. Same survey could also be conducted in other companies in similar organizations as benchmarking.

Researcher has tried to maintain objectivity in gathering the data by staying out of the corridor discussions and not influencing people's thoughts and replies by giving own comments. Objectivity was also supported by keeping the survey on very general level and not focusing to any specific level of the leadership in organizations. Analyzing was also performed by formal survey tool results. Researcher made own interpretations from the average figures but observed exceptions were

also tested to be sure of the possible statistical differences. Researcher's own associations were left to background in order to ensure not taking the research to any specific direction intentionally.

This research is a good base for understanding that a manager being automatically successful change leaders is not always true. Similar pain points stood out as described in the literature but it makes more sense to see real results as figures and tables and text about open responses than read theory about the same thing. The results of the survey bring forward themes and topics where the case organizations could concentrate more in the coming change situations and already when planning the changes. The survey could be developed by going on more detailed level with the statements. This could be done especially with the ones standing out as pain points in the case organizations in order to find more detailed information about the specific improvement needs.

5 CONCLUSIONS

The topic of the thesis is very wide and complex. Big and small changes are part of everyone's personal and working life and understanding the meaning of leadership in the change management is essential. Change is evitable in the modern world and stepping out from the comfort zone can be stressful and create uncertainty. Triggers for a change can be various and both organizational and individual perspectives should be taken into account. Successful leadership in change consists of being familiar with the change process or the model and leading the competence and people side by side. Leader should have certain skills to be successful but some resistance can be expected in every change. Planning the change is important and leader should always remember that a change is personal and well-being of people is one key to a successful change.

Since the topic is so extensive, the researcher had to limit the theory base to the certain themes. The selection of the content design was done before the survey but the focus was set on the topics most interesting to the researcher. Some of the topics were selected as presumptions rising up from the research results as they were highlighted in the literature also as the most common pain points in a change process. Resistance of change was chosen as one of the main themes on purpose because it is so natural part of the change and researcher had own interest to study this theme more detailed in order to understand also the psychological side of the change process. The theory base gave useful foundation for creating and completing the survey and also helped to understand the results. Researcher finds the selection of the theory themes being successful from the whole thesis point of view.

The research was limited into two sub-organizations of the company and a survey was quite natural choice because of the amount of the respondents. However, researcher feels after the study that the sample could have been even bigger in order to receive more various responses and more dispersion in the tables for interpreting and testing the results. Focusing on only two organizations gives though possibility to receive more accurate development ideas for these two organizations particularly. It would also have been a possibility to focus more on specific subjects on the survey and have more detailed questions. This gives possibility for further research on the more detailed level concerning the emerged outcomes.

Thesis process in general was successful and the researcher learnt a lot about the selected theme but also about the research process. Change management as a topic was a clear choice for the researcher from the beginning because it is constantly relevant and researcher had own interest to learn more about the subject. The biggest challenge was to limit the topic and select the most important themes of change management for the framework. Learning more detailed about the leadership in change has also helped researcher in own work in change related situations. The planned timetable for the thesis was quite loose but it was accurate despite of some challenges on the way especially when implementing the survey.

The commissioning party has been interested in reviewing the results and finding improved ways of leading changes in future. The topic is seen highly important in the company and with the leaders because of the current continuous change mode. Company also feels that discussion and reflection of the subject increases the awareness of the changes and might increase positive attitude towards the change in general. Feedback from the company supervisor is positive with feeling that this thesis provides the company results that both HR and leaders can utilize in order to ensure changes to go forward. The feedback indicates that the goals of the thesis were achieved and the results have good usability in order to achieve successful working environment also in change situations.

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SURVEY WELCOME LETTER

Dear recipient,

I am doing my Master's thesis for MBA studies in HAMK (Häme University of Applied Sciences) and completing a survey about successful leadership in change management in your organization. The main object of this survey is to find out the most important improvement needs of leading a change in the case organizations (Supply management and Demand management). Your answers will be valuable help for the research and for finding ways to develop leadership in change situations.

The change in this survey refers to any big or small change in your work environment that has happened recently. I will ask you to indicate the level of your agreement in three sections of questions related to leadership in a change and general statements of change. You have also possibility to write free text after each of three sections.

The survey is anonymous and the answers are handled in confidence. The answers will be used only for this thesis and they will be destroyed after they are handled.

Answering takes about 10 minutes and the link will be closed on 31st January 2020. Please follow the below link to register your answers:

<https://link.webpolsurveys.com/S/6A3A351165E19096>

Thank you for taking the time to complete this survey!

Best Regards

Researcher's contact information

SURVEY QUESTIONNAIRE

Background questions:

Location:

Southern Finland
Northern Finland
Sweden

Organization:

Supply Management
Demand Management

Position:

Managerial position
non Managerial position

Working time in organization:

<2 years
<5 years
<10 years
<15 years
<20 years
>20 years

Four point scale for answers: strongly disagree, disagree, agree and strongly agree.

When thinking about leadership in your organization, please indicate your level of agreement with the following statements:

1. The vision of the change has been explained clearly.
2. The goals of the change have been communicated clearly.
3. The goals of the change are realistic.
4. I have been asked for my input when the changes are made.
5. The value of the change has been clearly explained by leaders.
6. Leaders are committed to the change.
7. Leaders are ready to support me in the change.

Free word: something else you would like to say related to the above statements?

Please continue thinking about the leadership of your organization and indicate your level of agreement with the following statements:

1. I trust the leadership in a change in my organization.
2. The organization has the right talent to make the change.
3. My concerns about the change are heard and responded to.
4. Leaders keep me posted on the progress of the change.
5. I don't receive enough information from leaders about the change.
6. I have possibility to give feedback about the change to leaders.
7. My feelings about the change are not been taken into account.

Free word: something else you would like to say related to the above statements?

Please indicate your level of agreement with the following general statements:

1. I feel that I am part of the change.

2. I enjoy improving existing practices.
3. I stress about the effect of change in my work environment.
4. There is no need to change current practices.
5. I see the value in making changes to the way of something better.
6. I am against change.
7. I understand the reasons behind the change.
8. I feel that the change is necessary.
9. I know how the change will impact my work.
10. I actively participate in the change process.

Free word: something else you would like to say related to the above statements?

STATISTICAL ANALYSIS TABLES

Crosstabs						
	Location: Southern Finland: (N=23)		Location: Northern Finland: (N=12)		Location: Sweden: (N=23)	
1 (16%)	4 %	N=1	25 %	N=3	22 %	N=5
2 (36%)	30 %	N=7	25 %	N=3	48 %	N=11
3 (38%)	48 %	N=11	42 %	N=5	26 %	N=6
4 (10%)	17 %	N=4	8 %	N=1	4 %	N=1
average	2.78		2.33		2.13	

chi2		
Location	Min Expected	Fraction < 5
8.04 (p=0.235)	1.2414	67 %

t-test		
Northern Finland / Southern Finland	Northern Finland / Sweden	Southern Finland / Sweden
-1.46 (p=0.153)	0.65 (p=0.520)	2.75 (p=0.009)

Table 1 Location : The vision of the change has been explained clearly.

Crosstabs						
	Location: Southern Finland: (N=23)		Location: Northern Finland: (N=12)		Location: Sweden: (N=23)	
1 (26%)	35 %	N=8	33 %	N=4	13 %	N=3
2 (38%)	30 %	N=7	50 %	N=6	39 %	N=9
3 (33%)	30 %	N=7	17 %	N=2	43 %	N=10
4 (3%)	4 %	N=1	0 %	N=0	4 %	N=1
average	2.04		1.83		2.39	

chi2		
Location	Min Expected	Fraction < 5
5.55 (p=0.475)	0.4138	50 %

t-test		
Northern Finland / Southern Finland	Northern Finland / Sweden	Southern Finland / Sweden
-0.68 (p=0.499)	-2.06 (p=0.048)	-1.37 (p=0.176)

Table 2 Location: The goals of the change are realistic.

Crosstabs						
	Location: Southern Finland: (N=23)		Location: Northern Finland: (N=12)		Location: Sweden: (N=23)	
1 (17%)	13 %	N=3	0 %	N=0	30 %	N=7
2 (29%)	22 %	N=5	33 %	N=4	35 %	N=8
3 (38%)	35 %	N=8	58 %	N=7	30 %	N=7
4 (16%)	30 %	N=7	8 %	N=1	4 %	N=1
average	2.83		2.75		2.09	

chi2		
Location	Min Expected	Fraction < 5
12.64 (p=0.049)	1.8621	67 %

t-test		
Northern Finland / Southern Finland	Northern Finland / Sweden	Southern Finland / Sweden
-0.23 (p=0.817)	2.28 (p=0.029)	2.59 (p=0.013)

Table 3 Location: I have been asked for my input when the changes are made.

Crosstabs						
	Location: Southern Finland: (N=23)		Location: Northern Finland: (N=12)		Location: Sweden: (N=23)	
1 (3%)	0 %	N=0	8 %	N=1	4 %	N=1
2 (24%)	17 %	N=4	8 %	N=1	39 %	N=9
3 (48%)	43 %	N=10	50 %	N=6	52 %	N=12
4 (24%)	39 %	N=9	33 %	N=4	4 %	N=1
average	3.22		3.08		2.57	

chi2		
Location	Min Expected	Fraction < 5
11.98 (p=0.062)	0.4138	42 %

t-test		
Northern Finland / Southern Finland	Northern Finland / Sweden	Southern Finland / Sweden
-0.47 (p=0.639)	1.94 (p=0.061)	3.16 (p=0.003)

Table 4 Location: Leaders are committed to the change.

Crosstabs

	Location: Southern Finland: (N=23)		Location: Northern Finland: (N=12)		Location: Sweden: (N=23)	
1 (10%)	0 %	N=0	8 %	N=1	22 %	N=5
2 (19%)	13 %	N=3	8 %	N=1	30 %	N=7
3 (59%)	70 %	N=16	75 %	N=9	39 %	N=9
4 (12%)	17 %	N=4	8 %	N=1	9 %	N=2
average	3.04		2.83		2.35	

chi2		
Location	Min Expected	Fraction < 5
11.45 (p=0.075)	1.2414	75 %

t-test

Northern Finland / Southern Finland	Northern Finland / Sweden	Southern Finland / Sweden
-0.95 (p=0.347)	1.57 (p=0.126)	3.06 (p=0.004)

Table 5 Location: I feel that I am part of the change.

Crosstabs recoded

	Location: Southern Finland: (N=23)		Location: Northern Finland: (N=12)		Location: Sweden: (N=23)	
negative (29%)	13 %	N=3	17 %	N=2	52 %	N=12
positive (71%)	87 %	N=20	83 %	N=10	48 %	N=11
average	1.87		1.83		1.48	

chi2 recoded		
Location	Min Expected	Fraction < 5
9.67 (p=0.008)	3.5172	17 %

t-test recoded

Northern Finland / Southern Finland	Northern Finland / Sweden	Southern Finland / Sweden
-0.28 (p=0.779)	2.29 (p=0.029)	3.05 (p=0.004)

Table 6 Location recoded: I feel that I am part of the change.

Crosstabs

	Location: Southern Finland: (N=23)		Location: Northern Finland: (N=12)		Location: Sweden: (N=23)	
1 (21%)	13 %	N=3	25 %	N=3	26 %	N=6
2 (50%)	52 %	N=12	33 %	N=4	57 %	N=13
3 (26%)	30 %	N=7	33 %	N=4	17 %	N=4
4 (3%)	4 %	N=1	8 %	N=1	0 %	N=0
average	2.26		2.25		1.91	

chi2		
Location	Min Expected	Fraction < 5
4.73 (p=0.579)	0.4138	58 %

t-test

Northern Finland / Southern Finland	Northern Finland / Sweden	Southern Finland / Sweden
-0.04 (p=0.971)	1.21 (p=0.234)	1.66 (p=0.104)

Table 7 Location: I stress about the effect of change in my work environment.

Crosstabs

	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)	
1 (16%)	8 %	N=1	18 %	N=8
2 (36%)	0 %	N=0	47 %	N=21
3 (38%)	54 %	N=7	33 %	N=15
4 (10%)	38 %	N=5	2 %	N=1
average	3.23		2.2	

chi2		
Position	Min Expected	Fraction < 5
20.65 (p=0.000)	1.3448	62 %

t-test	
Managerial position / non Managerial position	
4.23 (p=0.000)	

Table 8 Position: The vision of the change has been explained clearly.

Appendix 3/3

Crosstabs recoded

	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)	
negative (52%)	8 %	N=1	64 %	N=29
positive (48%)	92 %	N=12	36 %	N=16
average	1.92		1.36	

chi2 recoded

Position	Min Expected	Fraction < 5
13.01 (p=0.000)	6.2759	0 %

t-test recoded

Managerial position / non Managerial position
5.38 (p=0.000)

Table 9 Position recoded: The vision of the change has been explained clearly.

Crosstabs

	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)	
1 (22%)	8 %	N=1	27 %	N=12
2 (34%)	8 %	N=1	42 %	N=19
3 (34%)	54 %	N=7	29 %	N=13
4 (9%)	31 %	N=4	2 %	N=1
average	3.08		2.07	

chi2

Position	Min Expected	Fraction < 5
16.46 (p=0.001)	1.1207	62 %

t-test

Managerial position / non Managerial position
3.91 (p=0.000)

Table 10 Position: The goals of the change have been communicated clearly.

Crosstabs recoded

	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)	
negative (57%)	15 %	N=2	69 %	N=31
positive (43%)	85 %	N=11	31 %	N=14
average	1.85		1.31	

chi2 recoded

Position	Min Expected	Fraction < 5
11.77 (p=0.001)	5.6034	0 %

t-test recoded

Managerial position / non Managerial position
4.27 (p=0.000)

Table 11 Position recoded: The goals of the change have been communicated clearly.

Crosstabs

	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)	
1 (26%)	8 %	N=1	31 %	N=14
2 (38%)	23 %	N=3	42 %	N=19
3 (33%)	54 %	N=7	27 %	N=12
4 (3%)	15 %	N=2	0 %	N=0
average	2.77		1.96	

chi2

Position	Min Expected	Fraction < 5
12.31 (p=0.006)	0.4483	62 %

t-test

Managerial position / non Managerial position
3.31 (p=0.002)

Table 12 Position: The goals of the change are realistic.

Crosstabs					chi2		
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
1 (14%)	8 %	N=1	16 %	N=7	13.67 (p=0.003)	1.1207	50 %
2 (52%)	23 %	N=3	60 %	N=27			
3 (26%)	38 %	N=5	22 %	N=10			
4 (9%)	31 %	N=4	2 %	N=1			
average	2.92		2.11				
					t-test		
					Managerial position / non Managerial position		
					3.45		
					(p=0.001)		

Table 13 Position: The value of the change has been clearly explained by leaders.

Crosstabs recoded					chi2 recoded		
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
negative (66%)	31 %	N=4	76 %	N=34	8.95 (p=0.003)	4.4828	25 %
positive (34%)	69 %	N=9	24 %	N=11			
average	1.69		1.24				
					t-test recoded		
					Managerial position / non Managerial position		
					3.2		
					(p=0.002)		

Table 14 Position recoded: The value of the change has been clearly explained by leaders.

Crosstabs					chi2		
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
1 (10%)	8 %	N=1	11 %	N=5	23.27 (p=0.000)	1.3448	62 %
2 (31%)	15 %	N=2	36 %	N=16			
3 (48%)	31 %	N=4	53 %	N=24			
4 (10%)	46 %	N=6	0 %	N=0			
average	3.15		2.42				
					t-test		
					Managerial position / non Managerial position		
					3.04		
					(p=0.004)		

Table 15 Position: I trust the leadership in a change in my organization.

Crosstabs					chi2		
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
1 (7%)	8 %	N=1	7 %	N=3	10.86 (p=0.012)	0.8966	50 %
2 (40%)	23 %	N=3	44 %	N=20			
3 (45%)	38 %	N=5	47 %	N=21			
4 (9%)	31 %	N=4	2 %	N=1			
average	2.92		2.44				
					t-test		
					Managerial position / non Managerial position		
					2.08		
					(p=0.043)		

Table 16 Position: The organization has the right talent to make the change.

Crosstabs					chi2		
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
1 (12%)	15 %	N=2	11 %	N=5	13.1 (p=0.004)	0.8966	50 %
2 (34%)	0 %	N=0	44 %	N=20			
3 (47%)	62 %	N=8	42 %	N=19			
4 (7%)	23 %	N=3	2 %	N=1			
average	2.92		2.36				
					t-test		
					Managerial position / non Managerial position		
					2.34		
					(p=0.023)		

Table 17 Position: My concerns about the change are heard and responded to.

Crosstabs recoded				chi2 recoded			
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
negative (47%)	15 %	N=2	56 %	N=25	6.54 (p=0.011)	6.0517	0 %
positive (53%)	85 %	N=11	44 %	N=20			
average	1.85		1.44				

t-test recoded	
Managerial position / non Managerial position	
3.13	
(p=0.004)	

Table 18 Position recoded: My concerns about the change are heard and responded to.

Crosstabs				chi2			
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
1 (10%)	8 %	N=1	11 %	N=5	14.32 (p=0.002)	1.3448	62 %
2 (31%)	23 %	N=3	33 %	N=15			
3 (48%)	31 %	N=4	53 %	N=24			
4 (10%)	38 %	N=5	2 %	N=1			
average	3		2.47				

t-test	
Managerial position / non Managerial position	
2.14	
(p=0.037)	

Table 19 Position: Leaders keeps me posted on the progress of the change.

Crosstabs				chi2			
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
1 (10%)	38 %	N=5	2 %	N=1	14.8 (p=0.002)	0.6724	62 %
2 (48%)	38 %	N=5	51 %	N=23			
3 (36%)	23 %	N=3	40 %	N=18			
4 (5%)	0 %	N=0	7 %	N=3			
average	1.85		2.51				

t-test	
Managerial position / non Managerial position	
-3.04	
(p=0.004)	

Table 20 Position: I don't receive enough information from leaders about the change.

Crosstabs				chi2			
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
1 (12%)	23 %	N=3	9 %	N=4	7.52 (p=0.057)	1.569	38 %
2 (50%)	69 %	N=9	44 %	N=20			
3 (26%)	0 %	N=0	33 %	N=15			
4 (12%)	8 %	N=1	13 %	N=6			
average	1.92		2.51				

t-test	
Managerial position / non Managerial position	
-2.4	
(p=0.026)	

Table 21 Position: My feelings about the change are not been taken into account.

Crosstabs recoded				chi 2 recoded			
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
negative (62%)	92 %	N=12	53 %	N=24	6.51 (p=0.011)	4.931	25 %
positive (38%)	8 %	N=1	47 %	N=21			
average	1.08		1.47				

t-test recoded	
Managerial position / non Managerial position	
-3.62	
(p=0.001)	

Table 22 Position recoded: My feelings about the change are not been taken into account.

Crosstabs				chi2			
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
1 (10%)	8 %	N=1	11 %	N=5	18.53 (p=0.000)	1.3448	50 %
2 (19%)	8 %	N=1	22 %	N=10			
3 (59%)	38 %	N=5	64 %	N=29			
4 (12%)	46 %	N=6	2 %	N=1			
average	3.23		2.58				

t-test	
Managerial position / non Managerial position	
2.69	
(p=0.009)	

Table 23 Position: I feel that I am part of the change.

Crosstabs				chi2			
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
1 (12%)	8 %	N=1	13 %	N=6	22.65 (p=0.000)	1.569	38 %
2 (33%)	15 %	N=2	38 %	N=17			
3 (41%)	23 %	N=3	47 %	N=21			
4 (14%)	54 %	N=7	2 %	N=1			
average	3.23		2.38				

t-test	
Managerial position / non Managerial position	
3.34	
(p=0.002)	

Table 24 Position: I understand the reasons behind the change.

Crosstabs				chi2			
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
1 (9%)	8 %	N=1	9 %	N=4	17.06 (p=0.001)	1.1207	50 %
2 (40%)	8 %	N=1	49 %	N=22			
3 (38%)	38 %	N=5	38 %	N=17			
4 (14%)	46 %	N=6	4 %	N=2			
average	3.23		2.38				

t-test	
Managerial position / non Managerial position	
3.54	
(p=0.001)	

Table 25 Position: I feel that the change is necessary.

Crosstabs recoded				chi2 recoded			
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
negative (48%)	15 %	N=2	58 %	N=26	7.26 (p=0.007)	6.2759	0 %
positive (52%)	85 %	N=11	42 %	N=19			
average	1.85		1.42				

t-test recoded	
Managerial position / non Managerial position	
3.31	
(p=0.003)	

Table 26 Position recoded: I feel that the change is necessary.

Crosstabs				chi2			
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
1 (12%)	8 %	N=1	13 %	N=6	5.99 (p=0.112)	1.3448	50 %
2 (38%)	15 %	N=2	44 %	N=20			
3 (40%)	54 %	N=7	36 %	N=16			
4 (10%)	23 %	N=3	7 %	N=3			
average	2.92		2.36				

t-test	
Managerial position / non Managerial position	
2.21	
(p=0.031)	

Table 27 Position: I know how the change will impact my work.

Appendix 3/7

Crosstabs recoded				chi2 recoded			
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
negative (50%)	23 %	N=3	58 %	N=26	4.86 (p=0.028)	6.5	0 %
positive (50%)	77 %	N=10	42 %	N=19			
average	1.77		1.42				

t-test recoded	
Managerial position / non Managerial position	
2.43	(p=0.024)

Table 28 Position recoded: I know how the change will impact my work.

Crosstabs				chi2			
	Position: Managerial position: (N=13)		Position: non Managerial position: (N=45)		Position	Min Expected	Fraction < 5
1 (7%)	0 %	N=0	9 %	N=4	13.82 (p=0.003)	0.8966	50 %
2 (31%)	8 %	N=1	38 %	N=17			
3 (50%)	54 %	N=7	49 %	N=22			
4 (12%)	38 %	N=5	4 %	N=2			
average	3.31		2.49				

t-test	
Managerial position / non Managerial position	
3.68	(p=0.001)

Table 29 Position: I actively participate in the change process.

Crosstabs				chi2			
	Organization: Supply Management: (N=22)		Organization: Demand Managem... (N=36)		Organization	Min Expected	Fraction < 5
1 (26%)	0 %	N=0	42 %	N=15	13.04 (p=0.005)	0.7586	25 %
2 (38%)	45 %	N=10	33 %	N=12			
3 (33%)	50 %	N=11	22 %	N=8			
4 (3%)	5 %	N=1	3 %	N=1			
average	2.59		1.86				

t-test	
Demand Management / Supply Management	
-3.48	(p=0.001)

Table 30 Organization: The goals of the change are realistic.

Crosstabs				chi2			
	Organization: Supply Management: (N=22)		Organization: Demand Management: (N=36)		Organization	Min Expected	Fraction < 5
1 (50%)	68 %	N=15	39 %	N=14	5.32 (p=0.070)	3.0345	33 %
2 (36%)	27 %	N=6	42 %	N=15			
3 (14%)	5 %	N=1	19 %	N=7			
4 (0%)	0 %	N=0	0 %	N=0			
average	1.36		1.81				

t-test	
Demand Management / Supply Management	
2.36	(p=0.022)

Table 31 Organization: I am against change.

Crosstabs						chi2			
	Working time recoded: < 5 years: (N=25)		Working time recoded: 5-15 years: (N=19)		Working time recoded: > 15 years: (N=14)		Working time...	Min Expected	Fraction < 5
1 (16%)	16 %	N=4	26 %	N=5	0 %	N=0	6.46 (p=0.374)	1.4483	50 %
2 (36%)	32 %	N=8	42 %	N=8	36 %	N=5			
3 (38%)	44 %	N=11	21 %	N=4	50 %	N=7			
4 (10%)	8 %	N=2	11 %	N=2	14 %	N=2			
average	2.44		2.16		2.79				

t-test		
5-15 years / < 5 years	5-15 years / > 15 years	< 5 years / > 15 years
-1.02 (p=0.314)	-2.07 (p=0.046)	-1.27 (p=0.211)

Table 32 Working time: The vision of the change has been explained clearly.

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Crosstabs recoded						chi2 recoded			
	Working time recoded: < 5 years: (N=25)		Working time recoded: 5-15 years: (N=19)		Working time recoded: > 15 years: (N=14)		Working time...	Min Expected	Fraction < 5
negative (57%)	40 %	N=10	79 %	N=15	57 %	N=8	6.68	6.0345	0 %
positive (43%)	60 %	N=15	21 %	N=4	43 %	N=6	(p=0.035)		
average	1.6		1.21		1.43				

t-tst recoded		
5-15 years / < 5 years	5-15 years / > 15 years	< 5 years / > 15 years
-2.81	-1.3	1.02
(p=0.008)	(p=0.205)	(p=0.316)

Table 33 Working time recoded: The goals of the change have been communicated clearly.

Crosstabs recoded						chi2 recoded			
	Working time recoded: < 5 years: (N=25)		Working time recoded: 5-15 years: (N=19)		Working time recoded: > 15 years: (N=14)		Working time...	Min Expected	Fraction < 5
negative (66%)	48 %	N=12	79 %	N=15	79 %	N=11	5.97	4.8276	17 %
positive (34%)	52 %	N=13	21 %	N=4	21 %	N=3	(p=0.051)		
average	1.52		1.21		1.21				

t-test recoded		
5-15 years / < 5 years	5-15 years / > 15 years	< 5 years / > 15 years
-2.21	-0.03	2
(p=0.033)	(p=0.980)	(p=0.054)

Table 34 Working time recoded: The value of the change has been clearly explained by leaders.

Crosstabs						chi2			
	Working time recoded: < 5 years: (N=25)		Working time recoded: 5-15 years: (N=19)		Working time recoded: > 15 years: (N=14)		Working time r...	Min Expected	Fraction < 5
1 (3%)	0 %	N=0	11 %	N=2	0 %	N=0	11.96	0.4828	58 %
2 (10%)	0 %	N=0	21 %	N=4	14 %	N=2	(p=0.063)		
3 (59%)	64 %	N=16	42 %	N=8	71 %	N=10			
4 (28%)	36 %	N=9	26 %	N=5	14 %	N=2			
average	3.36		2.84		3				

t-test		
5-15 years / < 5 years	5-15 years / > 15 years	< 5 years / > 15 years
-2.15	-0.6	2.1
(p=0.041)	(p=0.556)	(p=0.043)

Table 35 Working time: I enjoy improving existing practices.

Crosstabs						chi2			
	Working time recoded: < 5 years: (N=25)		Working time recoded: 5-15 years: (N=19)		Working time recoded: > 15 years: (N=14)		Working time r...	Min Expected	Fraction < 5
1 (21%)	32 %	N=8	0 %	N=0	29 %	N=4	10.54	0.4828	58 %
2 (50%)	48 %	N=12	53 %	N=10	50 %	N=7	(p=0.104)		
3 (26%)	20 %	N=5	42 %	N=8	14 %	N=2			
4 (3%)	0 %	N=0	5 %	N=1	7 %	N=1			
average	1.88		2.53		2				

t-test		
5-15 years / < 5 years	5-15 years / > 15 years	< 5 years / > 15 years
3.13	2.03	-0.46
(p=0.003)	(p=0.051)	(p=0.649)

Table 36 Working time: I stress about the effect of change in my work environment.

Crosstabs						chi2			
	Working time recoded: < 5 years: (N=25)		Working time recoded: 5-15 years: (N=19)		Working time recoded: > 15 years: (N=14)		Working time r...	Min Expected	Fraction < 5
1 (3%)	0 %	N=0	11 %	N=2	0 %	N=0	14.79	0.4828	58 %
2 (12%)	4 %	N=1	26 %	N=5	7 %	N=1	(p=0.022)		
3 (57%)	52 %	N=13	47 %	N=9	79 %	N=11			
4 (28%)	44 %	N=11	16 %	N=3	14 %	N=2			
average	3.4		2.68		3.07				

t-test		
5-15 years / < 5 years	5-15 years / > 15 years	< 5 years / > 15 years
-3.24	-1.62	1.92
(p=0.002)	(p=0.117)	(p=0.064)

Table 37 Working time: I see the value in making changes to the way of something better.

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Crosstabs						chi2			
	Working time recoaded: < 5 years: (N=25)		Working time recoaded: 5-15 years: (N=19)		Working time recoaded: > 15 years: (N=14)		Working time...	Min Expected	Fraction < 5
1 (50%)	64 %	N=16	42 %	N=8	36 %	N=5	6.66 (p=0.155)	1.931	33 %
2 (36%)	32 %	N=8	32 %	N=6	50 %	N=7	t-test		
3 (14%)	4 %	N=1	26 %	N=5	14 %	N=2	5-15 years / < 5 years	5-15 years / > 15 years	< 5 years / > 15 years
4 (0%)	0 %	N=0	0 %	N=0	0 %	N=0	2.08 (p=0.044)	0.21 (p=0.839)	-1.85 (p=0.072)
average	1.4		1.84		1.79				

Table 38 Working time: I am against change.

Crosstabs						chi2			
	Working time recoaded: < 5 years: (N=25)		Working time recoaded: 5-15 years: (N=19)		Working time recoaded: > 15 years: (N=14)		Working time...	Min Expected	Fraction < 5
1 (12%)	8 %	N=2	26 %	N=5	0 %	N=0	7.57 (p=0.272)	1.6897	58 %
2 (33%)	32 %	N=8	37 %	N=7	29 %	N=4	t-test		
3 (41%)	44 %	N=11	26 %	N=5	57 %	N=8	5-15 years / < 5 years	5-15 years / > 15 years	< 5 years / > 15 years
4 (14%)	16 %	N=4	11 %	N=2	14 %	N=2	-1.7 (p=0.097)	-2.14 (p=0.041)	-0.67 (p=0.506)
average	2.68		2.21		2.86				

Table 39 Working time: I understand the reasons behind the change.