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Developing a Change Management Plan to Deploy Team Selling Approach in the Case Company

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This thesis focused on developing a change management plan for deploying team selling approach. Team selling is a customer management tool that uses the competence of different departments to create added value in the form of know-how to the customer. In the past it was decided to start the using of the team selling approach but years after the deployment, experience indicated that it was only partially in use. Since team selling involves many employees from the case company and it is a new way of working, it was realized that change management was needed.

The research approach used in the study was design research and it was conducted in four main steps: finding good practices from the literature, current state analysis, developing initial proposal and validating the initial proposal. Data was gathered from interviews, internal documents and workshops.

The study indicated that the reason for the team selling approach deployment had not been successful was due to the lack of support from the organization, lack of leadership skills of the team leaders and choosing the accounts on a wrong basis. The study also revealed that the team selling approach usage level was significantly lower than what was initially considered.

As a result of the study a proposal for a change management plan was created in the form of action points and a roadmap. When the case company decides to take the change management plan into use, it should increase the team selling usage and thus, bring more growth in the key accounts.

Keywords	Change management, team selling, key account management

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1 Introduction

Sales job is often associated with a lonely wolf kind of task. The front office salesperson goes out into the wild and comes back with order sheets filled with projects that will bring turnover to the organization. After he has given the order sheets to the back office, he goes for another round without looking back.

This could be the case when selling vacuum cleaners or soap, but technical sales and especially solution-based sales require a lot of different kind of know-how from first contact to delivery and after sales. First suppliers must get in contact with the customer, find the challenges that they are struggling with and convince them that the supplier is the right company for the task. After that the supplier gets the details of the challenges to come up with a solution. Once a solution is proposed and the customer has accepted and ordered it, the supplier must make sure that it is delivered on time. After delivery there comes the after sales and hopefully additional sales.

All these stages influence the total customer experience and if even one of these fails the customer might think twice before using the same supplier the next time. If, however this supplier succeeds to bring added value and maybe even overcome the expectations in each of these different process phases, it will have a loyal customer for years to come.

So how to have a systematic approach to keep all these different stages in hands? The answer is team selling. Team selling is an approach to key customers. The contact interface to a customer is instead of just one salesperson, multiple persons from the organization and preferably each with their own special know how: sales, design, project management, deliveries and after sales. The team consisting of these different skills work proactively to fulfill and pass the customers’ expectations. However, using team selling might turn out to be a challenge for a company if it has been oriented to the traditional way of selling.

1.1 Business Context

The case company is a subsidiary of its’ German parent company and it is operating in Finnish markets. Case company has two main business units: industrial automation and didactic. The focus of this thesis is in industrial automation. Industrial automation is divided to process automation and factory automation. Case companys product portfolio consists of pneumatic actuators and their control systems, electrical actuators like servo drives, their control systems and mechanics, remote I/O's, programmable logic controllers and process valves and their control systems. This all can be put together by case company's project department which focuses on solutions and subassemblies.

The customers of the case company are globally operating Finnish machine builders or process automation system providers. Main competitors depend on the product or service, but biggest competitors are usually also globally operating companies who have subsidiaries in Finland.

The case company has a growth strategy. This means that it is aiming for ~10% growth each year. This is realized on purely organic growth without any acquisitions. Since the market has been growing only few percentage points yearly it means that the case company must win market share from its competitors.

One of the key points to gain market share is to focus on big key customers and expand the foothold in them. The past has shown that the more time is spent with the customer, the more market share is gained. When team selling approach is used, the interactions with the customer are multiplied from one to several and the time spend with the customer also multiplies. It also makes the communication with the customer clearer: team selling approach cuts down the effect of sales engineer failing to provide essential information gotten from the customer to the back office.

For this reason, the case company included in its strategy the usage of the team selling approach to have as much contact with the customer as possible which means more turnover and bigger growth. Team selling is also one of the key functional competences that is required from all case company's sales engineers.

1.2 Business Challenge, Objective and Outcome

The business challenge is that the team selling approach is not working efficiently. After taking the team selling approach to one of key strategic action plans and forming the teams it was noticed that not all of them were performing on the same level. Some teams exceeded expectations, gained market share and made the customer more committed to the case company as a supplier than ever. Other teams couldn't even have their first kick off meeting and it was noticed that some of the staff did not even know to which teams they belonged. It was clear that the teams were not working consistently if at all.

Since some of the teams worked well, it was clear that the team selling approach is a good method. The main challenge seemed to be in the usage of team selling approach. Since it was a new way of working and it affected on almost every employee it was notices that change management is needed. For this reason, the objective of the thesis was to propose a change management plan on how to put the team selling approach into full use for defined key accounts in Finland. The outcome of this thesis was set to be a proposal for a change management plan.

1.3 Thesis Outline

There already is a good framework for team selling that is developed by the parent company of case company. This team selling approach is working in several other subsidiary companies around the world and it also works in some of the teams at the case company. Team selling approach clearly creates added value for the customers and makes them loyal and committed and thus brings more turnover. For this reason, this thesis does not focus on developing team selling approach but instead on the implementation of it at the case company.

For getting the team selling approach into full use, a change management plan is needed. For that reason, the objective of this thesis was to propose a change management plan on hot to put the team selling approach into full use. Since the topic of the thesis was heavily related to change management, the study was started by making a literature research on Change Management.

The study of this thesis was done by using applied research method. After the introduction and project plan in chapters 1 and 2, a framework for a good practice of a change management and implementation programs from the literature are presented in chapter 3. After a framework is defined a current state analysis was done which is described in chapter 4. Chapter 5 shows the proposal of a change management plan on how to implement team selling approach and in chapter 6 it is explained how this proposal was validated in practice. Chapter 7 focuses on discussion and conclusion of the thesis.

In the next chapter the research approach is introduced along with research design. The chapter also describes data collection and analysis plan.

2 Method and Material

This section explains what kind of methods and materials were used to create this thesis. The section provides information about the research approach used to ensure the high quality and the pragmatic results of the thesis. After that the section explains the design how the research was conducted. This ensured the systematic approach towards the objective along the study. Accordingly, this section includes a data plan which shows what kind of data was gathered, at which stage and from whom. This section also details the reasons why each of the data was gathered.

2.1 Research Approach

The fundamental objective for this thesis is to implement a pragmatic study in order to find weaknesses in the current state of the company and propose a concrete plan how to overcome these weaknesses. For this reason, the research approach used needs to also be pragmatic and the working principles must be close to the business challenge. There are several types of research methods available and some of them are very similar to each other.

The thesis is not conducted according to basic research since the impact of these kind of studies are mainly to the academic community and researcher. (Saunders et al. 2019: 10) Since the objective of this study is to create a practical action plan, basic research is out of the question.

Action research could have been a potential way of implementing the study, but it is based on cycles in which the researcher tests the solution made (Kananen 2013: 42). For this reason, there could have been a schedule challenge: the time period in conducting this research was limited to four months.

Thus, the thesis is implemented by using Design research which is also known as Applied Action Research. The target for an applied research is to have an impact on policies and practice community's like the case company. (Saunders et al 2019: 10). This is exactly the correct research method for the objective of the thesis.

Additionally, to producing text, design research also produces solutions that has a practical value. (Kananen 2013: 45)

Due to chapter called Research Design in this thesis, from now on the research method will be called Applied Action Research, which Design Research is also known as. This is to minimize the confusion of the terms.

Applied action research aims for results such as new product concept or a process improvement. The key element in turning results to beneficial solutions or methods is a documentation and dissemination. Additionally, applied action research always has a theoretical background and a clear objective that may include processes, products or services. (Kananen 2013: 47) The thesis objective is to propose a change management plan which is a process improvement. The study is carefully documented which is explained in detailed in chapter 2.3. Due to a theoretical background stage, the applied action research approach fits well for implementing the thesis.

The process of conducting Applied Action research has a starting point when a clear objective is defined. After that the initial state is measured and the development process is started. After the process is finished the closing measurement are done. By calculating the difference of the starting point measurement to the ending point the change can be defined. (Kananen 2013, pages 22-24) In chapter 2.2 the research design of this thesis is introduced which adapts to the process described by Kananen.

2.2 Research Design

Research Design is a visual form of a strategy on how to implement the research. In order to have a systematic approach towards the objective, a visual plan of the different research steps, data collection stages and outcomes of each steps was generated.

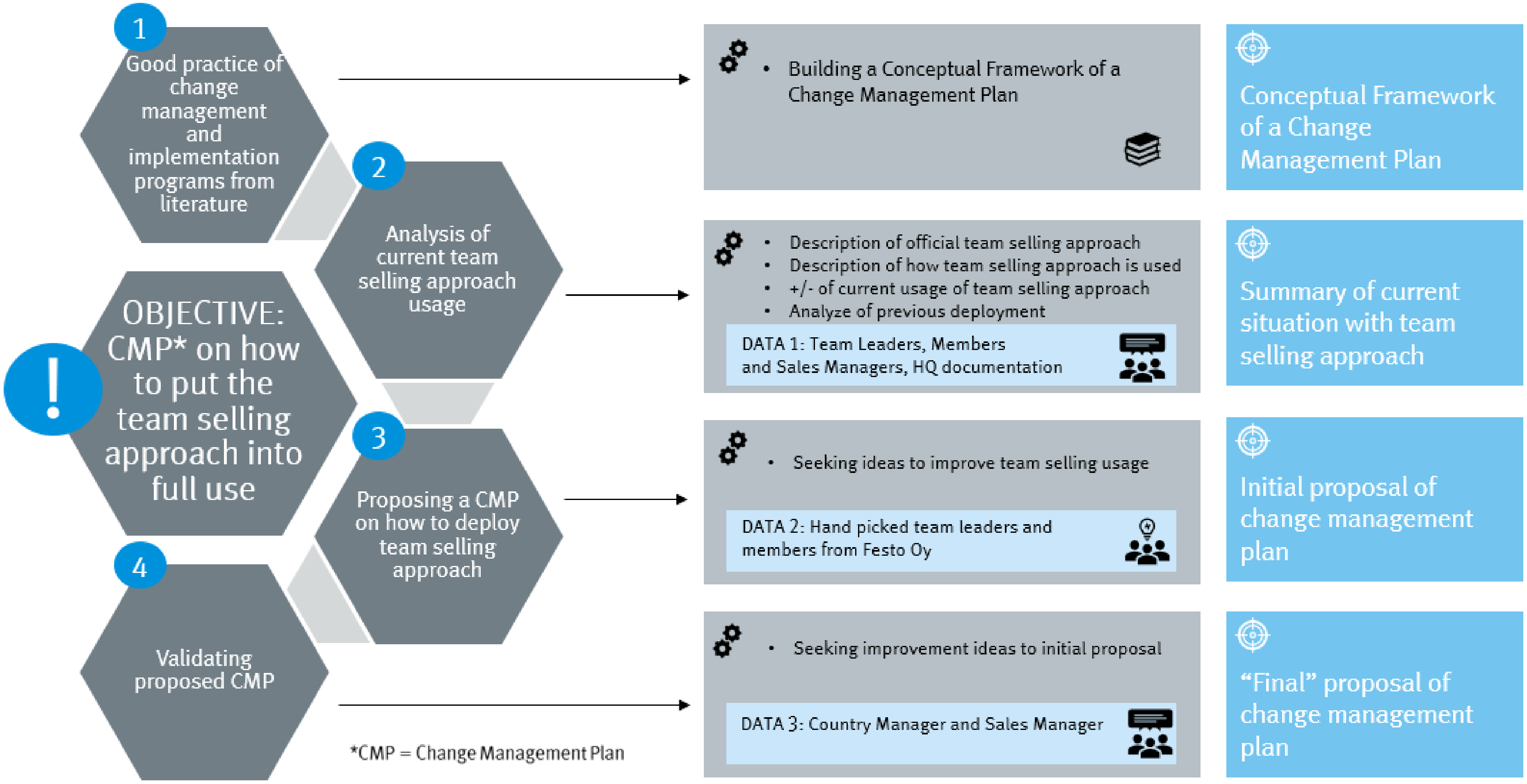


Figure 1. Research design of the thesis visualized

As seen on the left side of Figure 1, the research design of this thesis consists of four main steps: best practice from the literature, current state analysis, building proposal for improvement and validating proposal for improvement. They all have a specific working stage which is detailed in the middle of Figure 1. These working stages might include a data input. Data input means a source of the following nature: key stakeholder, important documents & reports or previously recorded data. Data input does not mean literature in this context. All the stages also have a specific target which can be seen on the right of Figure 1.

Since a team selling approach model already existed at the case company and the main challenge was the usage of it, the objective for the research was defined to be a change management plan on how to put the team selling approach into full use. For this reason, it was clear that good practices of change management plans from literature should be studied in the first stage of the research. The outcome for the first stage was a conceptual framework of a change management plan.

After this the current state analysis was conducted. This stage revealed the main issues in the ideal usage of team selling approach compared to the case company usage. As a data input, internal documents were studied to get the knowledge what the ideal way of using team selling is. Internal documents consisted of training materials of team selling approach. Additionally, key stakeholders were interviewed to find out how case company is using team selling approach. Comparing these two gave an overview of the usage of team selling approach. The interviews also focused on the previous deployment of team selling approach which was then compared to the good practice from literature that was formed in the previous step. This revealed the points of weakness in the previous deployment. The internal documents and interviews are “Data 1”. Target for the stage was a summary of current situation with team selling approach.

Third stage focused on ideas of improving team selling usage. There was a data input of key stakeholders who should be interviewed to get ideas on how to improve the team selling approach usage. This data input is “Data 2”. The target for this stage is initial proposal for a change management plan.

The fourth and final step was to validate the change management plan. This was done by presenting the initial proposal of a change management plan to the country manager and a sales manager to get their feedback. The feedback received is “Data 3”. Target for the step is to develop the initial proposal and thus, get a final proposal for a change management plan.

2.3 Data Collection and Analysis

To reach the objective of proposing a change management plan on how to put the team selling approach to full usage, excessive amounts of data from the organization of the case company needed to be collected. Interviews, internal documents reviews and workshops were conducted in several different stages of the research. For a systematical implementation a data collection plan was created (Table 1).

Table 1. Data collection plan.

	Content	Source	Informant	Time	Outcome
Data 1 **Analysis of current team selling approach usage**	▪ Description of official Team Selling Approach ▪ Description of current team selling usage +/- of current usage ▪ Description of previous deployment +/- of previous deployment	▪ Stakeholder interviews ▪ Official Team Selling model documentation ▪ Existing documents of previous team selling deployment	▪ Sales Manager 1, Sales Manager 2, Sales Manager 3 ▪ All the team leaders in the case company ▪ Some of the team members ▪ Head of Contact Center and Customer Solution	FEB	Summary of current situation with team selling approach
Data 2 **Proposing a CMP* on how to implement team selling approach**	▪ Improving current usage level ▪ Improving leadership skills of team leaders ▪ Improving the steps of change management plan	▪ Interviews ▪ Stakeholder workshop	▪ Hand picked team leaders and members from Case Company ▪ Representatives of Customer Solutions, Contact Center, Sales Management, Product Management and Sales	MAR	Initial proposal of CMP*
Data 3 **Validating proposed CMP***	▪ Improvement ideas to initial proposal	▪ Workshop	▪ Country Manager ▪ Sales Manager	APR	"Final" proposal of CMP*

As seen in Table 1, three data inputs were used to collect data at different stages of the thesis project.

In the current state analysis, the ideal model of team selling approach, the current usage and the analysis of the previous deployment of team selling approach needed to be clarified. For this the internal documentation about team selling was reviewed and all the team leaders and some of the team members were interviewed. Also, a sales manager, head of contact center and head of customer solutions were interviewed.

After the current situation of team selling usage was clarified, improvement of it needed to be developed. Based on interviews received in Data 1, handpicked team leaders and team members were chosen to join the development of current team selling usage. Also head of operations was invited to join the development. The development was implemented by workshops.

Based on Data 1 and Data 2, initial proposal for change management plan could be finished. In Data 3 the initial proposal was presented to the country manager and one of the sales managers who has a wide knowledge about team selling approach. Based on this feedback the change management plan was developed to its final form.

All the details about this data collection can be seen in table 2.

Table 2. Details of data collection in interviews and workshops

	Participants / role	**Data type**	**Topic, description**	**Date, length**	**Documented as**
	Data 1, Current state analysis				
1	Respondent 1: Sales Engineer / Team Leader	Skype meeting	The case company team selling approach usage and previous deployment	Feb 2020, 30 min	Field notes and recording
2	Respondent 2: Sales Engineer / Team Leader	Skype meeting	The case company team selling approach usage and previous deployment	Feb 202, 50min	Field notes and recording
3	Respondent 3: Sales Engineer / Team Leader	Skype meeting	The case company team selling approach usage and previous deployment	Feb 2020, 30 min	Field notes and recording
4	Respondent 3: Sales Engineer / Team Leader	Telephone call	The case company team selling approach usage and previous deployment	Feb 2020, 30 min	Field notes
5	Respondent 5: Sales Engineer / Team Leader	Skype meeting	The case company team selling approach usage and previous deployment	Feb 2020, 35 min	Field notes and recording

6	Respondent 6: Sales Engineer / Team Leader	Telephone call	The case company team selling approach usage and previous deployment	Feb 2020, 30 min	Field notes
7	Respondent 7: Sales Engineer / Team Leader	Skype meeting	The case company team selling approach usage and previous deployment	Feb 2020, 35 min	Field notes and recording
8	Respondent 8: Sales Engineer / Team Leader	Face to face	The case company team selling approach usage and previous deployment	Feb 2020, 30 min	Field notes and recording
9	Respondent 9: Contact Center / Team member	Face to face	The case company team selling approach usage and previous deployment	Feb 2020, 30 min	Field notes and recording
10	Respondent 10: Contact Center / Team member	Face to face	The case company team selling approach usage and previous deployment	Feb 2020, 25 min	Field notes and recording
11	Respondent 11: Product Manager / Team member	Telephone call	The case company team selling approach usage and previous deployment	Feb 2020, length n.a.	Field notes
12	Respondent 12: Contact Center / Team member	Face to face	The case company team selling approach usage and previous deployment	Feb 2020, 50 min	Field notes and recording
13	Respondent 13: Customer solution / Team member	Face to face	The case company team selling approach usage and previous deployment	Feb 2020, length n.a.	Field notes
14	Respondent 14: Product Manager / Team member	Telephone call	The case company team selling approach usage and previous deployment	Feb 2020, length n.a.	Field notes
15	Respondent 15: Product Manager / Team member	Telephone call	The case company team selling approach usage and previous deployment	Feb 2020, length n.a.	Field notes
16	Respondent 16: Product Manager / Team member	Face to face	The case company team selling approach usage and previous deployment	Feb 2020, 30min.	Field notes and recording
17	Respondent 17: Sales Manager / Coach of team leaders	Skype meeting	The case company team selling approach usage and previous deployment	Feb 2020, 50min	Field notes and recording
18	Respondent 18: Sales Manager / Coach of team leaders	Skype meeting	The case company team selling approach usage and previous deployment	Feb 2020, 1h 14min	Field notes and recording
19	Respondent 19: Sales Manager / Coach of team leaders	Face to face	The case company team selling approach usage and previous deployment	Feb 2020, length n.a.	Field notes
20	Respondent 20: Head of Contact Center / Coach	Skype meeting	The case company team selling approach usage and previous deployment	Feb 2020,	Field notes

	of team members			length n.a.	
21	Respondent 21: Head of Customer Solution / Coach of team members	Skype meeting	The case company team selling approach usage and previous deployment	Feb 2020, length n.a.	Field notes
	Data 2, Proposal building				
23	Participants: -Sales engineer -Product manager -Contact center -Head of operations -Sales manager -Head of production	Workshop 1/ discussion	Proposal building	Mar 2020 3h	Field notes
24	-Sales engineer -Contact center -Head of operations -Sales manager -Head of production	Workshop 2.1/ discussion	Proposal building	Mar 2020 2h	Field notes
25	Participants: -Product manager	Workshop 2.2/ discussion	Proposal building	Mar 2020 1h	Field notes
	Data 3, Validation				
26	Participants: Sales Manager Country Manager	Group interview/ Final presentation	Validation, evaluation of the Proposal, Development of the initial proposal	Apr 2020 3h	Field notes

3 Best Practice for a Change Management Plan

This section discusses the best practice for a change management plan. The section introduces what change management is, which are the most commonly known change management frameworks, and which one was chosen for this thesis and why. In the chosen framework there are eight steps that all require different types of knowledge. For that reason, references related to the different steps were studied and they will also be introduced in this section. With the framework, the current state analysis described in chapter 4, could be conducted in a systematical way to support the creation of the change management plan.

3.1 Change Management

During the last decades change management has been present everywhere in the organizations thanks to long lasting change projects. Nowadays change management is seen as a central task for managers everywhere since organizations must transform just to survive. There are several reasons for organizational change from which some are predictable and some not. Change is happening all the time and it should not be left unnoticed. Change management is very important to all companies and leading change has a huge effect on how the change project is implemented. (Fritzenschaft, 2014, pp. 3-4)

There is no universal definition for the term change management. However, Fritzenschaft (2014) describes change management as moving organization from a present state to a desired, changed state. Change management takes a holistic view on all the strategies, structures, systems process and behavioral patterns. Key aspect is to sell the idea well to the employees since they are the essential factor in change process.

Tang (2019) describes change management as an important aspect of management in which it is ensures that the business changes to match the environment it operates in. Change is needed because the current strategies have not performed well. Since change is not happening on its own, a strategy for change implementation must be developed.

3.2 Different Change Management Plan Frameworks

Change management is a vastly researched topic in the past 50+ years and thus there are huge amounts of references available. The first well known plan is known as Lewin's three-step model and the ones developed after are closely linked to Lewin's approach. They all have one key element in common: resistance is the biggest reason for failure. Later the resistance has been noticed to be a factor that should be involved in the development. In several different change models, it has been seen that individual emotions play a crucial role in the impact of negative resistance. For this reason, the persuasion and engagement of change recipients supports change communication strategies. (Rosenbaum et al. 2017, pp. 286-287)

3.2.1 Requirements for a Change Management Plan Used by the Case Company

Since there are so many change management plans available, the main requirements for a change management plan used by the case company were defined by the thesis author. After this the most used change management plan were evaluated and the ones that seemed to fit were taken to more detailed review.

The requirements for a change management plan used by the case company:

1. As simple as possible

2. Holistic

3. Pragmatic

4. Can be implemented as a project (step-by-step model)

3.2.2 Lewin's Three Stages Change Model

Lewin's three stage change model consists of unfreezing, changing and freezing stages. In the first stage the organization is prepared for the change by telling why the current way of working will not bring results in the future. The second stage is about finding new ways to do things. Subordinates need time to participate and embrace the new direction. Common pitfall is assuming that everyone excepts the change. The third and final step can be implemented when changes have happened, and employees are taken new ways of working. After that it is time to refreeze the or institutionalize the changes. Embodiment of the refreeze stage is organizational chart or stable job description. It is important that refreezing is done well since without it, the subordinates might be trapped in a stage of change not knowing what the correct way of working is. (Tang, 2019, pp. 50-51)

Lewin's change model is good, but since the deployment of a team selling approach is a complex task that has touchpoints all levels of the organization, a bit more detailed change model for a pragmatic implementation is needed.

3.2.3 Jick's 10-Step Change Model

Jick's 10-step model is a tactical level model for the implementation of major organizational changes. It consists of following steps: Analyze the organization and the need for change; Create a shared vision and common direction; Separate from the past; Create a sense of urgency; Support a strong leader role; Line up political sponsorship; Craft and implementation plan; Develop enabling structures; Communicate, involve people and be honest and finally Reinforce and institutionalize the change. (Tang, 2019, p.54)

Jick's 10-step change model has a very good holistic view, but since Kotter's 8-Step Change Model does the same tasks with fewer steps, it was considered to fulfill the 1st requirement for a change management plan better than Jick's model: As simple as possible.

3.2.4 ADKAR

The ADKAR model has five actions steps: Build Awareness, Create Desire, Develop Knowledge, Foster Ability, And Reinforce Change. It was developed by Jeff Hiatt in 2003 and introduced as a practical tool by change management consultancy and learning center Prosci. ADKAR is an acronym from the words Awareness, Desire, Knowledge, Ability, and Reinforcement. ADKAR model gives a clear checklist for the change management. However, it fails on providing clear target for the change and leadership roles are missing from it. (Tang, 2019, p.59)

ADKAR model gives a simple step-by-step approach on change management but due to the lack of clear target and the roles for a leadership, the model does not have holistic approach that the change management plan for deploying team selling at the case company requires.

3.2.5 Kotter's 8-Step Change Model

Kotter's 8-step change model is based on observations of over 100 companies change programs. The companies have varied in size, location and the programs have had very different focuses. However, the fundamental goal of each of these programs have been same: make big changes in the way the company works in order to cope with the changing business environment. Kotter has noticed that very few change management programs are successful, and the majority ends up being something between total failure and huge success. However, many end up closer to the failure. From the successful cases it is seen that change is a long process that has several steps in it. Skipping any steps or making mistakes in them will bring negative results. To get the best chance of success, 8-step model with specific actions in each step, should be used. (Kotter, 2007, pp. 1-3)

Since the model is based on empirical observations, it is very pragmatic. When compared to Lewin's three stages model, Kotter's model is more detailed and when compared to Jick's 10-step change model, it is simpler with almost the same content. The weaknesses of ADKAR model are also considered at Kotter's 8-Step Change Model: on step 3 a clear target is created and on step 5 leadership skills are on focus. Additionally, Kotter introduces common errors that has been done in change projects, which is especially relevant for this thesis since it is known that the case company has tried to deploy team selling approach in the past without success. For these reasons Kotter's 8-Step Change Model was chosen for the framework of this thesis.

3.3 Change Management Plan by John P. Kotter

Kotter (2012) introduces 8 errors that lead to a failed change project (Figure 2). This results to wasted resources as well as to frightened and frustrated employees. After introducing the errors, Kotter shows how to tackle them in a holistic and a systematic way.

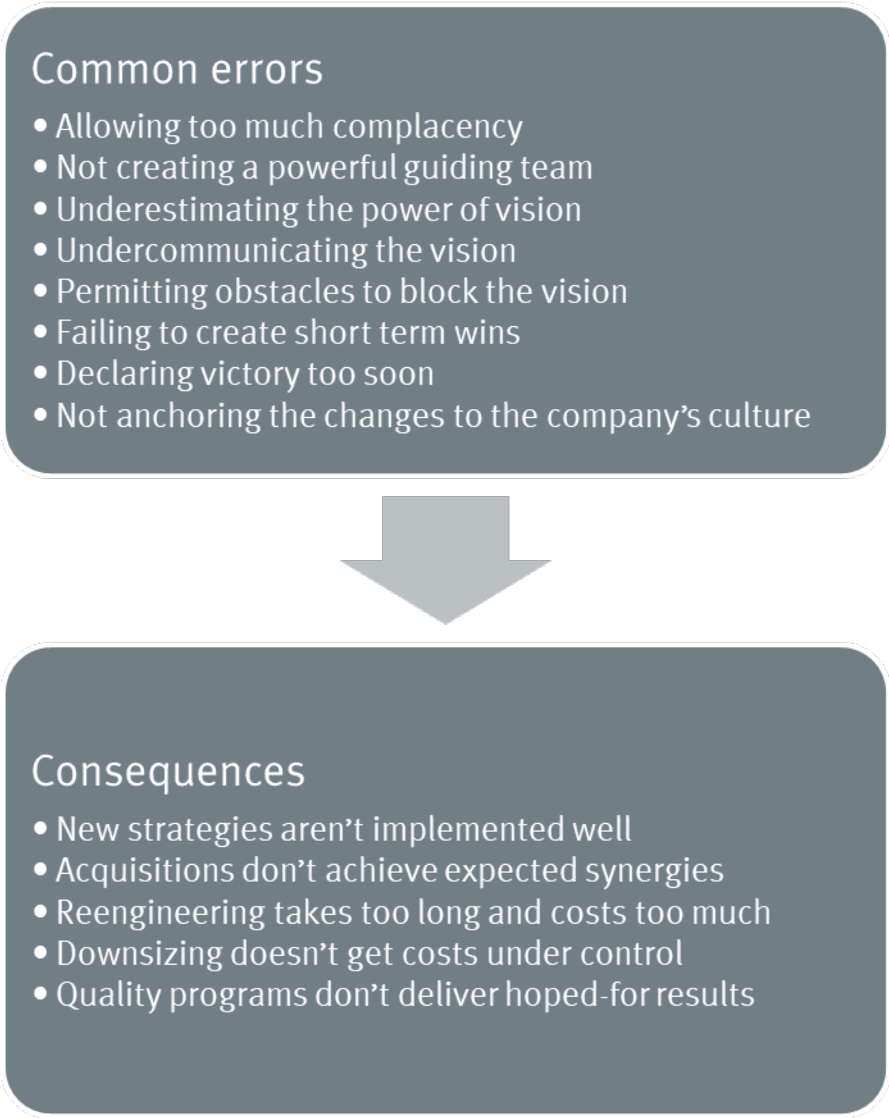


Figure 2. Eight errors in change efforts and their consequences (Kotter, 2012, p.16)

First error is allowing too much complacency. This is caused by not creating a high enough sense of urgency in the beginning of the change project. According to Kotter, complacency is high in most organizations. Since people think that everything is fine, no one sees the need for change. Some managers might even confuse urgency with anxiety which is even worse: this pushes people further away from the change and they start to resist the project even more. (Kotter, 2012, pp. 4-6)

Second error is not creating a powerful guiding team. Commonly people think that one charismatic person high in the hierarchy can make change happen, but this is only the case in small organizations. When talking about bigger companies, the lack of a powerful guiding team leads to a failed change project. The error here is often underestimating the effort needed in making the change and thus thinking that there is no need to have a powerful team to make the change happen. (Kotter, 2012, pp. 6-7)

Third error is underestimating the power of vision. A sensible vision is the most important thing in successful change projects. A clear vision directs, aligns and inspires to act in large numbers of people. Without a suitable vision the change project easily goes to the wrong direction or doesn't go anywhere at all. In several failed change programs, the vision has been there, but it has been too wide. This leads to confusion and alienation. The vision must be able to be communicated in less than five minutes and it should result into amplifying understanding and interest. (Kotter, 2012, pp. 7-9)

Fourth error is undercommunicating the vision. Big change is often impossible without the commitment and assistance of the employees. People are usually not willing to help unless they see the potential benefits in it. It is also important that people feel optimistic about the possibility to change. If communication regarding benefits and achievability is not made in a credible way, the employees will not help. There are two things where communication comes from: words and deeds, from which the latter one is usually the most powerful one. For this reason, the behavior of highly visible individuals must be aligned with the vision and the verbal communication. (Kotter, 2012, pp. 9-10)

Fifth error is permitting obstacles to block the vision. Even though the employees have approved new vision, there might come huge obstacles to prevent them from achieving it. Sometimes the obstacles are only in the head of the employees but many times they are very real. (Kotter, 2012, pp. 10-11)

Sixth error is failing to create short-term wins. Change projects are often long and there is a chance of losing momentum if people involved cannot see the evidence of development. The idea is not hoping to get short term wins but instead creating them: setting goals to achieve and rewarding people in achieving them. Reward can be recognition, promotions or money. The problem often is that managers just assumes short term victories will come naturally and they are too focused on achieving the big vision. (Kotter, 2012, pp. 11-13)

Seventh error is declaring victory too soon. After first major improvement in a change project, people are often tempted to declare victory. Since it takes a long time for the change to be integrated into the company's culture, celebrating a job done is a huge mistake. Before the integration is complete the new ways of working are fragile and subject to regression. (Kotter, 2012, pp. 13-14)

Eight error is not anchoring the changes to the company's culture. The degradation of new behavior is always expected if the change projects pressure is removed before the new behavior is rooted to the company's culture. There are two important factors in this: first to show people how much specific behavior and attitude has helped the projects performance. Another factor is to make sure that the new management personifies the change. (Kotter, 2012, pp. 14-15)

With correct mindset these eight errors can be avoided, or their effect can be minimized. The solution lies in understanding reasons for resistance, what is the process to overcome it and how all of this is done in a socially healthy way with the help of proper leadership instead of just management. (Kotter, 2012, pp. 16-17)

3.3.1 Eight-step process and leadership

Some companies have managed to avoid the errors and make new strategies, acquisitions, quality programs and new ways of work to be implemented in a successful way. After examining these companies, two patterns are seen. Firstly, the change process is associated with a multistep approach. Secondly, the process is driven by a high-quality leadership which means not only excellent management. (Kotter, 2012, pp. 22-23)

In order to achieve successful transformation project, an eight-step approach associated with the eight most common errors, should be used. The steps are establishing a sense of urgency, forming a driver team, creating a vision, communicating the vision, empowering to act on the vision, generating short-term wins, continuing to change and standardizing new approaches. Skipping any of these stages creates problems. (Kotter, 2012, pp. 24-26)

To implement this eight-step approach, proper leadership skills are essential. Usually management is considered as the needed skill, so for this reason it is important to understand the differences between management and leadership. Management is a process that keeps things running. It includes budgeting, planning, controlling and problem solving. Leadership is a process that creates new or adapts current processes to new ones. It shows what the future should look like and supports people to get to this vision by inspiring them and getting rid of any obstacles ahead. A successful transformation project is 70 to 90 percent leadership and only 10 to 30 percent management. (Kotter, 2012, p.28)

3.3.2 Establishing a Sense of Urgency

People think that there is no need for change because of high complacency. This needs to be removed or its impact must be minimized. The key for this is creating a sense of urgency which requires bold actions from the leader.

Establishing a sense of urgency is not a one-time job. If the company can maintain the will to change continuously it will become a profit-making machine. (Kotter, 2008, p.125)

For raising the urgency level in the beginning there are several possibilities:

1. Create a crisis e.g. allowing a financial loss, exposing managers directly to weaknesses compared to competitors or allowing errors to escalate instead of fixing them

2. Eliminate excess such as company owned country club, a large air force, executive dining rooms.

3. Set targets so high that they cannot be met with business as usual

4. Set measuring performance KPI's on a broad cross functional basis in a way that more people are responsible for reaching the target

5. Send more data about customer satisfaction and financial performance to more employees. Focus on information that shows weaknesses compared to competitors.

6. Insist communication between employees and unsatisfied customers, unhappy suppliers and disgruntled shareholders.

7. Use consultants and other sources of reliable data in management meetings

8. Put more information about challenges into internal communication e.g. intranet. Stop senior management “happy talk”.

9. Bombard people with future opportunities and wonderful rewards related to them. (Kotter, 2012, p.46)

After the urgency levels are up, four basic tactics should be used in order to maintain the will to change. First tactic is to bring the realities of the outside world into the knowledge of inward group. Not just gathering data and showing it as it is but instead creating stories that effect to people on emotional level. The second tactic is to live the change and show an example by leading the forces from the front. The target for this is to eliminate the happiness related to status quo and to minimize the fear and anger related to previous failed change programs. Third basic tactic is to find positive opportunities out of a crisis. This will limit the complacency with the employees as well as with the managers. Fourth tactic is eliminating possible obstacles from the way as soon as they appear. These can be people who are always against change. (Kotter, 2008, pp. 43-44)

3.3.3 Forming a Driver Team

According to Kotter (2012) four key features are essential when putting together a driver team: position power, expertise, credibility and leadership. Position power points to think if there are enough powerful members in the team who can execute what has been decided by the team. Additionally, are there someone left out of the team who could stop progress from happening? Expertise feature focuses on the various points of view that are relevant to the project in order to make intelligent decisions. Credibility points out the fact that there should be people in the team that have good reputations for the rest of the company to take the teams decisions seriously. The last point according to Kotter is leadership which grasps the question if the group has enough leadership skills in order to drive the change process.

Dyer (2013) has a similar approach to team. According to him a successful team building needs the management of four C’s which are the context of the team, the composition of the team, the competencies of the team and the change management skills of the team.

Managing context effectively measurable team performance goals should be created, team members should understand why team work is necessary, team performance should be awarded, roadblocks regarding the teamwork should be eliminated, organizational culture supporting teamwork should be established, information systems to support decision making should be established and human resources system that supports team work should be established. (Dyer et al. 2013, pp. 14-15)

To have the “right people in the bus” the composition of the team must be managed well. Composition considers the skills and attitudes of the team members. Managing composition of a team effectively needs a process to select skilled and motivated people, establishing a process that supports the development of each member as well as their motivation to reach common targets, letting unmotivated people go, managing the team according to individual’s motivation and skillset and ensuring that the team is the right size for completing the task. (Dyer et al. 2013, pp. 15-17)

Competencies are not only individual aspects but instead there should be embedded in the teams formal and informal processes. Highly successful teams have a process to articulate their goals, articulate the actions to reach those goals, make successful decisions, communicate effectively including feedback, build trust and commitment, resolve disagreements and encourage risk taking. (Dyer et al. 2013, p.17)

To maintain high performing team, it must have the ability change. This is done by establishing a team building process that evaluates the composition, context and competencies of the team against reaching the goal and establishing a culture to the team that is ready for continuous change. (Dyer et al. 2013, pp. 17-18)

According to Biech (2008) there are 10 characteristics of a successful team. They are participative leadership, positive atmosphere, cooperative relationships, balanced participation, valued diversity, managed conflict, clear goals, defined roles, open and clear communication and effective decision making (Figure 3)

Figure 3. Characteristics of a successful team (Biech, 2008)

The blocks in Figure 3 are not randomly placed. The bottom blocks are the foundation and they should be strong and defined at the very early stages. The second row is also required to be placed early in the team's formation. Third row is not essential for the completing of the task of the team, but they are the ultimate goals of teamwork. The participative leadership block can be removed without disturbing any other blocks. This means that one single leader is not always necessary and that it can emerge in the later stages of the team's formation. (Biech, 2008, pp. 13-14)

3.3.4 Creating a Vision

Creating a vision usually starts with the first draft that is created by one person. In successful change projects this idea is then further developed by the guiding coalition. Creating the vision can be a challenging process in which head and the heart needs to be present. It is essential that the guiding coalition works as a team in vision creating instead of protecting narrowly defined interests. It is also common that the creation process takes time and if the urgency rate is not high enough it can become hard to schedule meetings to create the vision. This can lead to an ineffective vision, which can be worse than no vision at all. Creating a good vision is an investment to the future and it must be done properly. (Kotter, 2012, pp. 82-86)

Companies need visions in order to be able to create and evolve. The vision also needs a strategy for it to come true. Moreover, strategies need visions as well for them to be powerful. Strategy and vision should enhance each other. Implementing a business strategy without a visionary strategy is leaving the future to chance. (Rothauer, 2018, p.15)

The process of developing a strategy should start with a clear vision: What is the ideal situation in the future. This should be the fuel and source of energy for the persons related. This vision manifests in a mission by answering the question why. After that comes the question how, which is answered by the strategy. Strategy should be able to be broken down into goals and activities. This is a top down approach: starting from the vision and ending with actions at the bottom. (Rothauer, 2018, p.19)

In a survey that was implemented to C-level executives, it was noticed majority of the participants thought that “developing and communicating a strong and compelling vision” was a critical factor for success. (Criswell, 2010, p.16)

According to a research, a compelling vision has five elements: the big idea, the values, the story, the growth factor and the change factor. The big idea means that the vision should show to people in a deep and a fundamental way how their work matters. There should be an “ideological goal”. (Criswell, 2010, pp. 9-10)

The values should be integrated to the vision statement. Values are the basic principles of what is important for the company and they should reflect how the company sees the society, humanity and the way that the world works. (Criswell, 2010, pp. 11-12)

A powerful vision should also include a story. This should be a reference that reveals something about the company or its environment. It should focus on past, present and the future and it should be connected to the local culture. It can tell about the best things about the company, but it should still show awareness of reality. (Criswell, 2010, p.13)

3.3.5 Communicating the Vision

The resources needed to communicate vision clearly relates directly to the message’s clarity and simplicity. It seems that communication works best when it is direct and simple. Key elements in communicating the vision are:

- Simplicity

- Metaphor, analogy and example
- Multiple forums
- Repetition
- Leadership by example
- Explanation of seeming inconsistencies
- Give-and-take (Kotter, 2012, pp. 91-92)

Metaphors, analogies and examples should be used. They help to communicate complex topics quickly and effectively. When words are well chosen, they will help message to be more memorable. Engineers are usually not very good at this but with practice one can find imaginative ways to communicate their messages more effectively. (Kotter, 2012, pp. 93-95)

The most effective way of communicating vision is using multiple forums: group meetings, memos, newspapers, posters and one-on-one talks. When the same message comes from various sources it is more likely that people will remember it intellectually and emotionally. (Kotter, 2012, p.95)

Even a carefully designed message sinks rarely to its recipient after one pronouncement. Since our minds are cluttered, any message must fight for its attention. For this reason, any effective delivery of a message requires repetition. (Kotter, 2012, p.96)

Many times, behavior is the most effective way to communicate a message. When top management lives the change vision employees tend to follow. Doubts about the credibility of the change program evaporates when employees see top management lead on example. (Kotter, 2012, p.97)

Any inconsistencies should be explained immediately. In case the mixed signals cannot be eliminated they should be communicated simply and honestly. (Kotter, 2012, p.101)

Give-and-take means that the message should not be one-way broadcast but instead a dialogue. If employees' feedback is not taken seriously it causes the feel on being unimportant. Sometimes even reworking on the vision is needed. (Kotter, 2012, pp. 101-103)

Strategic work communication means that the communication has a reason, direction and targets. It is based on the whole organizations targets, it changes when needed and it answers to the needs of the employees. The fundamental target for strategic work communication is that the work gets done in a way that everyone feels comfortable and that the organization flourishes. (Juholin, 2017, p.121)

There are four dimensions in strategic work communication (Figure 4):

1. Managed conversation to understand strategy and act on it

2. Clear informing and the availability of factual knowledge to understand the facts and to share knowledge

3. Building a sense of community to enable commitment and the feeling of belonging into the work community

4. Responsible dialog to enable influencing, the feeling of meaningfulness and engagement.

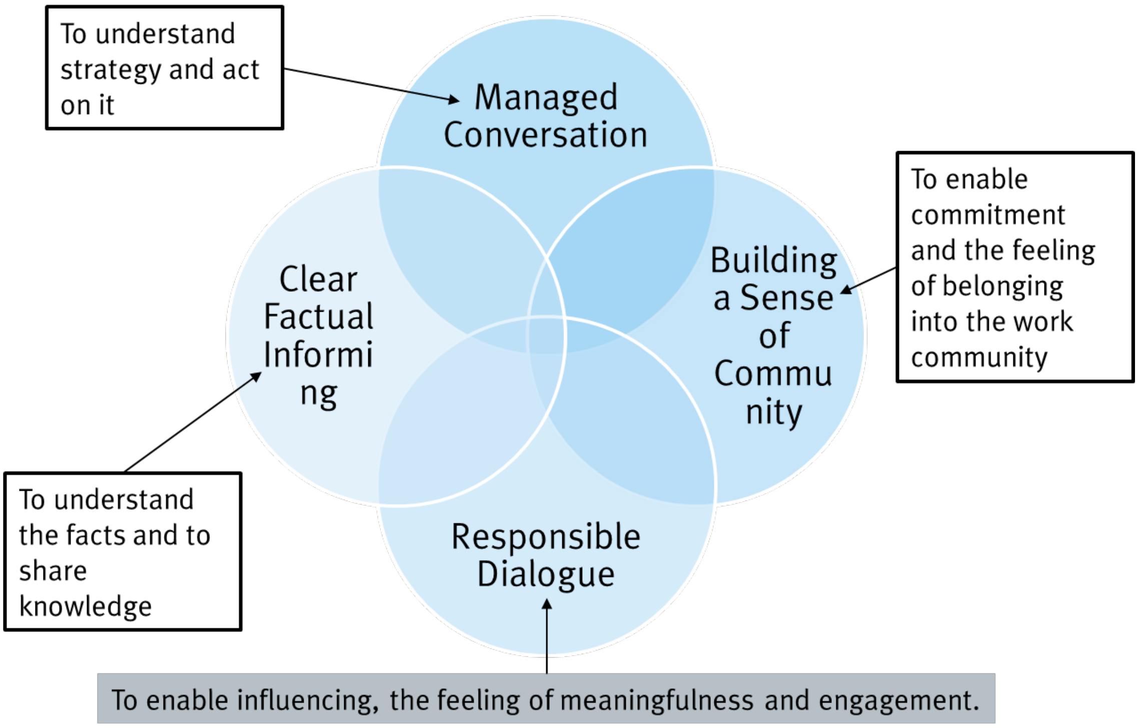


Figure 4. Dimensions of strategic work communication (Juholin, 2017, p.122)

The big and important things in a work community requires managed conversations which are planned, they advance systematically, and each of the participants are heard. There is common meaningfulness in this kind of conversations that cannot be reached by oneself or reading documents. Managed conversations can be done in workshops, groups or brainstorming over internet. Very rarely strategies are born perfect and in managed conversations new questions and comments arise which makes the plan sharpened. When implementing any kind of a plan it is important that the people that are responsible for the implementation are heard. Managed conversations build knowledge that is created together, and this helps the individuals see their role and what is expected from them. They also have the feeling of being able to influence. Managed conversations are time-bound. It has a beginning and an end. The knowledge gathered will be taken to decisions and the decisions are then returned to the working community which defines through conversation which of the plans will be implemented and how. (Juholin, 2017, pp. 122-123)

Clear factual informing is producing factual knowledge and sharing it with agreed ways. The basis for this is the infrastructure of communication and it is completed with group's team or department's conversations. This communication is in a way routine which comes naturally when fundamentals are well defined: who is responsible for the availability and the relevance of the information. It is also important that employees are actively searching for information. Using information technology has brought benefits in sharing information but the effective use of it requires constant development of skills and a positive attitude towards learning new. (Juholin, 2017, pp. 123-124)

Building a sense of community is the third of the dimensions in strategic work communication and it requires time together, a common place and a commitment to a common subject. A well-formed team enjoys the achievements and handles failure naturally and without blaming individuals. Effortless in communication can be seen when colleagues change information at the coffee machine instead of starting an e-mail chain that lasts days. (Juholin, 2017, p.124)

Responsible dialog means that everyone has the right and the responsibility to communicate in work community and networks. The word dialogue means interaction with one another and it holds the idea of equal and mutual appreciation. Dialog is based on a connection between two individuals sharing meaning, creating understanding and forming new knowledge. There should be active listening and accepting different viewpoints even though not agreeing on them. Talking out of turn, interrupting and underrating is not part of a dialogue but allowing emotions is. There are three features of a genuine dialogue: everyone is taking part, seeking together for a common problem and problematizing one's viewpoint which means that one is ready to modify viewpoints and opinions. (Juholin, 2017, pp. 125-126)

Same audience should be addressed with the same issues with several media. This way a mutual re-enforcement will be achieved and there is a bigger chance of communication in a way that suits everybody. Direct communication and indirect communication have a huge difference. Direct communication is interactive communication which happens when people are interacting real time. The channels for communication could be face to face communication, conferences, noticeboards, e-mail, intranets, publications, annual reports, websites, video and audio, employee surveys. (Farrant, 2003, pp. 33-38)

Tips for communication by Farrant (2003):

- The effectiveness of media differs, so they should be chosen carefully

- Information and motivation should be distinguished

- Achieving a real impact requires several medias
- Benchmark from best practices
- Be creative in the use of media
- Too much content causes failure
- Communication needs skills and when asking someone to help you, make sure they have the skillset
- You are competing with all the other media that your target group is consuming so choose the best options that you can afford.

3.3.6 Empowering to Act on the Vision

Change project needs a lot of people involved and helping with it. If people feel like they have no power, then they won't or cannot help. For that reason, empowerment is an important aspect. Even if all the previous steps of the change process have been sorted, there can still be many obstacles in the way to stop the change from happening. Empowering to act on the vision stage supports employees to remove these obstacles. The biggest four obstacles are structures, skills, systems and supervisors. (Kotter, 2012, pp. 105-106)

Organizational structure can be an obstacle e.g. if a company has decided to be customer oriented but the organization is product oriented or if the aim is to give more responsibility to lower-level employees but there are several middle-level managers questioning the employee's decisions. If these barriers are not removed quickly, employee's frustration might stop the change project completely. (Kotter, 2012, pp. 106-110)

Training should be provided to support the change process. The problem often is that there is not enough of training or it's the wrong kind. E.g. people might have been building up habits for several years that needs to be changed with only five days of education or they are taught technical skills when they need social ones. (Kotter, 2012, pp. 110-113)

During the early stages of a change project it is usually impossible to change the systems completely. Clear performance improvements are needed to justify the change of management information systems or HR systems. However, if these big systems are contradicting with the new vision, they should be addressed directly. (Kotter, 2012, pp. 113-116)

In all the change projects there seems to be supervisors who are troublesome. They are used to command-and-control behavior and may not believe entirely to the new vision. If these supervisors oversee a lot of people or if there are many of these kinds of supervisors, they can be a huge problem. Troublesome supervisors should be dealt early on with an honest dialogue which should reveal the obstacles that the supervisor is having. (Kotter, 2012, pp. 116-119)

It is common for current business culture to manage people’s performance with so called “autocratic behaviorism”. This means using authority to manage and control people’s behaviors. This approach worked when managers had the time and authority to make decisions for their subordinates, but this time has passed. Current rapid environment makes this approach interfere with productivity and collaboration. Now managers and leaders must ensure people to fulfill their tasks and reach their goals by coaching them to make smarter and more proficient decisions. (Reilly, 2017, pp. 1-2)

True empowerment happens when individual takes the responsibility of a task by oneself and holds oneself accountable for the decisions of that task. To enable this empowerment managers must give people control over their environment and help them to be confident about their abilities. Also concentrating more on managing the process and less on results helps people taking more responsibility. Just by giving responsibility and holding one accountable is not true empowerment. (Reilly, 2017, pp. 104-105)

When managers see themselves in charge of the people, this will most likely use autocratic-behavioristic approaches. Instead managers should help people become better decision makers which will lead to a facilitative leadership. (Reilly, 2017, p.106)

Leaders many times try to solve problems by using systems or by paying others to solve the problems for them. Truth is that a leader cannot delegate the solving of problems. Leaders must be active in breaking obstacles, extinguishing fires, correcting mistakes and directing employees. Once a leader is doing these things, the actions become contagious. Problems are being solved throughout the whole team. This productivity creates high morale and vice versa. These two create momentum which makes everything easier. (Maxwell, 2011, pp. 141-142)

3.3.7 Generating Short-term Wins

Short-term wins help transformation projects in six ways: they provide proof that the work is paying off, they reward people involved, they help in fine tuning the vision and strategies, they undermine cynics, they keep bosses on board, and they build momentum.

A good short-term win should have three main features:

1. Visible
2. Unambiguous
3. Clearly related to the change effort

Short-term wins should not just pop up out of luck but instead they should be planned, organized and implemented. The point is to make the change project credible. (Kotter, 2012, pp. 126-129)

Effective goal setting is the key to success. Working hard is not enough since without clear goals the work doesn't yield meaningful results. Only few people have specific and well-defined goals and they are the ones that usually reach them. Writing goals down and creating a plan how to reach them helps. (Dobson et al, 2008)

3.3.8 Continuing to Change

It is important not to stop the change project until the new practices have been driven into the company culture. New practices are fragile, and they can dissolve in remarkable speed. There are two main reasons for the progress to stop: interdependencies and corporate culture. (Kotter, 2012, pp.139)

Organizations are highly interdependent. There are supervisors, organizational structures, performance appraisal systems, personal habits, cultures, peer relationships and big number of requests for everyone in the organization. Making change in these organizations is hard because all the elements are connected to other elements and thus, they keep each other place. If you move one then you should be prepared to move another one also or if you see that the interdependency is not needed, disconnecting them. (Kotter, 2012, pp. 142-146)

Corporate culture should support the continuing to change. With managers and leaderships from above helping to understand the big picture and delegating management and leadership activities, several change projects can be run simultaneously. If management or leadership is missing, these change projects can turn into chaos. (Kotter, 2012, pp. 148-149)

When managing complex continuous change, the key actions that must be taken are Discovering, Deciding, Doing and Discerning (Figure 5). These actions happen at the same time and not in a sequence as in a linear change model. The situation tells when different actions should be considered but the main thing in leading complex change is taking a step back and looking the situation at a whole and thus being able to decide which actions of combinations of actions will have the biggest impact. (Pasmore, 2015)

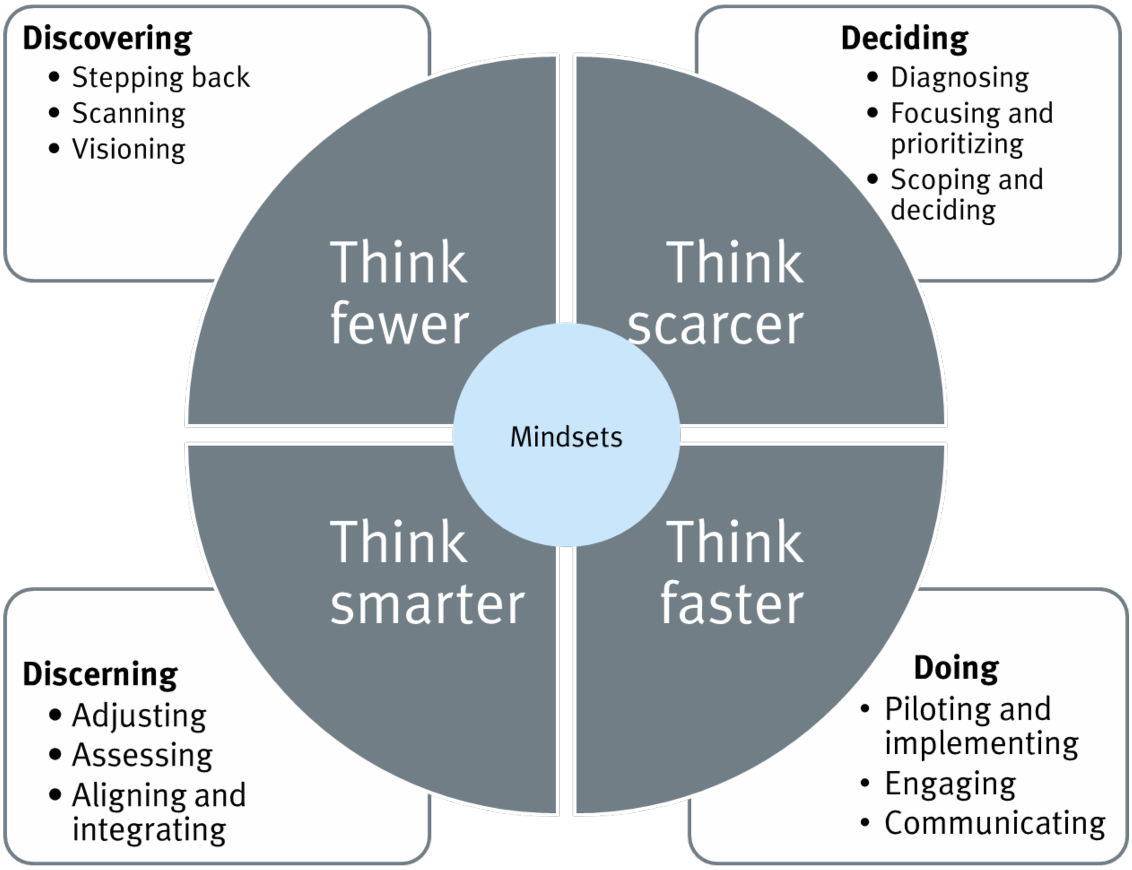


Figure 5. Key actions in complex, continuous change project. (Pasmore, 2015)

Discovering means stepping back, scanning the situation and visioning the wanted long term objectives. Even though change is a must, changing everything right now is not a necessity. Taking a step back of all the possibilities and focusing on the important things is a process that few organizations are good at and doing everything instead of focusing on key actions is a recipe for failure. When leading complex change there will be distractions and focus on the change is then required. Lost momentum is hard to regain. (Pasmore, 2015)

There are additional benefits in the discovery action also. It helps senior leaders to focus on the long-term goals of the company and it helps formulating milestones and timeframes to keep up with how the change project is going. Change is often hard because of confusion regarding the urgency of actions and lack of alignment of senior leaders so these benefits of the Deciding phase are big. (Pasmore, 2015)

Deciding action consists of diagnosing, focusing and prioritizing, scoping and designing. There is a limit how much organization can handle change and overloading it will slow the change project down and minimize the chance of success. In order to increase capacity some investigating is needed: who is leading change and how well? What is needed in order to get a bigger change capacity to make the change easier in the future? Should informal or formal networks be used in speeding up the change? (Pasmore, 2015)

The Deciding phase builds the guidance which tells which direction the organization is going with the change project. The vision gives the big target and Deciding phase determines what the organization must change internally to make the vision true. Diagnosing the gap between current state and desired state supports in understanding what is important to address. Focusing and prioritizing helps to step back and choose the right actions. The final topic scoping and designing builds the roadmap for the change: who, when, where and how. (Pasmore, 2015)

Doing phase includes communicating, engaging, piloting and implementing. When implementing complex, continuous change project, execution is taking place. To help people understand what to focus on and why needs a lot of communication. Using the power of collective intelligence of the organization supports the change process when people get involved by committing and giving ideas. However, communication is not enough to gain commitment and drawing out ideas: engagement is also required. By piloting a lot of time and energy can be saved so that implementation is done with well thought steps. (Pasmore, 2015)

The last action is Discerning, which consists of aligning and integration, assessing, adjusting. The main task of Discerning is to learn with a purpose and to act based on the learning on the complex, continuous change project. In order to learn, knowing if development is happening is needed. For this metrics needs to be developed. This helps to understand what works and what doesn’t. The main questions to ask are: What was expected to happen? What happened and why? What should be done differently next time? Real-time learning is required for the aligning and integration of change projects. Assessing needs to be done to reflect what was the target and what happened. And the whole point of this is to make bigger impact with less resources. (Pasmore, 2015)

As Pasmore states (2015) "…the whole point of learning is to adjust actions going forward so that more can be accomplished with less."

There are also important mindsets that should be taken into consideration, when implementing complex, continuous change project (Figure 6). Think fewer, think scarcer, think faster and think smarter. Thinking fewer means realistic and thoroughly about what people are asked to do. Setting too many goals that are impossible to reach is not the way to go. Start with a few clear and important goals not to get overwhelmed by complex, continuous change. Think scarcer needs to be the mindset because the resources are always limited. Also, many changes might be interdependent so there is a chance of them working against each other in the end. Additional change projects might always pop up around the corner so there needs to be some energy in reserve. Thinking faster comes from the real worlds demand: the organization must respond to the change when it occurs, not when it is convenient to handle. Thinking smarter allows to increase change capacity on the go. Developing the ability to work more efficiently and effectively helps in the changing and demanding world. These are leadership mindsets which means that not only one individual should have them but instead it should be a shared mindset. (Pasmore, 2015)

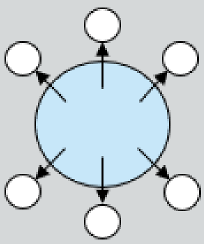
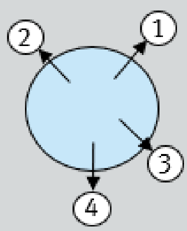
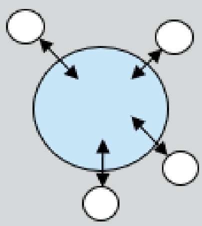
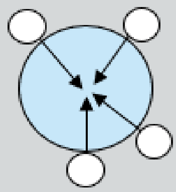
	Discovering	Deciding	Doing	Discerning
Actions				
Objectives	Identify viable opportunities and vision; revise as required	Prioritize efforts to closet the gap between vision and current reality	Engage the organization in executing the change strategy	Learn from experience to improve change capacity over time
Mindsets	Think fewer	Think scarcer	Think faster	Think smarter

Figure 6. The four actions and mindsets (Pasmore, 2015)

3.3.9 Anchoring New Approaches in the Culture

Standardizing new approaches is hard even if they consistent with the company's culture. The challenge is big if they are not. Changing the culture might even require changing people in the organization. Cultural change is not something that is easily manipulated and thus it should be the last step in the change process. First you should alter people's actions and when people see the connection of these alterations in performance improvement, they are more open for cultural change. (Kotter, 2012, pp. 163-165)

Culture tells how people interact with each other to get things done. It includes how they become successful by themselves and one another and what behavior is seen acceptable and unacceptable. Every company has a unique culture. (Papke, 2013)

Leadership is being put on test when there is a need to create and align a culture. Alignment can be successful if it has a framework, knowledge about the keys of the culture, and knowing how to apply the keys. Keys are things that motivate people and aligns them to work together. Since culture is only present when there is a group of people, it is inevitable, that culture is always about people. (Papke, 2013)

The three motivations are the level of attention received, the level of competency is reached and the level of acceptance that is attained. Understanding these is the key to understanding norms and patterns of behavior in a culture, the definition of success by a culture and what is considered acceptable and unacceptable. These keys can be used to strategically align culture and thus gaining predictability that supports individual and group behavior. Just as everyone shows preference for one of the motivations a culture does the same. As a result, can be seen how people influence each other and gets work done. It is important to understand this to be able to successfully lead an aligned culture. When consistently and constantly aligning and defining the ways of working, the preferences of a culture gives a sense of safety, tells what is acceptable and what is not and tells how to contribute to the success. (Papke, 2013)

Henderson (2014) has three cultural buoyancy devices to lift the level of organizational culture:

1. Ensure that leaders are worth following

2. Make the work worth doing

3. Create cultures worth contributing to

Leaders have a big impact on culture, since when leaders are perceived as someone worth listening and following, the culture will align with the leader's recommendations, advice and instructions. Key aspects of making a leader worth following are credibility which means that the leader is able to show that he knows what he is doing, approachability which means that people believe it's safe to ask questions, advices and give suggestions to the leader and that the leader takes the culture seriously which means that the leader demonstrates ensuring a productive and positive workplace culture. (Henderson, 2014, p.160, p.165)

It is obvious that when people see the work worth doing, they will apply themselves and their skills fully into it. There are two things that needs to be embodied to the work. First, the work should be meaningful in some other ways than only bringing the next paycheck. Secondly the work should give a possibility for a personal or professional growth of the individual. (Henderson, 2014, p.162)

There is a difference in a culture that someone belongs to when compared to a culture worth contributing to. Belonging to a culture gives the feeling of safety and thus offering a high degree of comfort. A culture worth contributing to is more a sense of seeing the greatness in the people around and instead of passively absorbing things, becoming a proactive member. (Henderson, 2014, p.163)

3.4 Conceptual Framework of This Thesis

The conceptual framework of this thesis consists of Kotter's (2012) eight step change management model. The foundation is from Lewin's three step change process: unfreezing, change and freezing. After this, Kotter's steps of establishing a sense of urgency, forming a driver team, creating a vision, communicating the vision, empowering to act on the vision, enabling short term wins, continue to change and anchoring new approaches into the culture. For every step additional references related to that specific step was used in order to come up with a comprehensive framework for change management plan.

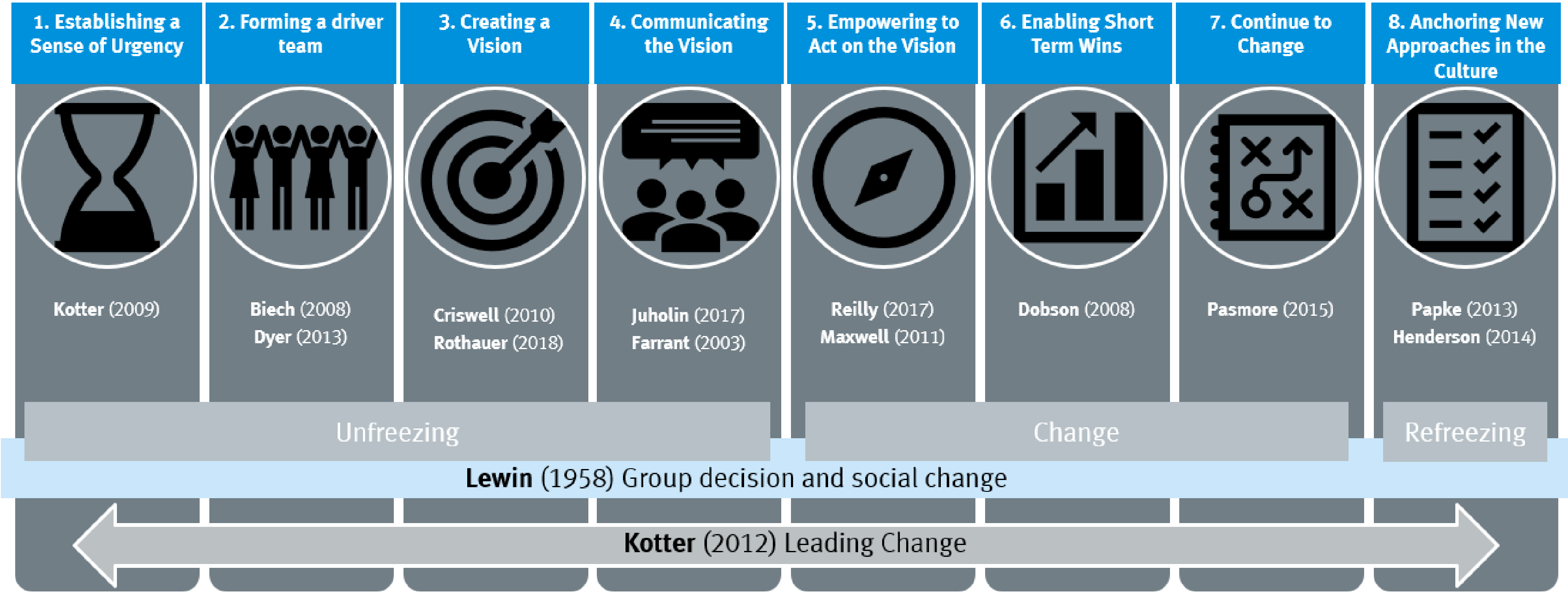


Figure 7. Conceptual framework of a change management plan

In the first step a reference for establishing a sense of urgency was needed. In this stage Kotter's Establishing a Sense of Urgency was a natural selection. On the second step references for team building were studied and as a result two good sources was found: Biech's Successful Team Building Tools and Dyer's Team Building. Third step required information about creating a compelling vision for the change project. Criswell et al. Creating a Vision and Rothauer's Vision and Strategy were chosen. Fourth step needed ideas on how to communicate the vision and Juholin's strategic approach to communication in organizations from the book Communicare was chosen. To support this Farrant's Internal Communications helped in deciding the media which to use when communicating. Reilly and Maxwell helped to build up thoughts about how to empower people with the books The Facilitative Leader and the 5 Levels of Leadership. Dobson et al. supported the process of enabling short term wins in the step six with a book called Goal Setting and Pasmore's Leading Continuous Change gave ideas how not to declare victory too soon as it is advised in step seven. The final step of anchoring new approaches into the culture was supported by Papke's True Alignment and Henderson's above the line.

In the next section the current state analysis is introduced. It consisted of analyzing the current situation of the team selling approach, case company's parent company's model for team selling as well as reasons for non-use of the team selling. The previous deployment was also analyzed in comparison with Kotter's 8 step change management model in order to find the weaknesses of the previous deployment.

4 Current State Analysis

This section discusses the current state of team selling usage at the case company. It starts with introducing the ideal team selling model according to case company's headquarters followed by current usage of the team selling approach at the case company. After that the previous deployment is taken into further analysis.

4.1 Overview of the Current State Analysis Stage

The current state analysis consisted of three main steps: studying the ideal team selling model, interviewing stakeholders about the team selling usage and interviewing stakeholders about the previous deployment of the team selling approach. The two steps were naturally implemented simultaneously in the interviews with dividing the interviews into two different themes based on the questions.

First step of the current state analysis was to study the ideal approach from case company's headquarters documentations. This was done to get a clear view about how the team selling approach should be used and building up the first part of the questions for interviews that followed the first step.

The second and third step was interviewing key stakeholders that were somehow involved in the team selling. The stakeholders were team selling team leaders and participants from all the different departments: contact center, customer solution, product management and sales management. Also head of customer solutions and contact center were interviewed since they were the managers of most of the team members. The second steps questions were focused on the team selling usage and the third step questions on the previous deployment from change management point of view.

4.2 Description of Official Team Selling Approach

The main goal of team selling is to provide specialist skills, motivation and know how in order to increase long-lasting customer loyalty and satisfaction. This is done by customer oriented consultative selling by a team.

Team Selling is defined followingly in the case company's headquarter documentation:

To satisfy or exceed customer expectations as a group of people with mutually agreed objectives and purpose, working together within a defined operational environment and processes.

Since team selling approach requires a lot of time, resources and effort there are guidelines that define specifically, when to start the team selling approach:

- The team selling approach will add value to the case company as well as to the customer

- The team selling approach will enhance the chances to negotiate more profitable sales.

- The team selling approach will benefit the development of skills for the case company and/or the customer.

- The team selling approach requires a broader scope of intellectual properties than a single contact can offer.

- The customer is asking for a team selling approach.

- The team selling approach is required as environmental issues demand an involvement of different hierarchies, countries, etc.

4.2.1 Team Selling vs. Team Working

Team selling can easily be mistaken for team working so their differences are good to clarify. Team working is a joint action of a group of people in which each participant brings their own individual skillsets to the group. It is a coordinated effort as of an athlete team. It is simply put “work done by or with a team”. The main differences of team selling and team working can be seen in Figure 8.

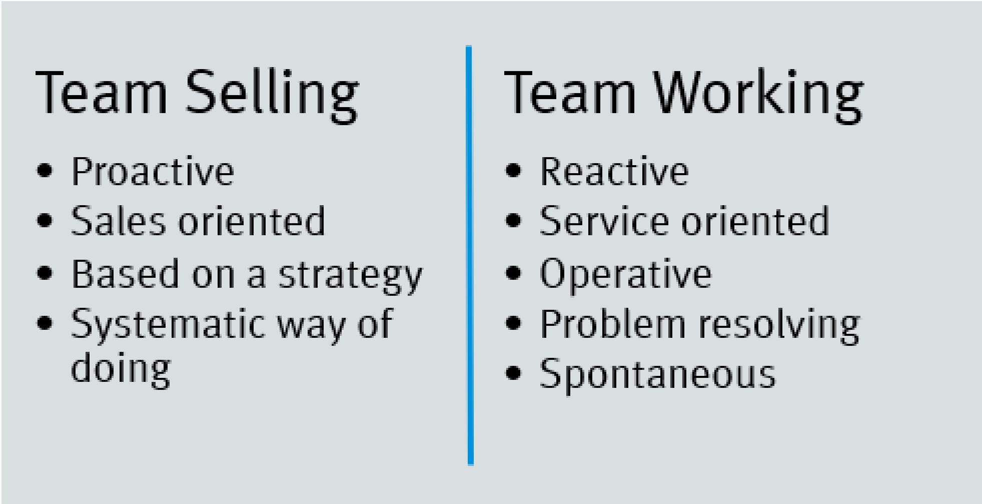


Figure 8. Team Selling vs. Team Working

4.2.2 Leadership in Team Selling

Since all the different teams and customers are very different and there is no one clearly defined process that works on every customer, team selling approach is highly dependent on the leadership skills of the team leader. To achieve these leadership skills the case company provides training for the team leaders if needed.

Following checklist for team leader is part of the official documentation used by the case company:

- Establish a clear communication channels with each member of the team
- Establish and maintain a clear focus on the targets of the team and each project
- Clearly define each member’s role and the effect on the big picture. Define a set of project objectives with deadlines
- Assist group with relationship building by creating opportunities for introductions, downtime and celebration
- Became aware of the diversity of the team and address them individually with the team members.

- Check regularly that all the team members are comfortable with the team selling approach

- Establish a support structure in case of challenges

- Review the output of the team and address any variances from the standards immediately

- Keep communication lines open. Coach and mentor by providing feedback and rewarding special performance.

4.3 Current Usage of Team Selling approach

In the current usage of team selling approach three main topics was covered (Figure 9). First the basic data of how many teams were founded and how many of them were active was studied. Secondly it was clarified how those active teams worked and finally the reasons for not using team selling approach was defined.

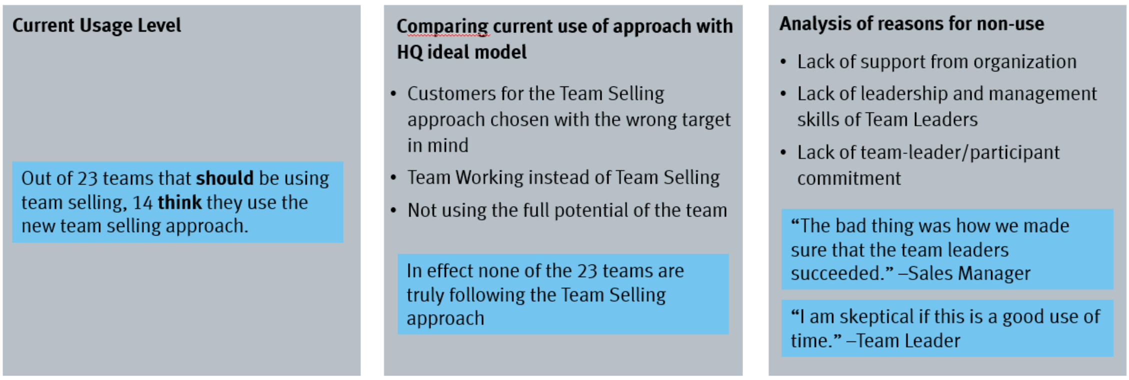


Figure 9. Analysis of Current Team Selling Approach Usage

According to official documentation of the case company, there were 21 team selling teams founded in the previous deployment. The reason for choosing these 21 teams was to get one team for each sales engineer in order to raise their competence in team leading. This was contradictory to the guidelines of the case company's headquarters on when to start team selling approach.

Two of these teams were made inactive and it was updated in the document. During the interviews it was found out that there were 4 more team selling teams started that were not in the documentation. Based on this there should have been 23 teams using the team selling approach. In the interviews it turned out that 9 of the team selling teams have not done anything to start the team selling approach which resulted in 14 teams that thought they are using team selling approach.

When going further with the interviews it was noticed that that even these14 teams are not really using the team selling approach. In some of the teams there were some elements of the team selling approach, but none of the teams were meeting actively and the way of working was closer to *team working* instead of team selling. This led to the fact that the full potential of the team and the team selling approach was not harnessed. In effect none of the teams were truly following the team selling approach.

When analyzing the reasons for non-use it was clear that there was a lack of leadership skills of the team leaders. They didn't really know how to lead a team. This was since there was very little, or no training provided to the leaders. Additionally, the team leaders felt that they were not getting coaching from their supervisors in the team leading. This led to the fact that there was no team leader nor team member commitment to the team selling teams.

4.4 Analysis of Previous Deployment

In the second stage of the interviews the questions were related to the previous deployment of team selling approach. The questions were formed in a way that each of Kotter's 8 steps were handled. Based on the answers the analysis of each step in the previous deployment was given a red, yellow or green color based on how well the step was implemented. Red means not well, yellow means well and green that the step was implemented in a good way (Figure 10).

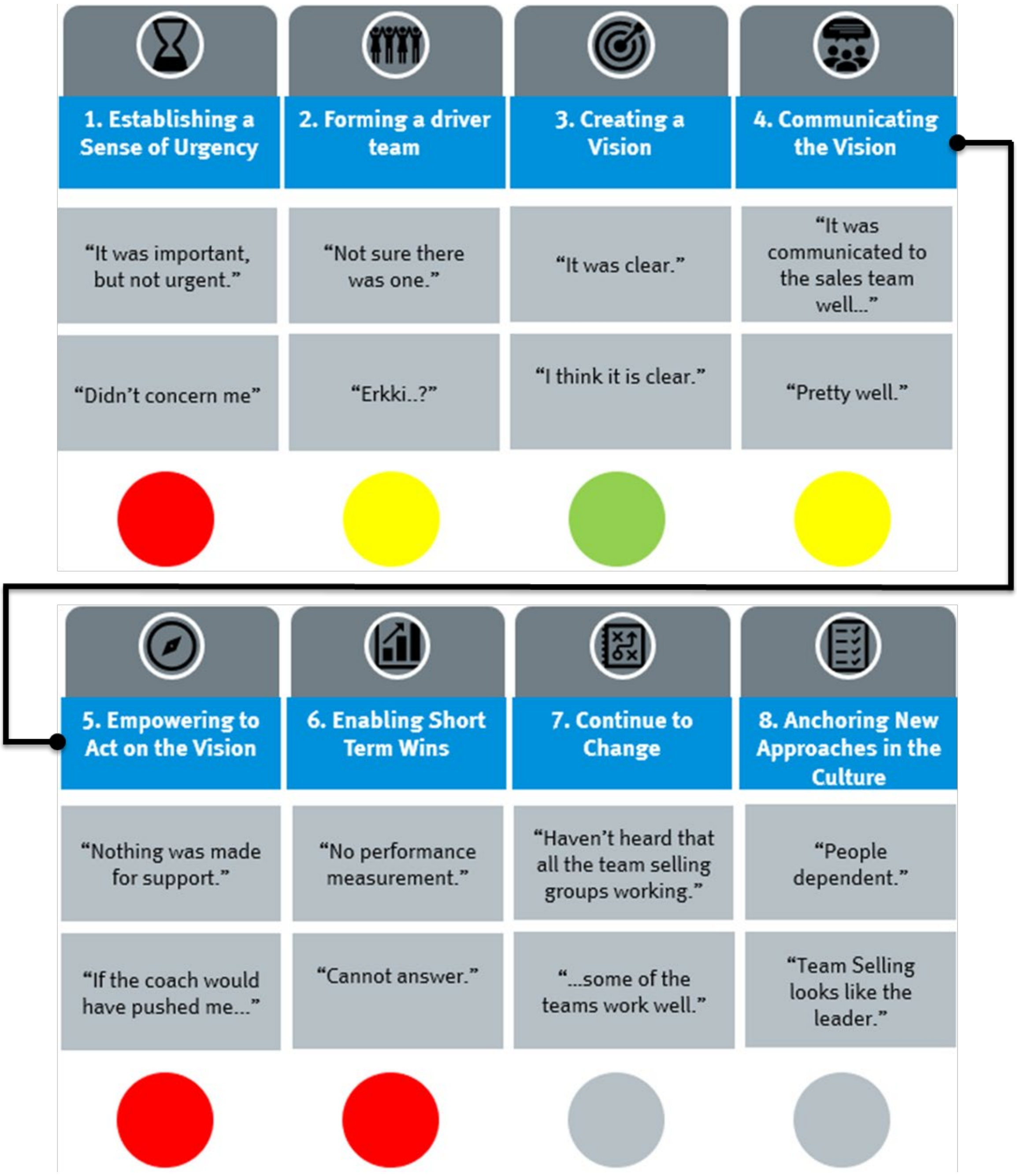


Figure 10. Comparing previous deployment with Kotter's 8 step change model.

First step was establishing a sense of urgency and almost all the interviewees answered in a similar way: the team selling approach was an important topic, but no one really felt like there was urgency to get it started. For this reason, the first step was given a red light.

The second step of forming a driver team was then clarified. It was found out that there was a driver team behind, but it was not very visible and thus most of the interviewees only saw the main person in charge of the team selling approach to be the only one working for it. Thus, it was considered that the step was implemented fairly well and yellow color was given to it.

Third step of creating a vision was the positive thing about previous deployment. Everyone knew the benefits of team selling approach and they were positive towards the topic. Thanks to the positivity there was an open mindset towards team selling approach and everyone was ready to start using it.

Fourth step of communicating the vision had not succeeded so well. The vision seemed to be communicated very well to the sales team from which the team leaders were from. Also head of contact center told that she had made sure that the team selling was defined even in everyone's personal targets which was excellent. However, one important department, customer solutions, manager told that he was not happy about how well the topic was communicated to his team. For this reason, a yellow color was given to this step.

Empowering to act on the vision was not so well implemented which was seen already in the first phase of the interview: the team leaders, from whom the team selling approach's success was most dependent on didn't get proper training nor support from the organization. This became even more clear at this point of the interviews. One team leader told that he managed to convince his supervisor about not using the team selling approach in the chosen teams. This was one of the weakest steps in the previous deployment and thus it was given a red color.

Also enabling short term wins step was not successful since this step was basically skipped totally. There were no short-term targets or assessments of have they been reached. For that reason, red color describes the performance of this step.

Since the change management of the previous deployment never really got to the point when the 7th and 8th step could be analyzed, they were only given grey colors. It was clear that since the change had not even yet started, evaluating "continuing to change" and "anchoring new approaches to the culture" steps were not needed to be evaluated. From the answers related to these steps it was clear that the questions were irrelevant since no one really saw the change project to be even close to these steps.

4.5 Key Findings from the Current State Analysis

The key findings from the current state analysis were that in the previous deployment a positive attitude towards Team Selling approach was integrated to the employee's mindset. This positivity is important to keep up when pushing on with the change plan.

Two main things to focus on the Change Management Plan are:

1. Headquarters Team Selling instructions should be followed more carefully
    a. Customer selection for the Team Selling approach should be done according to the official guidelines
    b. Using Team Selling instead of Team Working
2. More support from the organization to Team Selling approach should be given
    a. Leadership and management skills of the team leaders must be developed
    b. Coaching and sparring to the team leaders to ensure the active and effective usage of Team Selling

Additionally, all the steps from Kotter's 8 step Change Management Plan should be revised and integrated into the Change Management Plan development. Clear action points on how to ensure the success of each step should be developed.

In the next section it is described how the development of the initial proposal stage was implemented, what were the key ideas and how they should be integrated to the Change Management Plan.

5 Building Proposal of a Change Management Plan for the Case Company

This section takes the best practice of a change management plan and current state analysis that was implemented during the thesis work, combines the results of both and creates the initial proposal for a change management plan for the case company.

5.1 Overview of the Proposal Building Stage

The goal for the initial proposal building was to create the first draft of a change management plan that matches case company's requirements. From the literature review it was decided that as a conceptual framework Kotter's 8 step change management model was used. In the current state analysis, the usage of Team Selling approach was analyzed and weak spots from the usage as well as from the previous deployment were found.

Two main areas for development were found which were: not following the guidelines of Team Selling carefully enough and there was not enough support from the organization. Additionally, based on the findings regarding the previous deployment it was decided that all the different steps in Kotter's change management model should be reviewed and developed for the new change management plan.

First step of the initial proposal building was to decide who to invite to the workshops for development. This question was presented to two different sales managers and as a result it was decided that the participants should be from as many departments as possible and as many roles as possible. All the participants should have some touch point to team selling either in the past or in the future. Also, the head of Operations and one Sales Manager was involved. This made the group consist of team leaders, team members and their supervisors.

These people were then invited to a digital workshop. The workshop was initially planned two be held as a face to face brainstorming session but since there was a virus pandemic, the session was decided to be implemented in a digital way.

In total three workshops were held. The first workshop consisted of two phases: introduction to the topic and initial proposal brainstorming. The introduction started by asking the participants their expectations about the workshops followed by explaining the importance of the topic of Team Selling. After that the thesis business challenge, objective and outcome were presented along with the research design and data plan followed by an introduction of Kotter's 8 step Change Management model. Also, the main findings of the current state analysis were presented and the opinions of the participants of them were discussed. From this it was confirmed that the participants felt that the issues risen in the current state analysis were really the main things that they also felt were wrong in Team Selling approach usage.

After the introduction each of the steps from Kotter's Change Management model were taken into development individually. In each step main points from the literature review section were introduced to give some support in the brainstorming stage. Field notes were gathered which included the main ideas for each step.

According to the workshops a visual presentation of the initial proposal was prepared. Visual presentation consisted of main action points to consider in each step of the Change Management plan and a roadmap how to take these steps into practical use.

5.2 Main Findings from the Workshops

All the 8 steps were handled in three workshops and based on the answers main action points to deploy team selling approach were then combined into Table 3. The main challenges in Team Selling usage were considered and specific weight was given them when considering the development of the steps.

Table 3. Main Action Points to Deploy Team Selling Approach

Step of CMP	**Main Challenges in Team Selling Usage**	**Main Action Points Suggested by Stakeholders**	**Description of the Action Points**
1. Establishing a Sense of Urgency		• Communicating challenge • High targets and expectations • Comparison to competitors: we will lose if we do not develop	In the beginning of the change management project, challenges from the team selling usage should be emphasized. Also, the fact that time has been wasted since the focus customers have not developed in a way that they should be when team selling approach is used. Additionally, the actions of competitors should be investigated and

			used as a big threat if we don't act quickly.
2. Forming a driver team		• 3-4 members • position power, expertise, credibility and leadership. • 10 characteristics of a successful team into use	The team should consist of key stakeholders from different departments. Ideal group size 3-4 and the individuals should have power, credibility and leadership skills to implement the decisions made and expertise to make decisions. When the team is being formed there should be special emphasize to 10 characteristics of successful team.
3. Creating a Vision	Customers for the Team Selling approach chosen with the wrong target in mind	"Team Selling approach is used actively and effectively in carefully defined key accounts before the end of 2025 to grow market share."	Actively and effectively shows that there is competence in house to use the team selling approach and carefully defined accounts shows that the guidelines of team selling approach are taken into consideration. There is a clear deadline and of course the root reason why to use team selling: grow market share.
4. Communicating the Vision		• Managed conversation • Responsible dialogue Clear factual informing Building a sense of community	The main ways of communicating should be used in different forums.
5. Empowering to Act on the Vision	Team Working instead of Team SellingLack of support from organizationLack of leadership and management skills of Team Leaders	• Coaching and Mentoring • Focus on the use of team selling instead of team workingTrainings	• Sales Managers coach and mentor each other's and team leaders regarding this topic • Sales Managers evaluate the use of team selling related to team working • Training plan for the team leaders must be developed

6. Enabling Short Term Wins		• 5 teams working in the end of 2020 • These 5 teams have had 2 team meetings • 1 order thanks to Team Selling	Clear reachable, measurable and unambiguous short-term goals.
7. Continue to Change		Regular review meetings	• The driver team must meet regularly to assure the continuity of the change project. • Four D's to support continuous change: Discovering, Deciding, Doing, Discerning
8. Anchoring New Approaches in the Culture	Not using the full potential of the team Lack of team-leader/participant commitment	• There must be success for people to adopt the team selling approach • New tricks should be better than the old ones • Whole team must be sales oriented	• Ensure that leaders are worth following (Team Leaders are skilful) • Make the work worth doing (Team Selling is meaningful) • Create culture worth contributing to (Team Selling is successful)

5.2.1 Action Points to Establish a Sense of Urgency

To establish a sense of urgency it was decided to stop the happy talk and concentrate on communicating challenges related to team selling approach usage. Additionally, high targets and expectations for the team selling teams was decided to be set. Also, additional pressure from competitors' side was decided to add to the communication regarding the change project: finding out how competitors are rearranging their sales efforts and showing that since they are developing, we must develop too. This way the complacency of current situation would not be so high anymore and the need to change would become a mindset for the key stakeholders. These topics should be communicated intensively especially in the beginning of the change project and if needed.

5.2.2 Action Points to Form a Driver Team

The driver team was decided to be a 3 group with position of power, expertise, credibility and leadership skills. It was decided that there should be one person from operations, one person from sales and one sales manager. Additionally, the 10 characteristics of a successful team should be taken into consideration in the actions of the team: participative leadership, positive atmosphere, cooperative relationships, balanced participation, valued diversity, managed conflict, clear goals, defined roles, open and clear communication and effective decision making.

5.2.3 Action Points for Creating a Vision

There were many thoughts around the vision when discussed about it. Main ideas were that the vision would be to increase personnel's competence in leadership and team working skills. Also, team selling should become a part of the culture and it should be used as the sharpest spear when attacking new customers. Team selling should also be effective in growing market share in current customers.

The first draft of the vision was already created: “Team Selling approach is used actively and effectively in carefully defined key accounts before the end of 2025 to grow market share.”

One important note is that this vision is hitting one of the key problems noticed in the current state analysis: customers for the team selling were chosen with the wrong target in mind. Now this vision clearly says that team selling should be used in carefully defined accounts which in practice means that the driver team should pick the accounts based on headquarters official guidelines.

5.2.4 Action Points for Communicating the Vision

Four main ways to communicate the vision were decided to be taken into use: managed conversations, building a sense of community, responsible dialogue and clear factual informing. Managed conversations were decided to be used in the driver teams' meetings in the beginning of the change project. This way the team members will understand the strategy behind the change project and act on it. building a sense of community for the driving team was seen important and a kickoff meeting with sauna evening was decided to be arranged. Responsible dialogue among the team selling teams was decided to be used in order to get the team leaders and members to be committed and have the feeling of being able to influence. Clear factual informing for the whole company was decided to be used in town hall meetings which are regular meetings in which the whole staff of the company is present. Additionally, all the important data related to team selling was decided to be put into a place where anyone can anytime check it.

5.2.5 Action Points for Empowering to Act on the Vision

According to the current state analysis the reasons of nonuse of team selling were related to not getting enough support from the organization. Also, one of the key challenges for the team leaders was the lack of leadership skills. Additionally, it was noticed that most of the teams were using team working instead of team selling. Thus, the action points for empowering to act on the vision were especially important. Three main points were decided: sales managers should coach and mentor the team leaders intensively. Sales managers should also make sure that the teams are using team selling instead of team working. Finally, the team leaders should be trained, and a systematic training plan should be developed.

5.2.6 Action Points to Enable Short Term Wins

The main short-term wins were developed to be following:

- 5 teams should be active before the end of 2020
- Teams should have had two team meetings
- Teams should have gotten one order thanks to team selling

These goals should be clearly communicated and followed through the first steps of the change project.

5.2.7 Action Points for Continuing to Change

To ensure that the momentum of the change project is not missed, the driver team was decided to meet regularly to assess the success. In these meetings four steps should be taken to systematically push the project further: discovering, deciding, doing and discerning. Discover what are the key challenges or successes of the project. Decide which of the challenges to focus on overcoming and from which of the successes to find possible synergies with other team selling teams. Doing the necessary actions and after implementation discerning by reflecting about the effects of the actions done.

5.2.8 Action points for Anchoring new Approaches in the Culture

Three main points were defined for maximizing the chances of team selling to be anchored in the culture: the team leaders should be worth following, the team selling approach should be meaningful and the team selling should be successful. Basically, if all the previous steps are implemented with success, then this last step should happen automatically. However, the driver team should review these three aspects in their regular meeting after team selling approach have been used for a while.

5.3 Draft of a Roadmap of a Change Management Plan

After the main action points were clearly defined, a Change Management Roadmap including all the different action points was developed (Figure 11). The main idea for the roadmap was to put the action points from the workshops into a clear project plan that had a schedule in them. The main target for this is that the implementation of the action points will be more systematic.

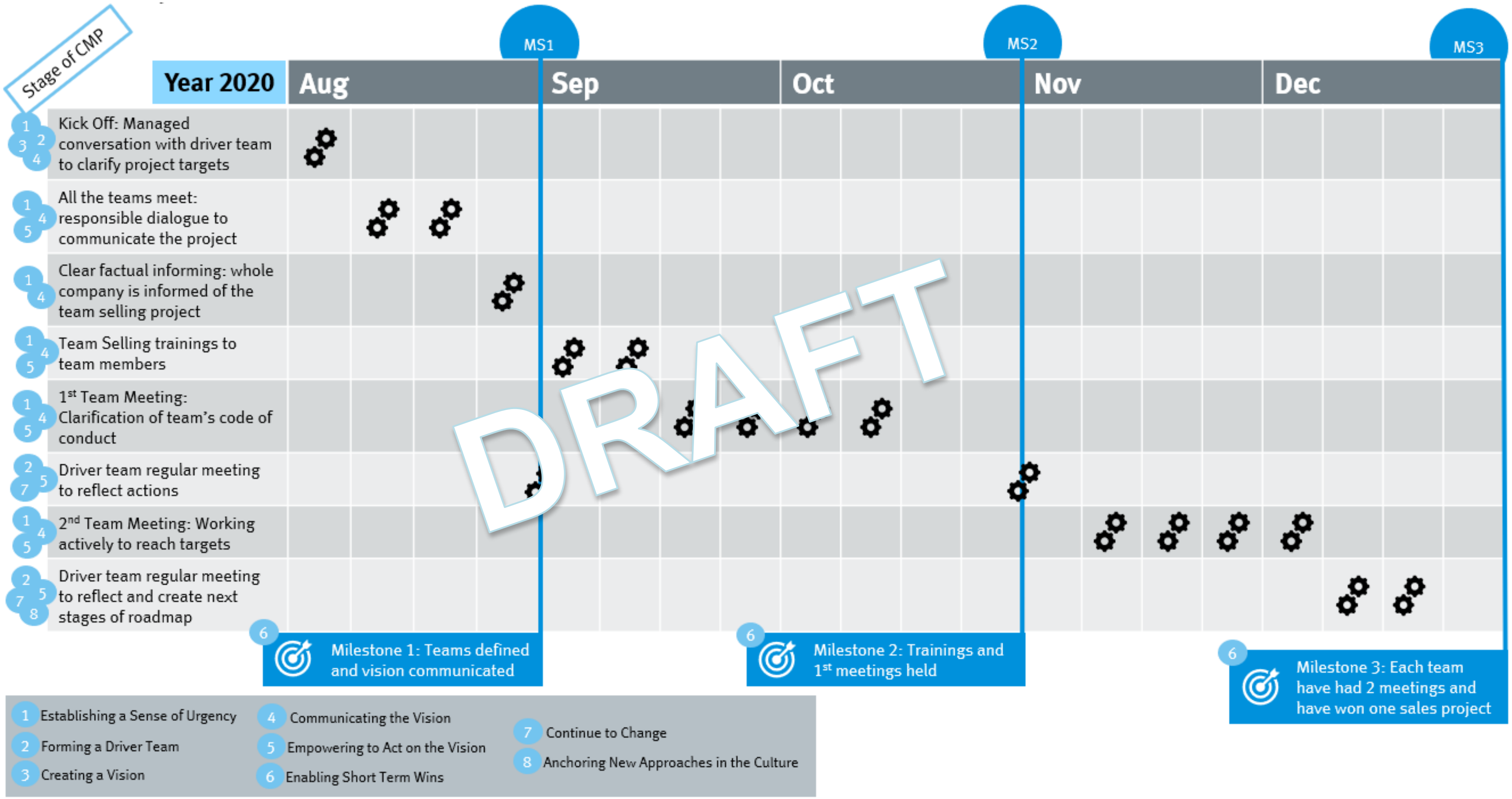


Figure 11. Draft of a Roadmap of a Change Management Plan

5.3.1 Kickoff

The change project should start with a kickoff of the driver team. This would happen in the beginning of August and the target for it would be to have a managed conversation in which the members of the driving team would commit into the concept of the Change Management Plan. The vision would be communicated to the members and at this stage there would still be a chance for them to give their feedback and the vision could be developed. In this stage also the accounts for the Team Selling approach should be chosen according to official guidelines of Team Selling approach. Since the accounts most likely already has a sales engineer who oversees them, he would naturally become the team leader. Other members for the team should also be chosen at this point but a room for changes should be left so that the team leaders and members will have possibilities to influence to this. The stages of the Kotter's change management model that this kick off includes are establishing a sense of urgency, forming a driver team, creating a vision and communicating the vision.

5.3.2 All the Team Selling Teams meet

After the kickoff the driver team should set up a meeting in which all the team leaders and members come together. In this meeting the vison of the change management plan should be communicated via responsible dialogue. This would give the team members the possibilities to influence and would increase their commitment. In this same meeting the driver team should emphasize the urgency of the project and clearly state that all the support needed will be given to the team members. Additionally, the schedules for the coming trainings should be decided together with the teams. The stages of the Kotter's change management model that this meeting includes are establishing a sense of urgency, communicating the vision and empowering to act on the vision.

5.3.3 Informing the Whole Company

Since Team Selling approach will affect also the individuals outside of the team and the importance of it needs to be clear for everyone, the vision of the change management plan needs to be communicated to the whole company. This should be done in a so-called town hall meeting which is a regular meeting that the case company must communicate relevant topics to everyone. While communicating the vision the urgency level must be raised. Additionally, all the information regarding team selling must be put to a place where anyone in the company can find it at any time. The stages of the Kotter's change management model that this meeting includes are establishing a sense of urgency and communicating the vision.

5.3.4 Driver Team Regular Meeting: 1st Milestone

At this stage the first milestone should be reached. All the teams should have been set up and the vision of the change management plan should have been communicated. In the meeting the members should discuss about potential obstacles that have risen and come up with ways to handle them. Additionally, the team should focus on their own performance and keep the 10 characteristics of a successful team in mind. The stages of the Kotter's change management model that this meeting includes are forming a driver team, empowering to act on the vision and continuing to change.

5.3.5 Trainings for Team Members

In the beginning of September all the team members should go through training that supports the deployment of Team Selling approach. In these trainings once again the urgency level must be raised as well as the vision of the change management plan should be communicated. The stages of the Kotter's change management model that this meeting includes are establishing a sense of urgency, communicating the vision and empowering to act on the vision.

5.3.6 Team Selling teams' 1st Meetings

After the trainings the teams should gather for their first meeting. The target for this meeting is to set up the code of conduct for the team. The official guidelines of the team selling approach should be used. It is essential that the team leaders have a clear understanding of the urgency and the vision of the change management plan. In this meeting he should be able to communicate the vision and how urgent the topic is. The stages of the Kotter's change management model that this meeting includes are establishing a sense of urgency, communicating the vision and empowering to act on the vision.

5.3.7 Driver Team Regular Meeting: 2nd Milestone

After the trainings and the first meetings of the team selling teams the driver team should again come together to assess the actions taken so far. The driver team should have data from the team selling meetings to discuss how they have performed and if there are any obstacles or challenges face them as soon as possible. Again, the team should focus on their own performance and keep the 10 characteristics of a successful team in mind. The stages of the Kotter's change management model that this meeting includes are forming a driver team, empowering to act on the vision and continuing to change.

5.3.8 Team Selling teams' 2nd Meetings

In the second meetings there should be already some progress from the team selling approach visible. The to-dos from previous meetings should be under work and the first stages of team building should be visible. Clear action points on how to reach the teams targets should be under work and more meetings should be set up. First order should be well on the way. Team leader should not forget to emphasize the urgency and the vision of the change project. The stages of the Kotter's change management model that this meeting includes are establishing a sense of urgency, communicating the vision and empowering to act on the vision.

5.3.9 Driver Team Regular Meeting: 3rd milestone and Creating a Roadmap for 2021

The last driver team meeting of 2020 should have the same topics that the two previous ones have had: reflecting on how the targets of the 3rd milestone have been reached, how the team selling teams should be supported and how their own driver team is working. However, there should also be the development of the next steps of the change management plan. Additionally, the driver team should consider how to start anchoring the team selling approach into the culture. The stages of the Kotter's change management model that this meeting includes are forming a driver team, empowering to act on the vision, continuing to change and anchoring the new approaches in the culture.

In the next section the topic of validation of the proposal is introduced. The validation was done by taking the first proposal to country manager and sales manager of the case company and getting their feedback on it. Based on the feedback the proposal was developed further to its final form.

6 Validation of the Proposal

This section introduces the results of the validation stage and the main points that should be changed from the initial proposal. In the end of this section the final proposal of the change management plan and the roadmap are presented.

6.1 Overview of the Validation Stage

The validation stage was implemented by inviting country manager and sales manager of the case company to a workshop. The selections about who to involve in the validation process were discussed with the participants separately and the suggestions about participants came from them. The country manager was essential to get to the meeting since he has the highest authority in the case company and since the change management plan effects the whole company his support is essential. The sales manager that was chosen has a high knowledge in Team Selling approach as well as trainings and leadership.

In the workshop the importance of the topic was communicated, and the target of the workshop was clarified. Main target was to get constructive feedback which was then used to develop the initial proposal further. The thesis work done so far was presented and when the initial proposal stage was reached in the presentation it was stated to the participants that now they should start giving feedback and correction ideas.

The initial proposal consisted of the main action points related to Kotter's change management model. All the action points were shown to the participants of validation stage and after each step the opinion of the participants was inquired. The improvement ideas were captured on field notes and the whole meeting was recorded. After the action points were handled the roadmap was taken into consideration with the same logic: presenting each step and asking for feedback. With this process it was easy to handle the initial proposal in a structured way and get feedback to every action point and steps in the roadmap.

6.2 Findings of Data Collection 3

The main steps of Change Management Plan for further development according to the validation were establishing a sense of urgency, forming a driver team, empowering to act on the vision, enabling short term wins, and anchoring new approaches into the culture. The development ideas can be seen in Table 4 on the right side.

Table 4. Developments to the initial proposal

Step of CMP	Main Challenges in Team Selling Usage	Main Action Points Suggested by Stakeholders	Developments to the Initial Proposal Suggested by Validation Participants
1. Establishing a Sense of Urgency		• Communicating challenges • High targets and expectations • Comparison to competitors: we will lose if we do not develop	Two points should be added: We must use Team Selling, since it is our official way of doing things, when team selling is used big benefits will come
2. Forming a driver team		• 3-4 members • position power, expertise, credibility and leadership. • 10 characteristics of a successful team into use	Concrete driver team members were introduced: Sales Managers, Head of Operations and Thesis Work author
3. Creating a Vision	Customers for the Team Selling approach chosen with the wrong target in mind	"Team Selling approach is used actively and effectively in carefully defined key accounts before the end of 2025 to grow market share."	
4. Communicating the Vision		• Managed conversation • Responsible dialogue • Clear factual informing • Building a sense of community	
5. Empowering to Act on the Vision	Team Working instead of Team Selling Lack of support from organization Lack of leadership	• Coaching and Mentoring • Focus on the use of team selling	Specific trainings were defined: Team Selling and Manager as a Coach The training implementation should be discussed with training team of case company

	and management skills of Team Leaders	instead of team working • Trainings	
6. Enabling Short Term Wins		• 5 teams working in the end of 2020 • These 5 teams have had 2 team meetings • ~~1 order thanks to Team Selling~~	The last target was decided to change to 10 % growth in sales in 2021 in all the chosen team selling teams
7. Continue to Change		Regular review meetings	
8. Anchoring New Approaches in the Culture	Not using the full potential of the team Lack of team-leader/participant commitment	• There must be success for people to adopt the team selling approach • New tricks should be better than the old ones • Whole team must be sales oriented	There should be focus on the transparency of the teams and they should be rewarded when they are successful.

6.2.1 Development Ideas to the Action Points to Establish a Sense of Urgency

There were two main points to add to the action points to establish a sense of urgency. The team selling teams should be made clear that they have to use the team selling approach since it comes directly from our strategic ways of work. Additionally, there should be some clear rewards coming from the team selling usage also.

6.2.2 Development Ideas to the Action Points to Form a Driver Team

Regarding the driver team there were concrete team members introduced to the plan. According to the validation participants the driver team should consist of sales managers and head of operations. This way when the driver team gathers, they will get a viewpoint of all the team leaders and members since the team leaders are usually under the sales managers and the team members under the head of operations. Driver team should actively ask the feelings from the team selling participants and discuss the answers together. Also the author of this thesis was suggested to be in the driver team since he has the biggest overall picture of current state of team selling in the case company as well as the deepest knowledge about the change management plan that this thesis is concerning and which will be the main tool for introducing team selling to the case company.

6.2.3 Development Ideas to the Action Points for Empowering to Act on the Vision

For the empowerment step the validation participants came up with concrete trainings. Additionally, the trainings were decided to be held only to the team leaders instead of all the team selling members. The trainings that will be held are team selling training and manager as a coach training. Additionally, the trainings should be discussed with the team that decides the overall training plan at the case company to make sure that there is continuity in the trainings of the team leaders. Whenever there is a new team set up there should be evaluation if the new team leader already has the required skills to lead the team and if not, training should be arranged.

6.2.4 Development Ideas to the Action Points for Enabling Short Term Wins

The validation participants noticed a big error in the short-term wins. The last point of getting one order thanks to team selling is hard to measure since how it can be defined which order is coming thanks to the actions of team selling. Additionally, since any order can be counted as success even if the value is low, it was criticized not to be ambitious enough. This point was then developed further to be that the account that has team selling approach in use should grow at least 10% in the year 2021.

6.2.5 Development Ideas to the Action Points for Anchoring New Approaches in the Culture

There were two development ideas for anchoring new approaches into the culture. The team selling teams should work in a very transparent way. All the employees at the case company should be able to see how team selling teams are working. Additionally, the team selling teams should be rewarded openly from their success. This way everyone focuses on the positive things about team selling and thus it creates a positive image of team selling approach.

6.3 Developments to the Draft of a Roadmap of a Change Management Plan

The roadmap was also introduced to the validation participants and the schedules were checked while taking all the major events of case company into consideration. The roadmap seemed plausible to implement and thus it was approved as is with the comment of it being flexible and modifying it on the go when the implementation starts. One major improvement was however added before the roadmap starts to the spring of 2020. It was decided that the driver team has it's first meeting already before summer so that they already have an idea about what's happening after summer holidays and that the kick-off doesn't come to them as a surprise.

6.4 Final Proposal of a Change Management plan

After the validation was complete all the points from initial development and validation were put together forming the main action points that can be seen in Table 5.

Table 5. Final proposal of a Change Management Plan

	• Communicating challenges, high targets and expectations • Comparison to competitors: we will lose if we do not develop • Communicating that we must use team selling since it is official way of doing • Making sure that team selling will bring benefits to the participants

2. Forming a driver team	• 3-4 members • Team should have position power, expertise, credibility and leadership. • 10 characteristics of a successful team into use • Team consists of Sales Managers, Head of Operations and Thesis Author
3. Creating a Vision	"Team Selling approach is used actively and effectively in **carefully defined key accounts** before the end of 2025 to grow market share."
4. Communicating the Vision	• Managed conversation • Responsible dialogue • Clear factual informing • Building a sense of community
5. Empowering to Act on the Vision	• Sales Managers coach and mentor each other's and team leaders regarding this topic • Sales Managers evaluate the use of team selling related to team working

	• Team Selling and Manager as a Coach trainings for team leaders • Discussion with case company training team
6. Enabling Short Term Wins	• 5 teams working in the end of 2020 • These 5 teams have had 2 team meetings • 10% increase in turnover in selected accounts
7. Continue to Change	• The driver team must meet regularly to assure the continuity of the change project • Four D's to support continuous change: Discovering, Deciding, Doing, Discerning
8. Anchoring New Approaches in the Culture	• Ensure that leaders are worth following (Team Leaders are skillful) • Make the work worth doing (Team Selling is meaningful) • Create culture worth contributing to (Team Selling is successful) • Make teams transparent • Reward successful teams

6.5 Action Plan in the form of a Roadmap

The roadmap's final version can be seen in Figure 12. As mentioned in paragraph 6.3, there were no major changes. Only the milestone of increasing the turnover in the selected accounts by 10% in 2021 was added. This also supports the first step of the change management plan which is establishing a sense of urgency and the main action point that was developed for it was communicating challenges, high targets and expectations.

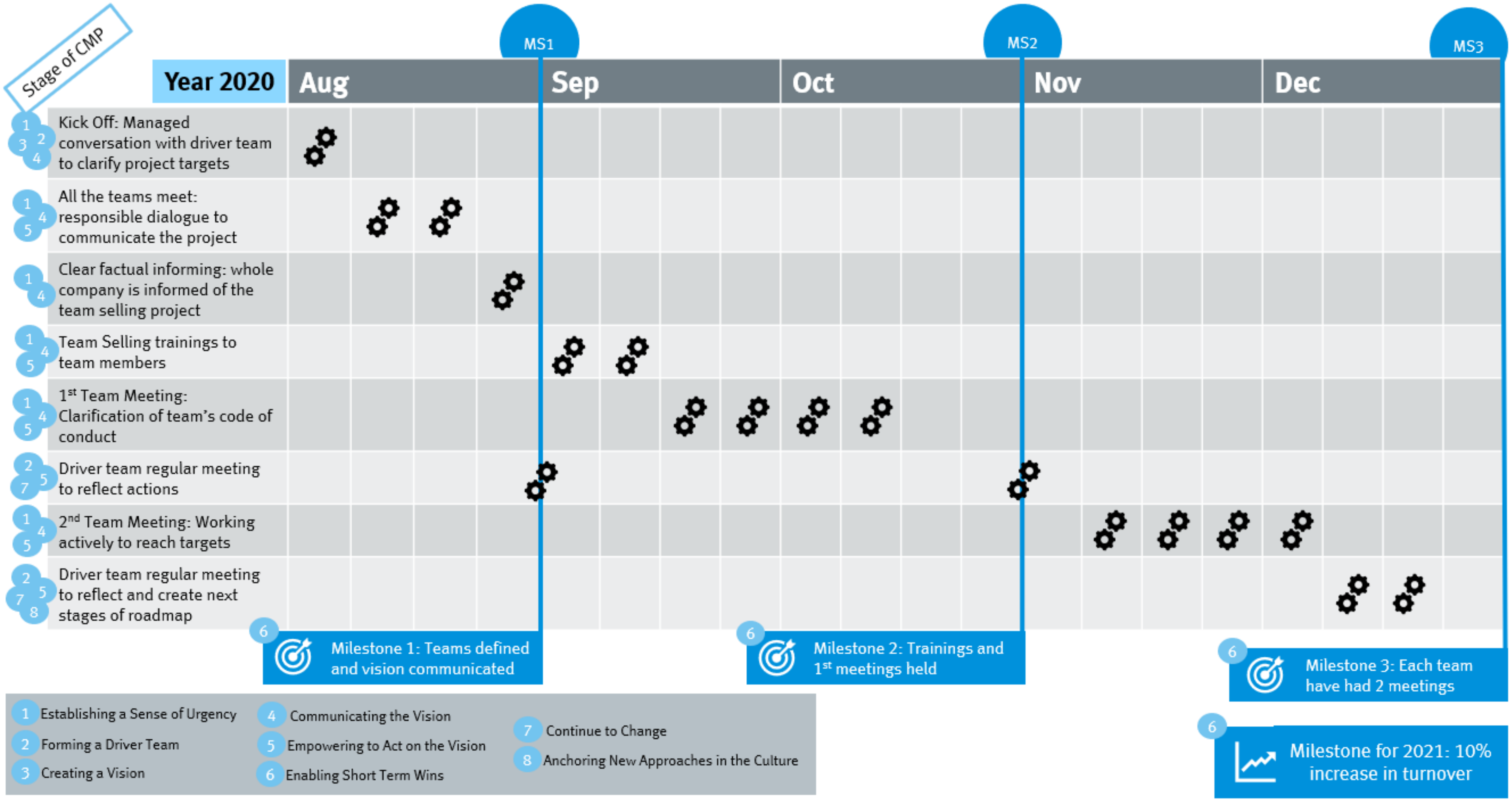


Figure 12. Final proposal of a Roadmap of a Change Management Plan

7 Conclusions

Section 7 consists of executive summary which focuses on explaining the most important steps and outcome of the thesis. It is followed by recommendations for implementation and next steps which tells how to get the plan that was created into execution. After that the evaluation of the thesis is introduced followed by critical thinking about the validity, reliability, logic and relevance of the thesis. Chapter seven ends with closing words to wrap up the thesis.

7.1 Executive Summary

The case company has a growth strategy. In the past it has been noticed that the best way to succeed in reaching the growth targets is to focus on key accounts. The challenge in key accounts is that they are often complex and need a lot of different types of knowledge to gain market share in them. For this the case company has an approach called team selling which combines different competencies in-house to maximize the value added to the key account and thus gaining market share. The team selling approach was deployed in the case company and after few years of practical experience it has been noticed that it is only partially in active use. Thus, the objective of the thesis was to propose a change management plan on how to put the team selling approach into full use for defined key accounts.

Since the team selling requires a change in working habits it was noticed that there is a need for a change management to get the team selling into full use. For this reason, the thesis project started with a literature review to find the best practice of a change management plan that suits case company's needs. After that a current state analysis was made to understand the current situation of team selling usage, the reasons of non-use and clarifying how the previous deployment was done from a best practice change management perspective.

The literature review outcome was to build the change management plan according to John Kotter's 8 step change management model. The results from the current state analysis showed that the selection of accounts in which to use team selling approach was done with wrong reasons and that team selling is not in active use in any of the selected key accounts. Main reasons for non-use were the lack of leadership skills of team leaders and the lack of support from the organization.

The findings from the literature review and current state analysis were introduced to key stakeholders of the team selling in a workshop. The key stakeholders had worked closely to team selling teams either as a participant, team leader or the manager of a participant. The target for this workshop was to create an initial proposal for a change management plan. All the different steps of Kotter's change management model were showed to the participants and if the specific step was a weak spot in the previous deployment according to current state analysis, it was brought to the knowledge of the participants. The participants were then asked to brainstorm ideas of key action points in the step to come up with a change management plan. These ideas were then combined into a table which was the initial change management proposal. To make the action points easier to deploy, a roadmap of a change management plan was then developed by the thesis author. This roadmap had all the action points that were developed in the workshop.

The validation of the change management plan was implemented by inviting the country manager and a sales manager of the case company in another workshop. The literature review, current state analysis and the initial proposal was then introduced to them and after introducing each step of the change management model, feedback to develop the initial proposal was asked. The roadmap was also validated in the same workshop. According to the feedback the change management plan and the roadmap were fine tuned to their final form.

The change management plan created in the thesis is a simple and pragmatic way of putting the team selling approach to full use in defined accounts. This will support gaining market share in selected key accounts and thus, make the reaching of the targets of a growth strategy a little bit easier.

7.2 Next Steps and Recommendations toward Implementation

The next step toward implementation is to have a meeting with the driver team. In this meeting the roadmap should be introduced, and the opinions of the driver team should be heard, and the roadmap should be developed further according to these opinions. This will make sure that the driver team is also committed to the vision and targets of the change management plan. When everyone is committed in the implementation of the roadmap, the next step is to simply follow it.

7.3 Thesis Evaluation

The initial objective of the thesis was to propose a change management plan on how to put the team selling approach into full use for defined key accounts. This objective did not change in any stages of the thesis and it was also the outcome of the thesis. The thesis project progressed in a logic and natural way and the outcome is focusing on combining the best practice of literature to the challenges that were found in the current state analysis. However, there is always room for improvement and there are several things, that could have been done better. Here are three of the most critical ones.

The literature review could have been done in a deeper way. The other possible change management models that were studied were only checked from one single source and not from the original publication. The reason for this was that Kotter’s 8 step model was recommended from two change management professionals as a generic model that suits most of the needs. There could be a change management model that would have suited even better as a framework for this thesis. On the other hand since the previous deployment of team selling was lacking so many key things that are similar to most of the change management models, it is possible that any model introduced in the literature review could do the job if applied pragmatically while taking the people side of change into consideration.

During the current state analysis, the main challenges that were also taken into focus in the thesis were so clear and repetitive that there is a possibility that some other not so clear issues were not taken into consideration. The aim for the current state analysis was to talk to all the team leaders even though they hadn’t even started the team selling approach and this was of course important to understand the reasons for this. However, if the focus would have been more on the teams that were somehow active in team selling usage there could have risen some clear challenges in the later parts of taking team selling into use. Now the main suggestions of the thesis are focused on in the very early stages of starting team selling. When starting to deploy the team selling there could be some resistance from the teams that are already using the approach on some level that why they must start from zero. This kind of situation must then be handled case by case.

Third area for improvement was the choosing of the participants of workshop for the development of the initial proposal of the change management plan. The ideas that came from the participants in the workshop were excellent, but there is one detail that was missed. It is commonly known that the best way to get commitment from someone to a project is to take them to co-create the plan on how to implement the project. If this would have been taken into consideration, the driver team of the change management plan should have been the participants of the workshop. This was only realized after the workshop was complete. When starting to deploy the change management plan it will require some additional effort to get buy in from the driver team. Maybe the driver team even must have a change to validate and develop the plan even further. However, since the participants were selected to cover most of the voices from different departments of the case company, it is strongly believed that the driver team can see the relevance and the importance of the proposal that was developed in the workshop.

7.3.1 Validity

There were four main critical criteria that determined the potential success of this thesis: validity, reliability, logic and relevance.

First evaluation criterion was validity which is an adjective that is associated with claims. In order to understand validity, one must understand that humans make sense of the world through interferences, interpretations and conclusions. Interferences are unseen connections between phenomena. Interpretations are actions in which evidence is taken and sense of it is made. Conclusions are taking wide range of available data and makes a summary of it. Interference, interpretation and conclusions are not object of substance but instead they are claims made by the researcher and they can be questioned, challenged and tested. (Taylor, 2013, pp. 1-2)

Validity is being threatened when it is questioned if research and assessment claims can be trusted. The questioning can happen in four areas: internal validity, external validity, statistical conclusion validity and construct validity. Internal validity is focusing if the results are really due to causal relationships among variables, external validity comes if the results can be generalized beyond the study, statistical conclusion checks if the conclusion from statistics can be trusted and construct validity is focused on if the research is addressing the right issues. (Taylor, 2013, pp. 9-10)

From these four different types of validity external validity and statistical conclusion validity are not relevant in the study. Since the aim of the study was to get the team selling approach into full use in the case company and the study is focusing on all the team selling teams in the case company, it is not needed for the study to be applicable beyond the study. Additionally, statistical conclusion validity is not needed since it is focusing on quantitative studies and the study in the thesis is qualitative.

In this study the validity was planned to be ensured by taking the following steps. Firstly, the internal validity should be handled by gathering high quality data from the field from as wide sampling as possible. When doing the current state analysis, the plan was to interview all the team leaders of team selling approach and as many team members as is needed in order to get saturated results. Since the author of this thesis has worked as a team leader, it was important to be considered that there was bias and the effects of this had to be minimized. Secondly the construct validity was planned to be confirmed with feedback from the thesis instructor, peer students and workshop participants.

7.3.2 Reliability

A reliable study is often seen as one that has the same results even if it would be repeated or conducted by someone else. This is problematic especially in business environment since social context makes repeating of research hard to implement. To improve the strength of reliability, following actions can be used (Quinton, 2006, pp. 130-131):

- different data sources
- different data collection tools
- applying theories from one are to another
- collecting data at different time points
- different researchers at different points of the research

For this thesis research three of these were taken into action to improve the reliability: different data sources, different data collection tools and different time points at data collection stages. There was a plan to use as wide data sources as possible. This was done by interviewing as many people as needed for the data to become saturated. For data collecting tools field notes as well as recordings were used. Since there was a lot of people who were interviewed, the interviews scattered to a different time points of the research.

7.3.3 Logic and Logical Construct

To ensure the logical constructs in conducting the study was done by preparing a research design that is discussed in detail in chapter 2.2 Research Design. This was introduced to peer students as well as to the thesis instructor to get feedback and modify it accordingly. From the very start of the thesis it became clear that a literature review was needed to be implemented first in order to have a theoretical background for the current state analysis stage in order to ask the right questions when clarifying what was done in the previous deployment of team selling approach and comparing it to best practice of change management models. After that the current state analysis was conducted followed by development of the initial proposal. In the development of the initial proposal the first two stages were combined, and the challenges of the current state analysis were tackled with the knowledge from the literature review and with the ideas from the workshop. To make sure that the proposal developed was logical and efficient, it was then taken into another group to be validated and developed further. Between all the steps the results of the steps were presented to peer students and thesis instructors to get feedback about the logic of the progress made. The feedback was taken into consideration when planning the next stages in the thesis project.

7.3.4 Relevance to the case company and transferability

Team selling is one of the main tools for gaining market share in competitive environment when focusing on key accounts. As the thesis is focusing on getting team selling into full use, the relevance of the thesis's result is quite significant. If the change management plan, which was the outcome of the thesis, is implemented it should bring a competitive edge to the case company and support the growth strategy. Since majority of the turnover of the case company comes from the key accounts, getting the targeted 10% increase in them would make a big difference.

The objective of the thesis was to propose a change management plan on how to put the team selling approach into full use for defined key accounts. This objective only targeted the case company's needs and transferability was not a requirement. However, if the project is a success and there are similar difficulties in other branch offices of the case company, it is possible to get synergies and use a similar approach in them also.

7.4 Closing Words

After four months of finding the best practices from literature, clarifying the current state of team selling, developing an initial plan and validating it while developing even further to its final form it seems that a lot has been done. However, for now nothing has changed. The case company has not benefitted from the thesis at all. Now it is time to get hands dirty and start carrying out the plan.

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Current state analysis questions for interviews of sales managers

Interview on the usage of Team Selling approach

Interviewee:
Role: Sales Manager
Responsible for players:
Date and time of interview: DD.MM.YYYY HH:MM – HH:MM
Recording available: ( ) Yes ( ) No

Introduction:
The target for this interview is to make a current state analysis regarding the usage of Team Selling approach. In your answers focus on the past and try to avoid stating how things should be. We are not looking for responsible persons for challenges but trying to find the root cause behind the challenges. For this I am hoping for honest answers even though some of the defects might come from your actions. All the information gained in the interview will be reported in a way that the interviewee and the answers cannot be associated. The interview will be recorded but the recording is for my use only.

Questions related to current usage level of Team Selling:

1. What is the current status of team selling approach with your players?
2. Which teams are your players leading?
3. How often do the teams get together in a meeting?
4. How well do you think your players know the Team Selling approach?
5. What challenges does your players have regarding the usage of the Team Selling approach?

Questions related to the previous deployment of the Team Selling approach:

1. When the Team Selling approach was decided to take into use, how urgent did you feel the implementation of it?
2. What kind of a team was there to deploy the Team Selling approach?
3. How clear was the vision of the deployment of the Team Selling approach?
4. How well was the vision communicated?
5. What was made for the empowerment to act on the vision?
6. What kind of short-term wins was there in the deployment of the Team Selling approach?
7. Has the Team Selling approach been declared as fully functioning approach?
8. How standardized is the Team Selling approach now?

Current state analysis questions for interviews of team leaders

Interview on the usage of Team Selling approach

Interviewee:
Role: Team Leader
Responsible for players:
Date and time of interview: DD.MM.YYYY HH:MM – HH:MM
Recording available: ( ) Yes ( ) No

Introduction:
The target for this interview is to make a current state analysis regarding the usage of Team Selling approach. In your answers focus on the past and try to avoid stating how things should be. We are not looking for responsible persons for challenges but trying to find the root cause behind the challenges. For this I am hoping for honest answers even though some of the defects might come from your actions. All the information gained in the interview will be reported in a way that the interviewee and the answers cannot be associated. The interview will be recorded but the recording is for my use only.

Questions related to current usage level of Team Selling:

1. What is the current status of team selling approach with you?
2. Which teams are you leading?
3. How often do the teams get together in a meeting?
4. How well do you know the Team Selling approach?
5. What challenges do you have regarding the use of the Team Selling approach?

Questions related to the previous deployment of the Team Selling approach:

1. When the Team Selling approach was decided to take into use, how urgent did you feel the implementation of it?
2. What kind of a team was there to deploy the Team Selling approach?
3. How clear was the vision of the deployment of the Team Selling approach?
4. How well was the vision communicated?
5. What was made for the empowerment to act on the vision?
6. What kind of short-term wins was there in the deployment of the Team Selling approach?
7. Has the Team Selling approach been declared as fully functioning approach?
8. How standardized is the Team Selling approach now?

Current state analysis questions for interviews of team members

Interview on the usage of Team Selling approach

Interviewee:
Role: Team Member
Responsible for players:
Date and time of interview: DD.MM.YYYY HH:MM – HH:MM
Recording available: ( ) Yes ( ) No

Introduction:
The target for this interview is to make a current state analysis regarding the usage of Team Selling approach. In your answers focus on the past and try to avoid stating how things should be. We are not looking for responsible persons for challenges but trying to find the root cause behind the challenges. For this I am hoping for honest answers even though some of the defects might come from your actions. All the information gained in the interview will be reported in a way that the interviewee and the answers cannot be associated. The interview will be recorded but the recording is for my use only.

Questions related to current usage level of Team Selling:

1. What is the current status of team selling approach with you?
2. Which teams do you belong to?
3. How often do the teams get together in a meeting?
4. How well do you know the Team Selling approach?
5. What challenges do you have regarding the Team Selling approach?

Questions related to the previous deployment of the Team Selling approach:

1. When the Team Selling approach was decided to take into use, how urgent did you feel the implementation of it?
2. What kind of a team was there to deploy the Team Selling approach?
3. How clear was the vision of the deployment of the Team Selling approach?
4. How well was the vision communicated?
5. What was made for the empowerment to act on the vision?
6. What kind of short-term wins was there in the deployment of the Team Selling approach?
7. Has the Team Selling approach been declared as fully functioning approach?
8. How standardized is the Team Selling approach now?