

# **Change management in the FTIA**

A case study of change management in a public sector organisation



Master's thesis

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#### TIIVISTELMÄ

Muutokset toimintaympäristössä ja organisaatiossa ovat kiinteä ja alati toistuva osa modernia työelämää. Muutos nähdään usein lähes luonnonvoiman kaltaisena, hallitsemattomana prosessina. Muutosta voidaan kuitenkin suunnitella, toteuttaa ja sen tuloksia arvioida hallitusti ja suunnitelmallisesti muutosjohtamisen metodeja hyödyntäen.

Muutosjohtaminen on tärkeä osa modernia esimiestyötä ja monet yritykset ja muut organisaatiot kiinnittivät siihen suurta huomiota johtamisjärjestelmiä kehittäessään. Huonosti johdettu muutos voi alentaa organisaation tehokkuutta, vaikuttaa negatiivisesti työhyvinvointiin ja luoda pahimmillaan avointa muutosvastarintaa. Hyvin johdettu muutos puolestaan lisää organisaation tehokkuutta, henkilöstön hyvinvointia sekä mahdollistaa sille asetettujen tavoitteiden saavuttamisen ja käytettävissä olevien voimavarojen oikea-aikaisen hyödyntämisen.

Tämä ylemmän ammattikorkeakoulututkinnon opinnäytetyö tutkii muutosjohtamista esimerkkiorganisaatio Väylävirastossa. Teoriaosuudessa esitellään muutosjohtamisen taustaa, siihen liittyviä käsitteitä sekä syvennyttään erilaisiin muutosjohtamismalleihin ja välineisiin. Tutkimusosuudessa tutkitaan sekä määrällisen että laadullisen tutkimuksen metodein muutosjohtamisen tilaa virastossa kyselyn ja haastattelun keinoin. Opinnäytetyön johtopäätöksissä esitellään huomioita muutosjohtamisesta Väyläviraston Hankkeet-toimialalla sekä tarjotaan konkreettisia toimenpide-ehtotuksia tulevien muutosten hallintaan ja johtamiseen.

**Avainsanat** muutosjohtaminen, Väylävirasto, esimiestyö, julkishallinto.

**Sivut** 52 sivua, joista liitteitä 2 sivua

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ABSTRACT

Changes in organisational structures and in operating environments are integral to modern working life. Change is often seen as a force of nature or an uncontrollable process. However, through the methods of change management change can be planned, implemented and assessed in an organized fashion.

Change management is an important part of modern management practices. Many companies and other organizations are actively engaged in developing their leadership strategies and management models to better suit change management needs. A poorly managed change process may have a negative effect on performance and employee wellbeing and may, in the most extreme cases, create open hostility to change. When managed well a change process can however increase the effectivity and cohesion of an organization, goals can be met better and resources utilized more efficiently.

This Master's Thesis studies and investigates change management in a case organization, the Finnish Transport Infrastructure Agency. In the second chapter, the theoretical background of change management and the various concepts and models related to it are introduced. After this, the state of change management in the FTIA is investigated through both qualitative and quantitative research.

In the conclusions of this thesis observations are recommendations on change management in the FTIA's Projects Division are presented for use in future change scenarios.

**Keywords** change management, Finnish Transport Infrastructure Agency, management, public administration

**Pages** 52 pages including appendices 2 pages

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## 1 INTRODUCTION, RESEARCH QUESTION AND OBJECTIVES

The world is changing at an increasingly rapid rate. New technological innovations, scientific breakthroughs and digital developments mean that the working environments of regular workers and the operating environments of companies (and other organisations) are changing continuously. Research has shown that new changes are often dramatic in nature and can happen quickly, even unexpectedly. (Murthy 2007).

Change is not however an uncontrollable force of nature to which an organisation (and a manager) can only adopt a reactive, passive response to. Instead, an organisation can prepare and anticipate for both internal and external changes by carefully studying and implementing the best practices of change management.

Change never ends - when the previous change process has been finished successfully, the next undertaking is already fast approaching. Understanding the concept of continuous change and sustained change management is also instrumental for a competent change manager. By utilizing these concepts, organisations can bring new energy to their activities and become increasingly lean and agile. Change management is a key component of modern management practices and should be included in all internal organisational management-training practices. (Pascale, Millemann & Gioja 1997).

The goal of this Master's Thesis is to investigate how the on-going organisational change is managed in at my place of work, the Finnish Transport Infrastructure Agency or Vöylävirasto in Finnish. Further, on in this thesis the agency is referred to by its English language acronym FTIA.

The FTIA has undergone several dramatic organisational changes in the past 18 months, which have affected its organisational structure, goals and mission and also agency's legal and regulatory framework. These changes have also affected my own department within the agency and this is the primary focus through which I look at change management in the FTIA.

The theoretical framework of change management is also introduced and the main characteristics of organisational change and how it affects organisations, management and employees at various levels are investigated. Unlike many of my classmates, the organisation I work for is non-commercial in nature. As a governmental agency is differs from a company is several key ways. Most importantly, its goal is not to create a profit for shareholders. Instead, it provides a public service, using taxpayer money.

## 1.1 Agency introduction

The Finnish Transport Infrastructure Agency is a governmental agency in charge of transport infrastructure management and development in Finland. The agency builds, maintains, designs and plans infrastructure projects like highways, roads, railroads and waterways. The agency is one of the oldest continuously operating governmental agencies in Finland, its roots date back to the Royal Finnish Committee of Clearing of Rapids (*Kuninkaallinen Suomen koskenperkausjohtokunta*) which was created by Royal Decree in 1799. These long organisational roots are still today visible in the agency. Since then the FTIA has operated under many different names with the most recent change in name (and function) happening in the beginning of 2019. (ELY-centre 2019).

The agency operates under the regulatory and policy oversight of the Finnish Ministry of Transport and Communications, currently headed by Minister Timo Harakka. The FTIA was previously known as the Finnish Transport Agency or *Liikennevirasto*. The agency changed its name in the beginning of 2018 as a part of organisational change, which is explained in more detail in the next part of this thesis.

The FTIA's vision defines the agency as a skilled procurement organisation responsible for roads, rail services and waterways. The strategy of the agency is future-oriented. The agency's values are trust, open cooperation and expertise with a capability for renewal. The mitigation of the effects of climate change is a key responsibility of the FTIA. (Väylävirasto 2019a.)

The agency is the largest infrastructure builder in Finland with an annual budget of 1,5 billion Euros. The agency employs approximately 400 people directly in various civil service roles. The various investments in new transportation and maintenance projects provide employment to over 12 000 people in the contractor and subcontractor companies. (Väylävirasto 2019a).

In Finland, approximately 20% of all CO<sub>2</sub> emissions are caused by traffic and transportation (Ilmasto-opas 2019). The FTIA's role in mitigating the effects of climate change is crucial; new investments into less polluting transportation modes, such as rail traffic, form a major part of the agency's activities. (Väylävirasto 2020b). Climate change also has wide-ranging effects on entire national economies. The Confederation of Finnish Industries has identified climate change as one of the most important forces affecting Finnish companies and has called on all businesses to plan for it carefully (Elinkeinoelämän keskusliitto 2020).

The FTIA has identified urbanisation as a key force of change affecting the agency. The agency predicts that traffic numbers in Finland will increase steadily until 2030 with urbanization being the major force behind this. The FTIA also emphasizes the role of automation and robotisation as key

developing technologies, which affect future changes in the agency. (Väylävirasto 2019b).

Digitalisation and other megatrends have created massive changes in the operating environments of many companies and have affected the functioning of non-commercial organisations, like the FTIA. Thomas Modly, a long-time senior executive at PriceWaterhouseCooper, has defined megatrends as the "*Macroeconomic and geostrategic forces that are shaping our world*" (PWC 2016). The FTIA has identified the following megatrends (Figure 1) which affect the agency and its work: climate change, urbanisation, developing technology and digitalisation. (Väylävirasto 2020b). These megatrends have also been identified in the first National Transport System Plan, which was published in 2019.

The plan (known as *Valtakunnallinen liikennejärjestelmäsuunnitelma* in Finnish) is the guideline and master plan for the future development of the Finnish transportation system. The FTIA is a key component of the plan and thus the national plan also affects the way the agency prepares for the future - including change management planning. (Ministry of Transport and Communications 2019). Professional literature has defined our current age as the "Age of digitalisation" and digitalisation has been identified as one of the major disruptive forces behind the need for organisational change. (Mäntysaari, Joensuu-Salo & Viljamaa 2018.)

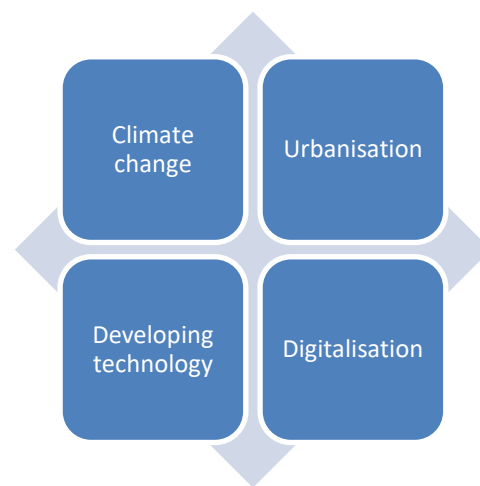


Figure 1. Megatrends according to the FTIA

The FTIA has four divisions and five functional areas. The divisions are Transport Network Planning, Projects, Infrastructure Management and Infrastructure Access and Information Services. The five operating areas are under the direct operational control of the agency's Director General. They are Communications and Stakeholder Relations, Management Support and Financial Services, Administrative and Legal Services, Safety and Security and Regional Steering. The agency is led by a Director General,



currently Kari Wihlman, and an agency wide Management Team consisting of division directors and other high-ranking civil servants. (Väylävirasto 2019b)

I work as a Project Management Specialist in the Projects Division of the FTIA. Within the division, I am located in the Project Management Department. The division employs approximately 80 people whilst my department has 25 employees. The department manages the building of new infrastructure projects and has an annual budget of approximately 900 million Euros. (Väylävirasto 2020)

The FTIA has undergone massive changes in its external operating environment, in its regulatory framework and within in its internal organisation during the past 18 months. As already mentioned previously, the agency was previously known as the Finnish Transport Agency or *Liikennevirasto*. In the beginning of 2019 the old agency changed into the FTIA with a new role; public procurement. The entire administrative sector of the Finnish Ministry of Transport and Communications was reorganised, existing agencies were joined together and new agencies were created. Also as a part of the organisational change, the internal organisational structure of the FTIA was revamped. New divisions, sectors and departments were created and old ones were joined together. A previously independent Railway Improvement Department joined the Projects Division. (Väylävirasto 2019b)

This created massive changes in our operating budgets, organisational roles and staffing. Approximately half of the employees of Railway Improvement Department (RID) were transferred into the Projects Division, whilst new roles were created for the remaining half in other parts of the organisation. This triggered a dramatic change in working styles, division of labour and management. To support the change a new level of management was created.

A note on terminology: In this thesis, the agency is usually referred to by its English language acronym FTIA. Other recurring terms are the Projects Division (*Hankkeet-toimiala* in Finnish) and the Railway Improvement Department (*Radanparantaminen* in Finnish) which is referred to as RID.

## 1.2 Research question

My research question is “Is change management in the FTIA's Projects Division successful?”

## 1.3 Research objectives

My research objectives are to

1.) Study how well change is managed in the FTIA's Projects Division

- 2.) Evaluate used change management practices and to
- 3.) Provide concrete recommendations for the management on how to manage future changes in the organisation

## 2 CHANGE MANAGEMENT

### 2.1 What is change management?

In this chapter of the thesis, the concept of change management is defined through professional literature and definitions of the related concepts are introduced. The most important change management models are also investigated in detail.

Change management has been a major topic of study in management and organisational behaviour since the early 1990's, but the earliest scientific references to the matter were already made in the middle of the last century, from the 1950's to the 1960's. (Levine 2016).

These early studies concentrated on the effect of change on the individual person and how a private person (or indeed in a clinical setting, a patient) would react to changes in, for example, their working conditions. It was only in the beginning of the 1990's when an organisational approach to "change studies" was undertaken. Dr John Kotter first introduced his model of successful change management as a series of continuous steps in the 1995 issue of the Harvard Business Review. In the following year, his ground-breaking book "Leading Change" was published and the modern concept of change management was born. The seminal work of Kotter is explored in more detail in the later parts of this thesis. (Kotter 1995 and Levine 2016)

Change management can be a break or make moment for a company. The successful management of change gives companies and organisations an edge over the competitors whilst unsuccessful change management practices can create severe difficulties. (Tuominen 2016). Researchers (Anand and Barsoux 2017) have identified badly planned change management as a key failure in organisational management. Understanding the role of human resources, retaining highly trained staff and motivational leadership a key features of successful change management. A modern leader focuses on coaching staff members to better handle change and in motivating them in the process of revitalising and transforming their organisation (Pascale, Millemann & Gioja 1997).

There are several factors which (Figure 2) can drive an organisation towards change. In professional literature (Murthy 2007, 3 - 4) the following change categories have been identified: People, technology, information processing, communication, competition and social trends.

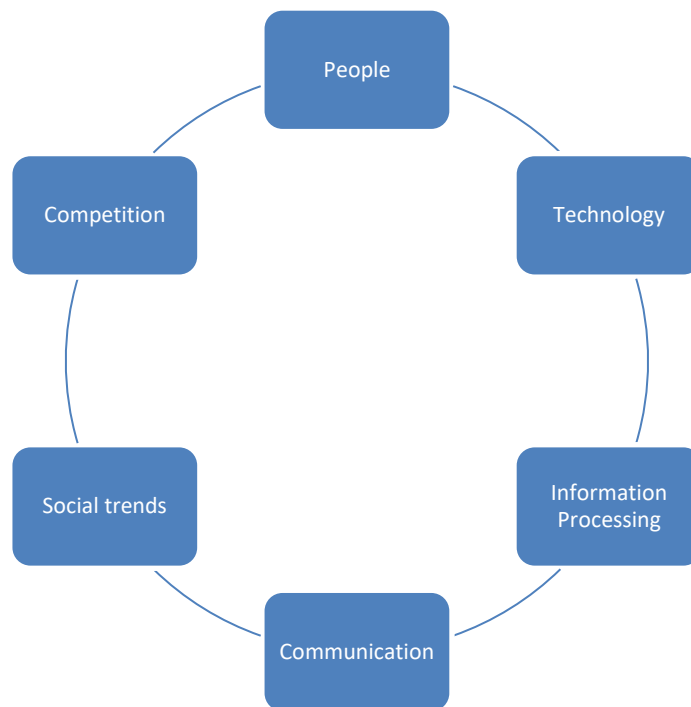


Figure 2, Forces of change according to Murthy

Changes in demographic statistics (like population growth) belong to the "People" category mentioned above. Technological changes include all the major developments in the practical applications of human scientific progress that have been made, most importantly since the start of the industrial revolution. Information processing includes the rapid changes in our ability to store, analyse and distribute information collected from a variety of methods, a classical example being a computer or particular software used in it, such as Excel. Changes and developments in the technical and information processing categories have also changed the way we communicate with each other, for example social media and instantaneous global messaging. (Mäntysaari, Joensuu-Salo & Viljamaa 2018.)

Through the rise of Asia in general and China in particular globalism has torn down some of the economic barriers between different nations and market areas and the increasing integration of individual countries like Finland into global, supranational trading block like the European Union has increased the competitive forces affecting our economies. The further increase in competition is indeed one of the major goals of the European Union (European Union 2014).

According to Murthy (2007) organisational change is something that concerns one or all of the following features and resources of an organisation; people, structure and technology. In a change process, a variation affects the way these three categories are utilized and this variation is known as the "change agent". These variable forces can be divided into either external or internal forces, depending on their relationship to the organisation in question. Internal forces might include changes in strategy, organisational renewal or changes in the composition of the employee pool. External changes are forces outside of the organisation, such as changes in technology, economy and the regulatory framework. (Murthy, 2007, 5 - 9.).

Those organisations who know how to manage changes successfully are able to create new products and services to the market. They are able to act as trendsetters, creating entirely new standard operating models for the whole industry. Though change can sometimes appear to be a force of nature, we can still manage how we react to change. Change management is vitally important to any organisation. (Tuominen & Tuominen 2002).

Important features of change management from the point-of-view of both the organisation at large and the individual manager in particular are time management and management of expectations. Organisations are made up of people and human resources are one of the most valuable resources a modern professional organisation has (Elinkeinoelämän keskusliitto 2010). In a successful change management process, a good manager must be ready to listen and validate the concerns, thoughts and feelings of their individual team members (Lawrence 2015). Further on in this thesis the concept of individualistic change management is explained in more detail.

## 2.2 Change management models

Change management can be realised in practice by using several different models and techniques, which help in planning and visualising the process. Several such methods exist, some of which are better suited for certain types of organisations than others. It is therefore important to choose the right model for the right situation. In the following subchapters of this thesis, several different models are introduced in detail.

### 2.2.1 Kotter's 8-Step Model

As already mentioned in the introduction of this thesis, Dr. John Kotter is considered a pioneer in the world of change management and his research and academic writing on the subject in the mid 1990's is seminal. Though other change management models have since been created, the importance of Kotter's work cannot be overestimated.

Kotter's 8-step model is a systematic, linear model, which is designed to facilitate permanent change in an organisation. The model is based on original research carried out by Kotter where he studied over a 100 different organisations, which were subject to change. In his research, Kotter was able to identify eight key mistakes, which organisations and managers made when managing change. (Kotter 1995).

According to Kotter (1995) the mistakes were:

- High complacency regarding the existing situation
- The lack of a strong steering group
- Denying the importance of a shared vision
- Not communicating the vision widely enough
- Permitting the continuing existence of "anti-change" forces
- Lack of short-term goals
- Celebrating success too early
- Not implementing and anchoring the changes in the organisation

These eight mistakes identified are the basis of Kotter's plan (Figure 3). In the model, he proposes a solution and a management model for each step (corresponding to a mistake). (Kotter 1996, 7 - 12).

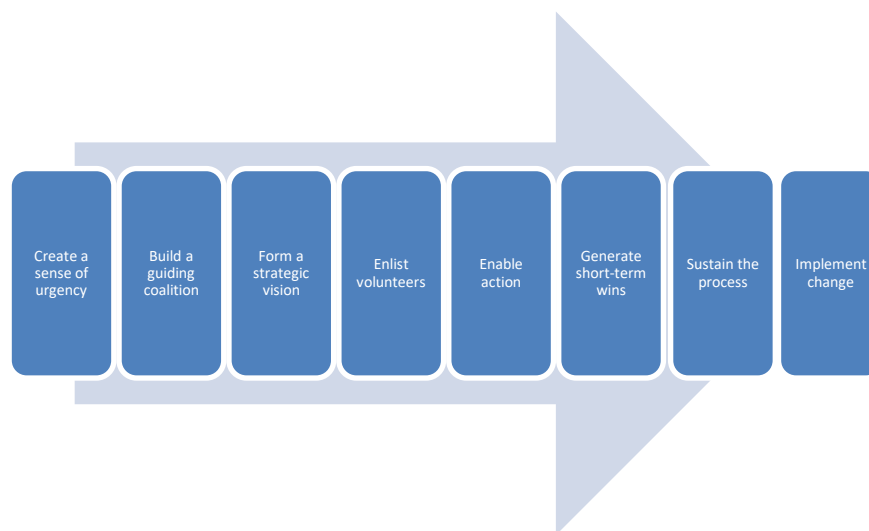


Figure 3. Kotter's 8-Step Model

First, the change manager must begin by communicating the need and urgency of the change to the staff. Then they must network with other managers and create a guiding coalition. The change process must have a clearly defined goal, towards which the whole organisation works together. There must also be a predefined criterion for success. In the Enlist Volunteers step, the management should create widespread support for the change by creating a movement. (Kotter 1995).

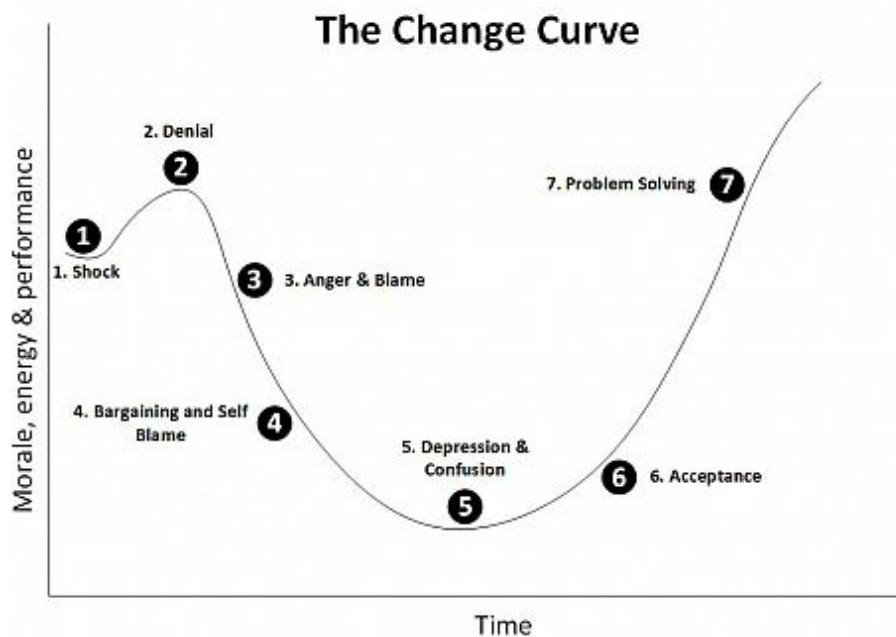
All organisations have some amount of structural hostility to change. In the Enable Action step, the change manager should identify these barriers and work to remove them from the organisation. The change should be divided into smaller parts, so that there is a continuous series of successes, which can be communicated to the staff. After the first successful intermediate goals of the change process have been fulfilled, the speed of the process should increase. Kotter (2019) instructs change managers “to press hard after initial success”. In the final step of the model, change should be implemented fully in the whole organisation. (Kotter 2019).

The Kotter model also has some weaknesses when compared to other change management models. The model is very hierarchical and vertical and offers few opportunities for enthusiastic participation in the planning of the change process from the lower levels of the organisation. This a model designed for "top down" changes where the main internal engine powering the change process is the management. (PeopleWiz Consulting 2013). Some commentators have also remarked that the Kotter model is not well suited for specific kinds of companies (such as family owned businesses) due to the models organisational approach. (Oxley 2017)

### 2.2.2 Kübler-Ross Five Stage Model/Change curve

Another major change management model is the Kübler-Ross Five Stage Model/Change curve. The model, which is also known as the "Five Stages of Grief". The model was created by the psychiatrist Dr. Elisabeth Kübler-Ross in 1969 and is based on her observations and work with terminally ill patients. (Kellehear 2008).

The five stages of the model are denial, anger, bargaining, depression and acceptance and the acronym DABDA is often used. The model was originally intended for clinical use in psychiatry but Dr. Kübler-Ross and her associates used it as the basis of the so-called "Change curve" model, which also widely used in change management and organisational psychology. (Elisabeth Kübler-Ross Foundation 2020). The change curve identifies a set of seven stages through which people go through when experiencing change and positions them on a chart where the X-axis denotes Time and the Y-axis Morale and performance as can be seen in Figure 4. (University of Sussex 2020).



(Figure 4, The Change Curve, University of Sussex, 2020)

According to literature (Feldman 2017) The Kübler-Ross model has a reputation for being somewhat too sociological in nature to be fully usable in all business settings. However, the model can be a valuable additional tool for a change manager as it provides ways to understand the psychological reactions individuals might have to change and thus give a manager an opportunity to answer them. The model should not be interpreted too strictly; an individual does not necessarily move from one stage to another in a clearly defined way and their personal emotional responses (shock and depression for example) might be invisible to an outside observer. It is important to understand that the reactions an individual might have to change are often almost automatic in nature, stemming from deeply held psychological convictions and worldviews. (Feldman 2017).

### 2.2.3 ADKAR Model

The ADKAR model is a change management model created by the large American business research consultancy Prosci. In the model, five elements of successful organisational change are identified: Awareness, Desire, Knowledge, Ability and Reinforcement. The model provides managers with clear, measurable goals for change management. (Prosci 2020a).

Change managers should begin the process by building Awareness about the upcoming change in the organisation. In its most simple form this means creating and distributing information to the staff. It is important to realize that this does not simply mean creating awareness of the change itself but instead should focus heavily on the underlying need for the

change. The model emphasizes the role of communication, information distribution and internal events in the building awareness. This stage is not without its potential problems; if a company's culture is cynical and hesitant towards change and the reliability of internal communications this could decrease the amount awareness in staff. (Prosci 2020b).

The next step in ADKAR is Desire. In this step, a manager should endeavour to motivate employees at the individual level to actively support the change. The manager should carefully listen to the concerns and opinions of their team members and actively attempt to address them, in order to build a personal, deeply rooted conviction and desire for the importance of the change process. At the organisational level, there are several motivating actions, which can increase Desire for change, such as personal financial incentive (bonus for quick adopters). (Prosci 2020c).

The stage that follows Desire is Knowledge regarding the change. In ADKAR two distinct types of knowledge are identified; transitionary knowledge and performance knowledge. Transitionary knowledge means the skills and information an employee needs to complete the change process, whilst performance knowledge means the knowledge needed to perform in satisfactory way in the new environment after the change has already happened. The model recommends training and mentoring as the key tools managers can use in this stage. (Prosci 2020d)

Ability is the penultimate step in this model and it means the actual, concrete ability to utilize knowledge in the new situation. Knowledge is the theoretical background and Ability is the concrete application of that in practice. The model recognises that a conflict often exists between Knowledge and Ability; an employee might have internalized all the relevant information but does not yet know how to use it in practice. The best methods for change managers to increase Ability are coaching, feedback and providing the necessary material resources. (Prosci 2020e).

The final stage in the ADKAR model is Reinforcement. Humans have a tendency to go back to what they best know, to revert to original practices. This is a major threat in change management because it could potentially derail the whole change process at its very end. In the Reinforcement stage, the organisation should use all the tools at its disposal to increase commitment to the outcome; reward success, celebrate the change journey, provide ample feedback and gentle but firm corrective actions. This stage is especially critical for managers as they are the first line of communication between an organisations leadership and its staff. Positive feedback especially is highly effective in this stage and this should extend all the way to the top leadership. (Prosci 2020f)

ADKAR's main weakness is the lack of focus on the role of leadership in change management. The model downplays the importance of



management from the point-of-view of organisational psychology. (PeopleWiz Consulting 2013).

#### 2.2.4 Bridges' Transition Model

The Bridges' Transition Model is a management and organisational psychology model, which shows how individuals, teams and organisations adopt new practices. The model has three numerical stages. The first stage is called Endings, the second one Neutral Zone and the last one New Beginnings. (Newbery, 2019 and William Bridges Associates 2020).

In the Endings stage (which somewhat paradoxically comes first), an organisation has identified the need for change; something which has worked before is not working anymore. The existing status quo is no longer satisfactory for the organisation; the goals are not being met. The first phase usually begins with a realisation that some measurable factor (such as profit, quality and employee satisfaction) is decreasing. This realisation is the catalyst for the change; in the Bridges' model, change management is change is reaction to this fact. (William Bridges Associates 2020).

In the second stage, the Neutral Zone is a transformative, fluid state between the original circumstances and the desired end-result. This is a halfway point where the organisation as a whole and the individual as its part realigns itself, learns new skills, changes working methods and restructures management and organisational structures. The Neutral Zone is critical and the role of the change manager is important. The manager should provide support for the employees and understand that the psychological and emotional strain on mental resources is very high at this stage. (William Bridges Associates 2020).

The last stage is New Beginnings. The various processes of the second stage have now been fulfilled and the organisation is ready to adopt new methods, tools, roles and even an entirely new identity. This stage is characterised by a "release of energy" if the change process has been managed successfully and usually results in increases in employee satisfaction and other measurable outcomes. (William Bridges Associates 2020).

A major limitation of the Bridges' model is that it is relatively narrow in its focus. The model is best suited to be used as a tool and not as a holistic "management worldview". It can provide valuable information for a manager but can also lead to micromanagement and investing precious resources on only a few needs. (PeopleWiz Consulting 2013).

### 2.2.5 Lewin's Change Management Model

Social psychologist Kurt Lewin created a three-stage model for managing change. The model is often known as the Lewin's model but the more formal name Planned Approach to Organisational Change is also used in some research. (Hussain et al. 2016).

The model is made up of three stages; Unfreeze, Transition and Refreeze. In the first step, Unfreeze, the need for change is identified in detail. An organisation and its managers should carefully define what must change, what is the existing situation, secure the support of top leadership, create a sense of urgency and need, increase "crisis knowledge" and question the existing management models and ways of doing work. In this stage, the change manager should try to liberate the employees from their existing, internalised roles and practices and support open communication, critical thinking and innovation from all levels of the organisation. (Mindtools 2017)

Transition is the second stage of this model and here management should create a detailed plan for the change and increase the commitment of staff towards the change and its goals. This stage should not be hurried and enough time should be provided for training, creation of new tools, learning from mistakes and most importantly for open feedback and discussions in both individual teams and in the organisation as a whole. (Luoto 2013 and Mindtools 2017).

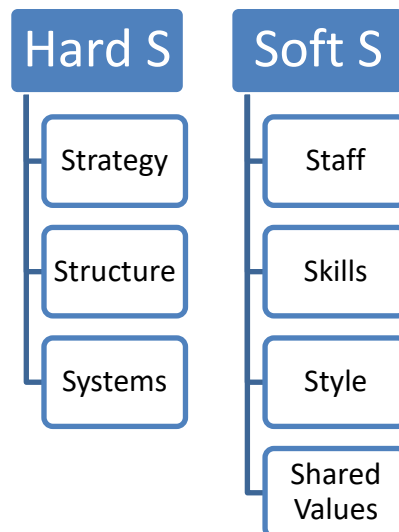
The final stage is Refreezing. In this stage, the new practices are launched and the new organisational model is confirmed. It is important to end the Transition stage properly, so that the organisation can fully adapt to the new circumstances. The goal of this step is to sustain the change in the long-term and reinforce it if needed (Luoto 2013). Humans have a natural tendency to revert to original practices. Reinforcement is therefore needed and management should do their best to adopt the changes into the organisations culture when refreezing. Tools for this might include rewards for positive behaviour, systematic and widespread feedback from staff, easily accessible information and a low threshold for management support. It is also important for the organisation to communicate the success of the change process to the whole staff in a celebratory way. (Raza 2019 and Hussain et al. 2016).

### 2.2.6 McKinsey Model - 7S

The McKinsey Model, also known as the 7S, is along with Kotter's model one of the most widely known and used change management models in management studies.

The seven components of the model are Strategy, Structure, Systems, Staff, Skills, Style and Shared Values. In order for a change to be efficient

and successful, its strategy should be coherent and logical. The second S denotes the importance of the organisations inner hierarchy and the allocation of resources within that hierarchy. The next part is Systems which is used to describe those processes that are used to meet goals; the tools available for the change. These first three components are often known as the Hard S and the following four as the Soft S, as can be seen in figure 5. (Waterman, Peters & Phillips 1980 and Carredda 2020).



(Figure 5 - McKinsey Model)

Staff is the first of the so-called soft components and it stands for the available human resources and their abilities. Education, training and recruitment are also included in this part. Skills is the next component; it means existing employee based knowledge the organisation has at its disposal. Style is perhaps the most abstract of the 7S parts. It describes the way the organisations top management communicates and how well it aligns with the stated values; how it communicates its message with others. Style is not about the words but instead the patterns and actions leadership has used in the past and will use in the future. Are they ethically sound and is the leadership able to provide justification for them? This element is closely tied with the concept of organisational trust and employee satisfaction. The last S is the Shared Values (also known as the superordinate goals). It stand for the values of the organisation and how widely they are shared by its staff; the concepts and fundamental ideas, which the organisation deems important. (Waterman, Peters & Phillips 1980 and Carredda 2020).

### 2.2.7 EASIER Model

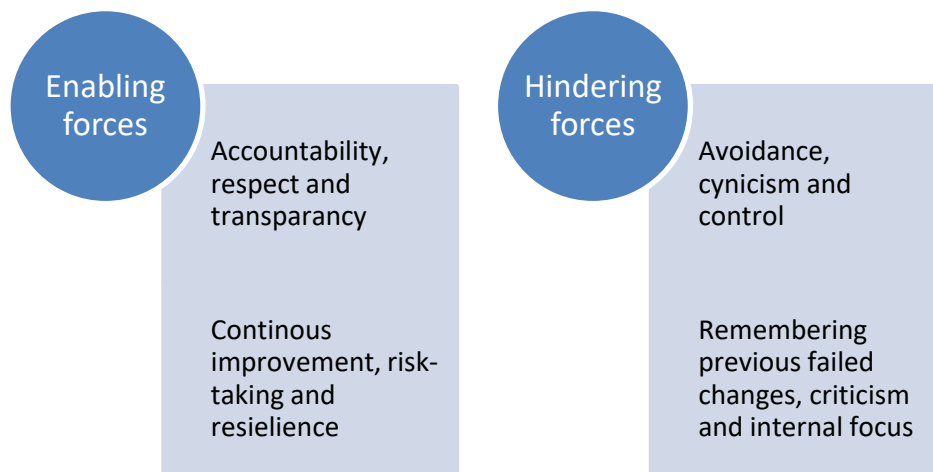
The EASIER model was created by David Hussey and is divided into 7 stages. The first stage is called Envision or Creating a vision and it means the goal of the change process and how it can be shared and communicated with the whole organisation. The goals should be such that everyone understand them, commit to them and help fulfil them. The next

step is Activation, in which the shared vision created in the first step (the reason for the entire change) is communicated to the whole organisation. All the resources of the organisation and its entire staff are involved; this is a joint undertaking for all hierarchical levels. The next step is Support in which the management of the organisation must be able to provide necessary support for the staff undergoing the change. This step also includes being sensitive to the staff's wellbeing and listening to their potential feedback. (Teczke, Bespayeva & Bugubayeva 2017 and EBA 2016)

The fourth phase is Implementation, where the actual change is implemented in practice. Staff members at all levels of the organisation must understand what is happening, why, what the goals are and what is at stake. All the previous stages have been in preparation to this one, but this is not the last phase of the model. The fifth stage is Ensure/Secure; this means solidifying the change and making sure that it is permanent. There is a risk that if the Ensure/Secure phase is not completed properly (or enough attention is not paid to it) the organisation will revert to its original state, undoing the whole change process. The final stage of the EASIER model is Recognition. In this stage, positive feedback is provided for the whole organisation, with potential rewards to those who have actively taken part in the change process. (Teczke, Bespayeva & Bugubayeva 2017)

### **2.3 The role of organisational culture**

Organisational culture is major factor in change management. The culture of an organisation could create serious problems in situations where change is necessary. If an organisation's culture is negative the organisations emotional reactions to change will also be negative and vice versa. A company's culture can at best be a positive enabling force for change and at worst hinder the adoption of new practices and be a major source of change resistance. (Wilder, 2014). According to research (Campbell, 2014, 19 - 25) organisational cultural forces that affect change, can be divided into two distinct categories; enabling and hindering, as can be seen in Figure 6.



(Figure 6, Enabling and Hindering forces to change in organisational culture)

In any change management situation a manager should firstly assess, study and evaluate the current existing culture of the organisation. According to research (Katzenbach Center 2018), four attributes were seen to define successful organisational culture: collaboration, innovation, customer-orientation and agility. It is also important to remember that the values of the organisation as stated by the top leadership and the actual grassroots level culture as experienced by regular employees are not necessarily the same thing. Research (Campbell 2014) recommends the utilisation of outside resources and consultants when analysing existing company culture, as managers who have been in the organisation for even a moderate amount of time will often become blind to the organisations actual culture - and especially its negative, potentially change hindering aspects. (Campbell 2014, 20 - 25).

Campbell (2014) divides the organisational cultural attributes to internal and external forces. According to Campbell (2014, 21 - 24) external forces, include geography, national culture, industrial rules and norms, professional roles and customer roles. Internal forces are company subcultures, hierarchical positions and the possibility to advance in this hierarchy, the allocation of resources and new staff members, who may more easily perceive obvious cultural norms and forces in an organisation.

According to professional literature (Wilder 2014), any conflict between desired values and actual culture could create problems for managing change. Indeed, according to research (Katzenbach Center 2018) 65% of respondents said that organisational culture is more important to performance than the organisations strategy. In the same study, a conflict between top management and regular employees was discovered regarding company culture; 63% of the top management said that their

organisational culture is strong but only 41% of regular employees thought the same. (Katzenbach Center, 2018).

## 2.4 Successful change management

There are several prerequisites for successful change management. Research shows that certain key features are needed for successful change management, as we can see in Figure 7. (Tuominen 2016)

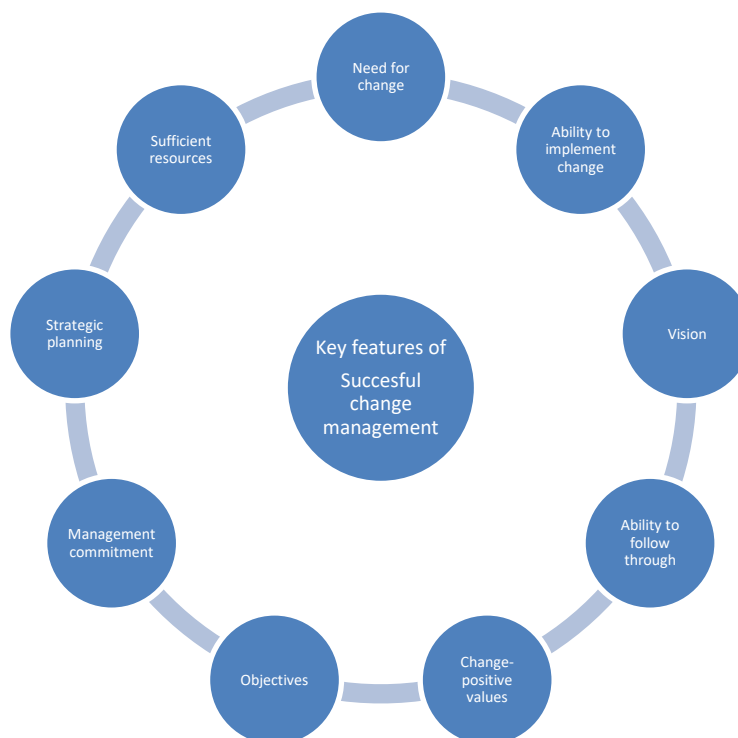


Figure 7 - Key features according to Tuominen

First the organisation must have a true need for change, which is accepted by both the management and the staff. How management is able to anticipate the expectations of staff is vitally important. The whole organisation must be committed to the change. Managers must work with their staff throughout the change process and continue to communicate the need for change. Otherwise the staff might not be committed enough. Kotter (1995) claims that *“not establishing a great enough sense of urgency is the #1 error”* in change management.

Secondly the organisation must have a vision of the end result of the change process; what is it that we aspire to become? This vision must be clear, inspiring and easily understandable so that the whole organisation can be engaged. The change process must have clearly defined objectives, both final and intermediary. The organisation must also have enough resources at its disposal for change management to be successful.

The organisation also needs to have the ability to implement the changes. Careful plans are useless if they cannot be realised in practice. The organisation also needs a set of values that support change. Learning, teaching and training must be valued highly for change management to be successful. Management must motivate staff so that continuous learning becomes a shared value. The management level of the organisation must be totally committed to the change process. Otherwise they are unable to properly communicate the urgency of the process to staff. Finally, the change process must have a clearly defined end. The success of the change management process must be shared with the whole organisation. (Tuominen 2016).

In their workplace wellbeing report the large Finnish financial conglomerate Ilmarinen (2016) defines the four stages of successful change management as 1.) Research, 2.) Preparation, 3.) Implementation and 4.) Follow-through. According to Ilmarinen the change management process must first start with understanding the current situation, identifying the desired outcome and then by choosing the tools and processes needed to reach that outcome. This should be followed by identifying what resources are currently available, what must be acquired, and what is the optimal schedule for the change in question. In the third phase, the actual implementation of the change happens. (Ilmarinen 2016).

Professional literature (Satell 2019) gives change managers four key attributes to look at when implementing a change process in an organisation:

1. Group size
2. Vision for success
3. Networking
4. Follow-up

Smaller groups are more easily managed. The best change manager an individual employee has is their immediate supervisor. They should concentrate on building momentum by communicating the need and urgency of the change process in question. Secondly, there must be a vision of success – a goal to work towards. Thirdly, change management should be networked throughout the entire management structure of the organisation. Change management should not be delegated solely to a specialist, but instead it should be shared activity of all managers at all levels. Finally, successful change management calls for a follow-up; the change process must be looked at, judged and evaluated. (Satell 2019).

Change managers also need support from their own colleagues, other managers and the top leadership of the organisation. As changes are complicated and often stressful, there is an increased risk of negative

emotional and psychological reactions for both the employees and managers. Several publications emphasize the importance of the steering group as a source of support, advice and feedback for managers undertaking change management projects (Ilmarinen 2016, Moslemi 2011 and Smollan, 2016).

The management of change is not easy undertaking. Though change is natural and never-ending, hostility to change is also natural and never ending. At the workplace, individual employees are often hostile to change – even positive changes. (Ashkenas 2013 and Burnes 2011 according to Lawrence 2015).

#### 2.4.1 Communicating change

In change management, literature (Lawrence, 2015) communication is thought to be the most important activity for a manager. According to research (Lewis et al, 2006 according to Lawrence, 2015) of 100 of the most sold organisational management guides successful communication is the number one shared characteristic of successful organisational change. The two other activities most commonly cited were sharing a common vision and announcing the impending change well in advance. (Lawrence 2015).

Management studies author Paul Lawrence (2015) divides formal business communications within an organisation into three distinct categories; communication, monologue and dialogue. According Lawrence (2015, 24 - 27) there is a considerable level of conflict between the perceptions of managers and regular staff members regarding communications. Managers and leaders often feel that their communication style is open and constructive, open to the free flow of information and exchange of ideas between participants. Regular staff members on the other hand might feel that the style of communication is more like a monologue; the management speaks and the staff listens. According to Lawrence (2015, p. 26) monologue might even be felt as a form of coercion rather than communication. He defines this form of coercive management monologue as one to which "*no response is required*". The flow of information is entirely in one direction; the opinions or views of the team members who are the subjects of this coercive monologue are not needed, valued or indeed even collected. (Lawrence 2015).

It is important to differentiate between a supervisor giving orders to their employees and a change manager openly and freely communicating with their team members. Especially the so-called middle management often feels stress from a perceived conflict between the ideal of open communication regarding change (openness might even be an organisational value) and the financial realities and instructions of the top leadership. The change process should be open, successful and quick at the same time whilst only a limited number of resources can be invested into it. (Nenonen 2014).



The Finnish Institute of Occupational Health has defined three key characteristics of successful change management from the point-of-view of employee well-being as communication, participation and the availability of support. (TTL 2019). The institute defines change communication or *muutosviestintä* as the bilateral and hierarchy penetrating dialogue between all participants of the change process. The institute takes the explicit view that there can never be too much information available concerning the change process (TTL 2019).

Not all researchers share this view; Tim Creasey, the Chief Innovation Officer of the change management consultancy firm Prosci warns managers of change saturation (Creasey 2019). According to Creasey, an overflow of continuous information about an upcoming change might create change saturation within an organisation. He defines change saturation as "*there is so much change going on that it negatively impacts individuals and the organization*" (Creasey 2019).

#### 2.4.2 Change intelligence

According to research (Cook, Macaulay & Coldicott 2004) a successful change manager should differentiate between four distinct types of intelligence that can be useful when managing organisational changes. The manager should strive to cultivate these traits in themselves but also be able to identify them in others. The four types are Business intelligence (BQ), Emotional Intelligence (EQ), Spiritual Intelligence (SQ) and Political Intelligence (PQ) (Cook, Macaulay & Coldicott 2004, 5 - 15).

Business intelligence or BQ means understanding the financial and economic reasons behind the change. In commercial organisations these might include for example the desires of the customers, how they change and how a business could satisfy by them by providing new services or products. In a non-commercial organisation (like a governmental agency), these might include budgetary changes and the need to do more with less money available, especially during an economic downturn. (Cook, Macaulay & Coldicott 2004, 16 - 26).

Financial realities are important but there are also other factors to consider. Emotional reactions have a huge impact on change situations and Emotional Intelligence or EQ attempts to understand these. A change manager's role includes identifying and understanding the reactions, needs, fears and hopes of their team members. A good manager should strive to address these needs and fulfil them, as much is rational doable in a professional environment. As already mentioned previously in this thesis, individuals often react to even positive and widely supported changes in an instinctually negative way. A manager must understand that superficially negative reactions are not necessarily a sign of distrust, hostility or criticisms but instead normal emotional reactions, over which

individuals have very little control over. (Cook, Macaulay & Coldicott 2004, 16 - 26).

According to Cook, Macaulay & Coldicott (2004) the third variety of change intelligence is Spiritual Intelligence or SQ. When attempting to utilize SQ in a change scenario a manager should identify things such a motivation, goals, purposes and worldview. The goal is to understand what motivates people, what gives them purpose and how they can fulfil that purpose in the workplace. A change manager should at least attempt to provide their staff with ways and means to fulfil those needs through tasks, goals, training and development. This can have a major positive effect on employee satisfaction and it helps in addressing the potential negative emotions identified during the previous EQ phase. (Cook, Macaulay & Coldicott 2004, 72 - 78).

The fourth and last form of change intelligence is Political Intelligence or PQ. This means understanding the hierarchical power structures within the organisation and what internal organisational forces (sometime unspoken) are affecting the change process. A manager should understand who uses power and for what end. It is important to keep lines of communication open to the top leadership in all larger change processes, so that stakeholder feedback can be easily accessed. (Cook, Macaulay & Coldicott 2004, 117 - 124).

## 2.5 When change management fails

In commercial and business settings organisational changes often have a very low rate of success. According to research (Anand and Barsoux 2017 and Kauppalehti 2016) 70 - 75% of are either stopped prematurely or do not provide the results and benefits that were originally desired. The most common source of failure in change management are mistakes made in the implementation phase; the original planning has been sound but the concrete phase of actually implementing the change creates problems. Often the underlying causes of failure in this phase are related to speed and scope of the change. Managers are trying to do too much too quickly. (Anand and Barsoux 2017). Within Finland, it has been estimated that only around 35% of all large-scale changes in business are successful, with the rest being failures (Nikula 2011).

Professional literature (Cullen-Lester & Pasmore 2016) there are five major reasons for the failures of change management processes. The first reason is lack of objectivity. This means that management might see the desirability of a particular change but fails to realize that they do not have the necessary skills, resources or knowhow to implement the change in practice. The second failure is thinking of change as an independent action, instead of an interconnected process affecting all aspects of work. The third reason is the failure to identify unseen costs of the change, whether in terms of human relations or capital resources.

The fourth reason according to Cullen-Lester and Pasmore (2016) is the belief that a sudden need for a change also simultaneously means that the change is extremely urgent and must be completed regardless of cost or scheduling concerns. The positive thinking fallacy is the fifth reason. It is defined as a failure to differentiate between legitimate criticism and open hostility. Change is not also not a valuable thing in itself, there must be a reason for it. This is the fifth point in Cullen-Lester and Pasmore's list (2016). Some managers can mix up change with managerial proactivity and this may lead to an unending series of cosmetics changes, undertaken for no other concrete reason. (Cullen-Lester & Pasmore 2016).

Spencer and Watkins (2019) have identified ten reasons for failures in change management:

1. Lack of urgency; the need for change is not understood widely
2. No support from leadership; the top leadership of the organisation does not support change
3. Lack of responsibility; the role of the manager is unclear and it is not clearly defined who is in charge of the change process
4. Lack of employee participation; there is no wide-ranging horizontal support for the change in the organisation
5. Pseudo-communicating; communicating only for the sake of appearance without actually listening
6. The role of organisational culture is not understood
7. No feedback from participants and leadership
8. Momentum stops; the energy powering the process runs out before the change has been implemented
9. The transition between the existing situation and the desired outcome is not managed with enough detail and care
10. Not enough training and motivating staff for their new

## 2.6 Resistance to change

When individuals react to changes, their previous experiences regarding past changes plays an important role. According to literature (Campbell, 2014, 169 - 173) a certain amount resistance to change is to be expected, regardless of how popular the process or how desirable the outcome. According to Campbell (2014, 17 - 18) resistance to change might even be so deeply ingrained in the existing company culture that it can create considerable change resistance. One reason for this organisational change resistance might be previous, badly managed change processes. This further emphasizes the critical role of change management as a management practice in all organisations. (Campbell 2014).

One perspective into change resistance is the division between collectivistic and individualistic perspectives. The division between individual and collective is well-known subject in business studies,

especially in the fields of organisational management and cross-cultural business. According to research (Choi & Yazdanifard 2015), these divisions also affect the way organisations manage change and how individuals might resist change differently in different settings, as we can see in figure 8. According to Choi & Yazdanifard (2015), both the individual and collective approaches have positive and negative effects on organisational change.

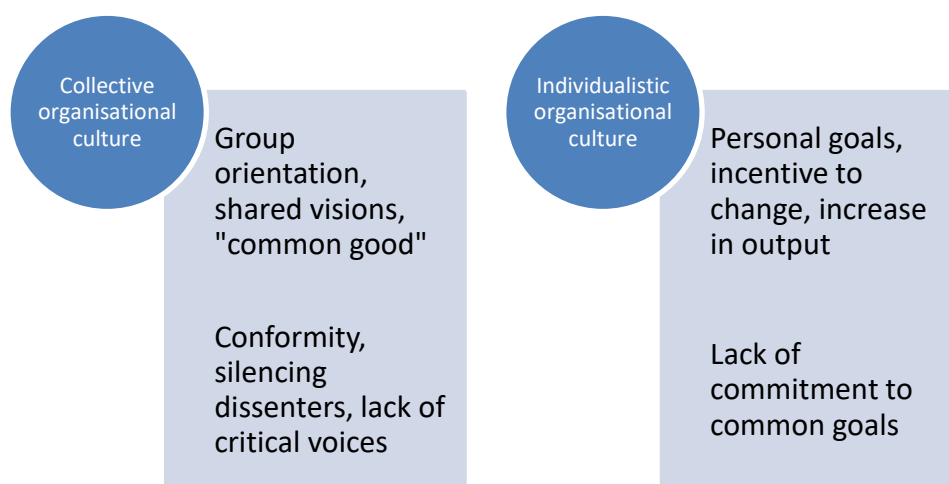


Figure 8, Collective vs. individual organisational culture

A major positive attribute of organisational individualism is the ability of employees to focus on personal goals and benefits during changes. Organisational individualism provides the employee with incentives to increase their output in both quality and quantity, as this should (ideally) have beneficial effects for them personally. A negative aspect of organisational individualism is the lack of commitment towards common goals and shared visions. Individuals are seen as an "independent actor" and if a change does not have immediate positive effects on them, they might feel it hard to commit to a common vision. (Choi & Yazdanifard 2015).

At the same time, organisational collectivism has major benefits, such as the ability to share a vision and goals widely through an organisation. Concepts such as "collective responsibility" and "common good" are strong forces in organisational collectivism and can lead to positive outcomes in businesses undergoing changes. Drawback of organisational collectivism are conformity and silencing dissenters; important critical voices might be silenced by the organisations commitment to a collectivistic change management approach. (Choi & Yazdanifard 2015).

Understanding organisational psychology is important for leaders who are managing change. Dr David Rock has studied the human brain and its neurological and biological reactions to changes and combined this with a

change management approach to create a new tool, the so-called SCARF-model. According to Rock (2008) employees in organisations and businesses have five basic social needs; Status, Certainty, Autonomy, Relatedness and Fairness. When hostility to change occurs, individuals usually perceive one or more the five to be in threatened. A good change manager should be ready and willing to address employee concerns by identifying the underlying concerns by utilizing the SCARF-model. (Rock 2008).

Resistance to change can have direct negative effects on the financial performance of a company. According to research, (Heikkilä 1998 according to Ponteva 2012) uncertainty can lead to decreases in work efficiency by up to 20% in organisations undergoing change. Ponteva (2012) also emphasizes that change resistance should not be belittled or discarded by managers. By listening to the experiences of employees and their concerns a change manager might uncover underlying causes for problems, identify mistakes made in previous changes and increase employee output and wellbeing.

In her book *Muutoksessa* business researcher Katariina Ponteva (2012) presents a case study example of organisational change in the public sector. In the described case, a group of local governmental agencies were amalgated into a new unincorporated publicly owned business entity. This change affected the working conditions of the employees (who were previously civil servants and now became salaried employees) and the role, mission and strategy of the new organisation. In her research Ponteva (2012) uncovered that enthusiasm for change and trust in its success was very high at the top levels of the new organisation but as she moved down in the hierarchy the levels dropped in already in middle management and were very low in the grass root level employees. In this case, a major pitfall of organisational change management was discovered; the top leadership had not been able to convince the other levels of the organisation to commit to the change nor had it been able to effectively communicate the underlying needs and goals of the process. (Ponteva 2010).

## 2.7 Theoretical framework

The theoretical background of change management is made up of several interconnected concepts, models and roles as can be seen in figure 9. The theory of change management is best understood and utilized via the various change management models (such as Kotter and Kübler-Ross) introduced previously in this thesis. The models help individuals and organization undergoing change (or anticipating a future change) gain control over the process. The role of organizational culture is also an important part of the theoretical framework as it can act either as a valuable resource or as an unforeseen hindrance.

With the help of these models and by understanding the roles management and leadership play in them, successful change management can be achieved. Communication and change intelligence are also important parts of the theory framework and are concepts which managers should familiarize themselves with. Resistance to change is also a force managers must take into consideration.



Figure 9, theoretical framework

### 3 RESEARCH PROCESS

#### 3.1 Background information

The goal of the research process is to identify the current state of change management in the Projects Division of the FTIA from the point-of-view of both regular employees and the division's top leadership.

For this Master's Thesis, both qualitative and quantitative research regarding change management in the FTIA's Projects-division were carried out. This focus on the divisional level was chosen after discussion with the commissioning party. As already explained previously, the agency has experienced several major changes during the past 18 months. The largest of these in regards to the Projects Division is the fusion of a previously

independent department into the division, the Department of Railway Improvement (*Radanparantaminen* in Finnish).

For this Master's thesis, two research methods were chosen - a quantitative survey and a series qualitative interviews. This chapter introduces the two methods and why they were chosen as research tools. A mixed methodology increases the amount of data that can be gathered and offers the benefits of both quantitative and qualitative research methods. (DeFranzo 2012).

### 3.2 Methodology - Survey

Survey research was chosen as the first research method because it provides an effective way to collect information from a large group of people. In survey research the design of the individual questions or statements is critically important. Because the questions are chosen in advance it is obviously not possible to have follow-up questions or clarifying questions. Surveys are widely used as a research method in politics, social studies and business studies. (Glasgow 2005 and Lavrakes 2008, XXXV - XXXVII).

Survey research gives researches several methods to collect data, analyse it statistically and cross-reference it to existing information and to other parts of the survey as well. As a data collection method survey interviews offer standardised, measurable and comparable data which can be analysed and presented by using various statistical and visual tools. The ability to collect data from large samples in a way that is both time and cost effective is the major strength of the survey research method. (Glasgow 2005).

According to research (Ponto 2015), there are four major types of error, which are possible in a survey research, as can be seen from Figure 10.

Type of error	Source of error	Strategies to reduce error
Coverage error	Unknown or zero chance of individuals in the population being included in the sample	Multimode design
Sampling error	Individuals included in the sample do not represent the characteristics of the population	Clearly identified population of interest; diverse participant recruitment strategies; large, random sample
Measurement error	Questions/instruments do not accurately reflect the topic of interest; questionnaires/interviews do not evoke truthful answers	Valid, reliable instruments; pretest questions; user-friendly graphics, visual characteristics
Nonresponse error	Lack of response from all individuals in sample	User-friendly survey design; follow-up procedures for nonresponders

*Note.* Information from Dillman et al. (2014), Singleton & Straits (2009), Check & Schutt (2012).

(Figure 10, Sources of Error in Survey Research and Strategies to Reduce Error from Ponto 2015).

Multimodal and user-friendly surveys, sent to a selected research group and pretested before actual implementation (with the help of volunteer "test subjects") are effective in considering these risks. (Ponto 2015).

### 3.3 Survey design and implementation

The survey had 4 background questions and 23 change management specific statements. The respondents were asked to rate the statements by using a scale of 1 to 5, with one standing for "I disagree completely" and 5 standing for "I agree completely". The survey took place in Finnish and the results were translated into English. The Finnish-language questionnaire can be seen in Appendix 1.

The background questions concerned:

- the respondents length of employment in the FTIA
- do they work for which one of the three departments in the Project-division
- are they in a managerial position and
- Before the recent fusion of the Railway Improvement Department into Project-division, were they in the Projects Division or in Railway Improvement.

After these background questions three statements regarding change management in general were posed to the respondents regarding:

- change management in general in the whole FTIA
- change management in the Project-division in particular and
- change management in their own department

The second part of the survey concentrated on communications. The statements concerned:

- the availability of information regarding the change before its implementation
- the existence of a planning process where the prerequisites of the change were created
- how clear the goals of the change have been to the respondent
- how well has the individual been able to give their own opinions and views regarding the change
- has the individual been able to take part in planning the change process
- after the process was finished, has the respondent been asked to give feedback on the possible success of the process.

The next part of the survey was about management. The statements concerned:

- how well the respondents immediate supervisor had been able to provide support to the respondent during the change process



- how well has the immediate supervisor been able to communicate the goals of the change process
- how well the immediate supervisor has succeeded in change management
- has the respondent been able to provide constructive criticism and feedback concerning the change

The next statements concerned the respondents' personal participation in the change process and how they have reacted to change.

- how well the respondent has been able to personally participate in the implementation of the change
- has the respondent felt anxiety about the change
- has the change been a source of stress for the respondent
- has the respondent been given enough time to acclimate to the change
- has the change had a positive impact on the respondents wellbeing at work
- will the respondents experiences affect their reactions to future changes

The last part of the survey was about the topic of organising and resources. The statements concerned:

- the availability of necessary resources to plan and implement the change
- how well the Division's working environment supports the change
- how well the change was tracked and followed-up
- how well the Division's top management were committed to the change

After the last part the respondents were given an opportunity to provide "free feedback" about change management (so-called *vapaa sana* in Finnish), with a 500 character limit

### 3.4 Methodology - Interview

The research interview was chosen as the second research method for this Master's Thesis. Qualitative research methods, such as interviews, are recommended when the researcher tries to gather information on a specific subject through theorization, free exchange of ideas and open communication. There are, generally speaking, three different types of interviews: Structured, Unstructured and Semi-structured. (Kothari 2004 and McLeod 2014)

Structured interviews have a series of predetermined questions whilst unstructured interviews are flexible and free flowing. Unstructured interviews are usually only recommend for a series of continuous interviews as a part of long-term field study. The usual applications tends

to be in anthropology and other similar social sciences. Semi-structured interviews, on the other hand, have a series of open-ended questions to which the interviewee may freely answer. (Jamshed 2014 and Kothari 2004, 98 - 102).

Structured interviews have several potential problems: the questions might not be relevant to the topic, the interviewee is must prepare for the interview beforehand and there is no possibility of follow-up questions. The system is rigid and inflexible. Similarly, unstructured interviews might become uncontrollable and the large variation between the questions and answers from different interviewees makes the data collected difficult to compare and analyse. (Smith 2020).

It is also possible to combine these two forms into a semi-structured interview and indeed this is the most common type. A semi-structured interview has a general theme to which it concentrates and is well suited for research where there is a single topic (such as change management). In semi-structured interviews, the questions can be designed before the interview but it also provides the interviewees with the possibility of openly expressing their own views, within the set parameters and the chosen theme of the interview. This interview type creates open discussion and interaction between the interviewer and the interviewee. (Keller & Conradin 2010).

Interviews are a deeply personal form of research when compared to surveys and questionnaires. The researcher is in direct contact with the interviewee and is able to react to their answers immediately, by asking follow-up questions, clarifications or example scenarios. Research interviews are also easier for the interviewee to handle than surveys in situations where the topic is complicated or the questions are in-depth. Views and opinions regarding change management are a good example of such topics. (Keller & Conradin 2010).

For the purposes of this Master's Thesis, a semi-structured, open-ended interview was chosen as the interview method. This enables the interview process to be fast and makes the research results easier to compare with the other interviewees answers.

### **3.5 Interview design and implementation**

The second part of my research were a series of research interviews with those employees of the Projects-division who have a managerial role. The interviews took place via Skype (physical interviews not being possible due to the on-going Corona virus pandemic) and 30 minutes were allocated to each interview. The interviews were recorded but the transcripts are not a part of this thesis, instead the author has edited the answers into a cohesive text form and the recordings were only used as a research aid.

The interviews took place after the survey had been carried out but before any possible results or conclusions were provided. These interviews were anonymous, so that the individual manager would be able to speak freely. No background information was gathered (age, gender etc.) so that anonymity was secured.

The themes of the interviews were:

- The definition of change management
- Change management in the FTIA (quality, implementation, past experiences)
- Change management in the Projects Division (quality, implementation, past experiences)
- Communicating change
- Resistance to change and hostility to change
- Organisational barriers to change (public sector vs. private sector)
- The implementation phase of change management
- The importance of follow-up processes and assessment

## 4 QUANTITATIVE RESEARCH RESULTS

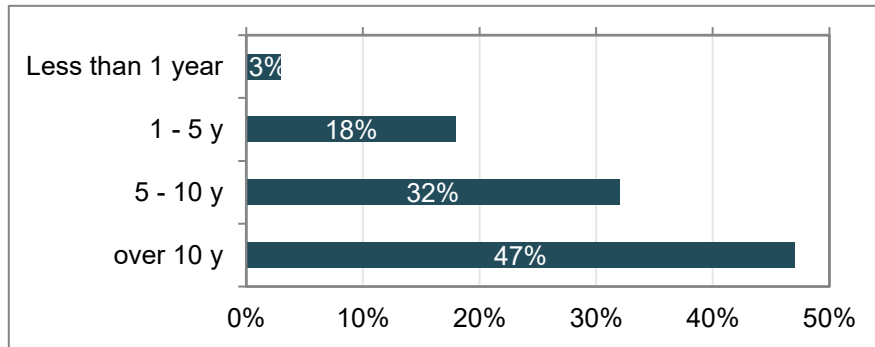
The survey was carried out with the Webropol online survey tool and the results were analysed and visualised with Webropol. The survey had 27 questions and one open answer section. All the questions were presented as statements to which the respondent answer with a scale from 1 to 5 depending on how much they agree with the statement, with 1 being "I disagree completely" to 5 being "I agree completely".

The survey had 34 respondents.

### 4.1 Background questions

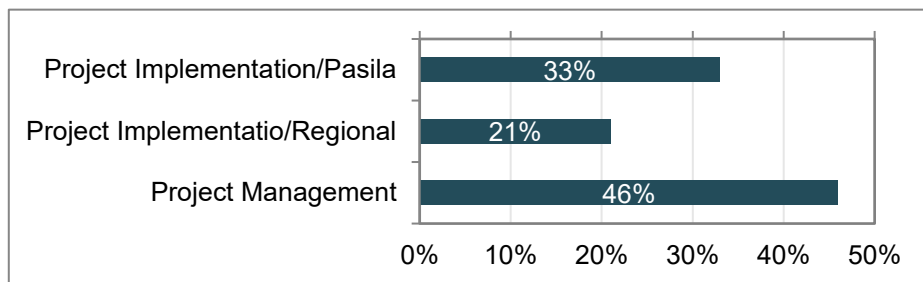
The first four of the questions were designed to collect background information from the respondents. The first questions asked how long the respondent had been working for the FTIA or its predecessor agencies. According to the results, as seen in Figure 11, almost half of the respondents had been working for the FTIA for over 10 years and roughly 30% between 5 to 10 years.

Long-term employment is still very much the norm in the Finnish public sector and civil servants often have long careers in the same agency so these results are very typical to this type of an organisation.



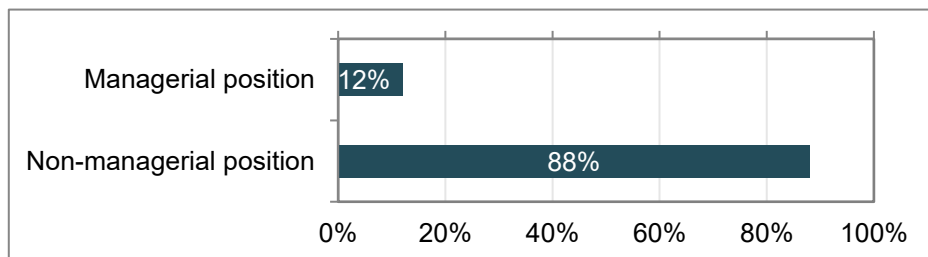
(Figure 11, length of employment in the FTIA).

In the second background concerned the organisational aspects of the respondents' employment and asked them to identify the department they were in. As we can see in figure 12 nearly half of the respondents worked in the Project Management Section, roughly one third in the Project Implementation/Pasila section and the rest in the regional Project Implementation Section.



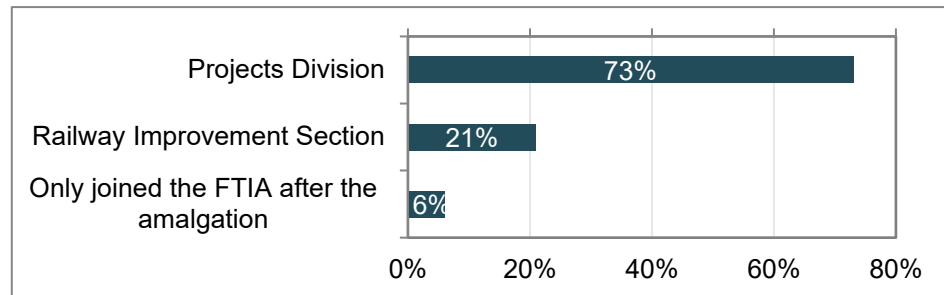
(Figure 12, organisational position currently)

The third background question asked the target group to identify if they were in a managerial position. The large majority of the respondents, as can be seen in figure 13, were not in a managerial position.



(Figure 13, managerial position)

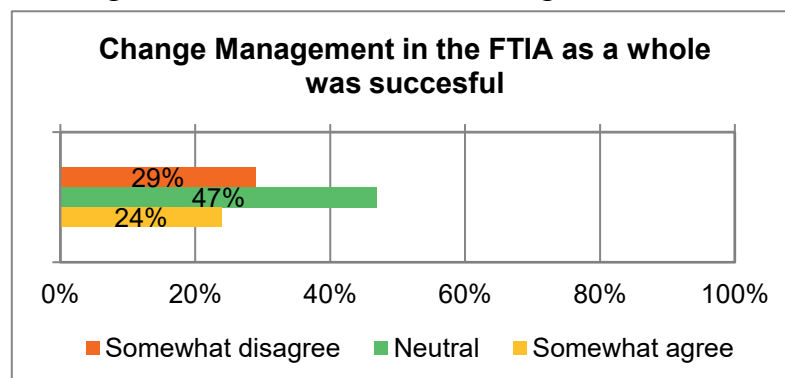
In the final background question in the first part of the survey the respondent's previous organisational role before the organisational fusion (described in previous chapters) was identified. In figure 14, we can see that the substantial majority (73%) of the respondents were previously situated in the Projects Division and 21% had been in the Rail Improvement Department.



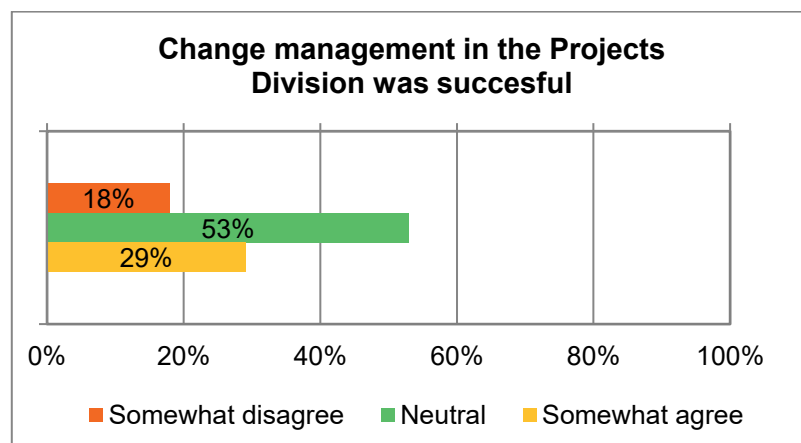
(Figure 14, organisational position before fusion)

#### 4.2 Research questions

Nearly half of the respondents gave a neutral answer to the statement concerning the success of change management in the FTIA as a whole, as can be seen in figure 15. When asked a corresponding question regarding the projects division the results were quite similar, with over a half entering a neutral answer, as visible in Figure 16.



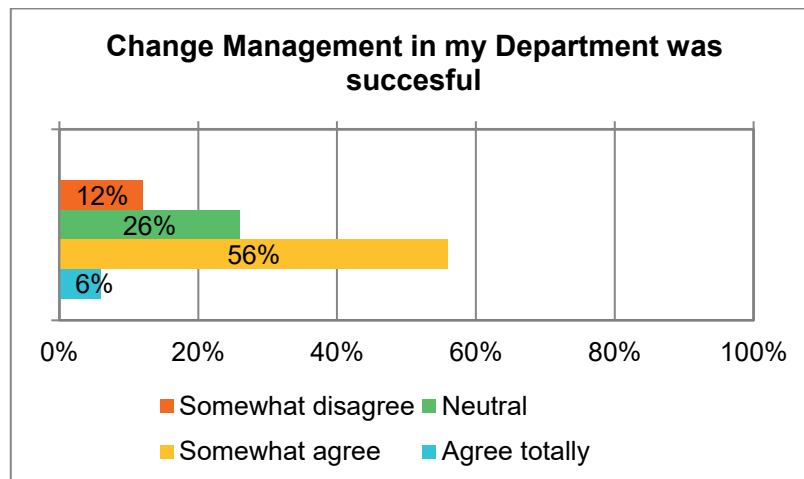
(Figure 15, Change management in the FTIA as a whole)



(Figure 16, Change management in the Projects Division)

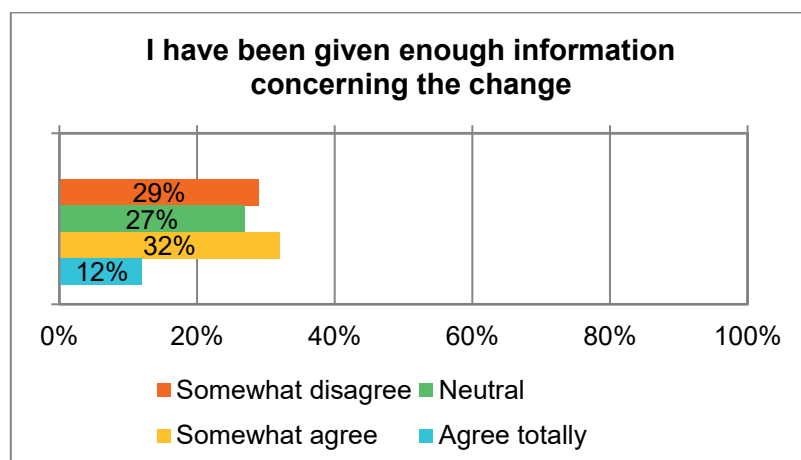
When change management at the lowest organisational level used in the FTIA (the department) was surveyed, the opinion was considerably more positive, as per figure 17. Well over a half (61% to be exact) of the respondents agreed that change management at the departmental level was successful.

As can be seen from this and the answers to the two previous statements, change was perceived to be more successfully managed in the smaller components of the organisation individually, but at the larger divisional or agency-wide levels, the opinions were more neutral and/or negative.



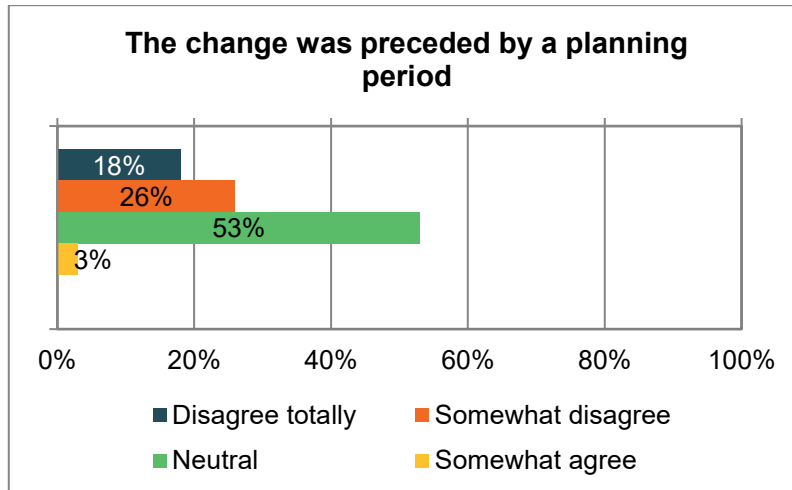
(Figure 17, Change management in my Section is successful)

When asked about the amount of relevant information concerning a previous change the respondents expressed deviation in their views; in figure 18 we can see that roughly one third disagreed somewhat with the statement "I have been given enough information concerning the change" and almost identical number agreed somewhat. In the whole, however, over 40% of the respondents agreed with the statement and one third were neutral.



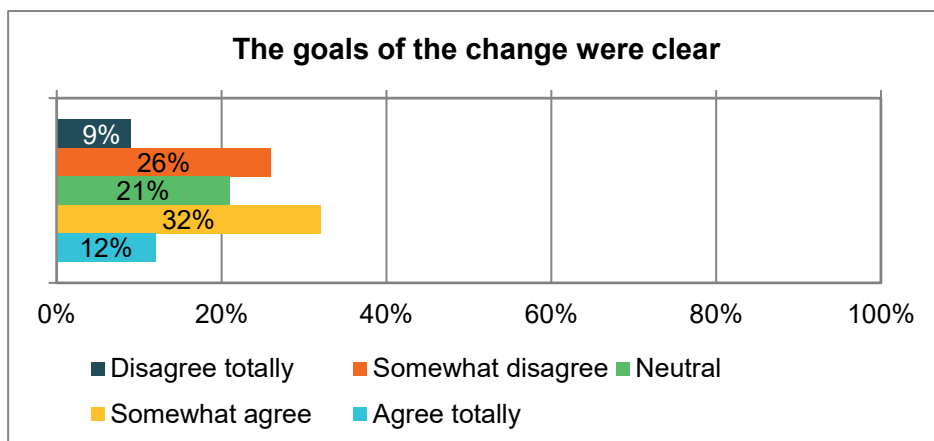
(Figure 18, Necessary information provided)

The respondents were divided between neutral and negative answers in the statement concerning planning period before the change. In figure 19 we can see that over half answered "neutral" and nearly half (48%) disagreed in total. Only 3% of the respondents agreed with the statement. This a noteworthy finding, as the existence of a preceding planning period is an important part of a well-executed change management model as we have seen in the previous chapters of this thesis.



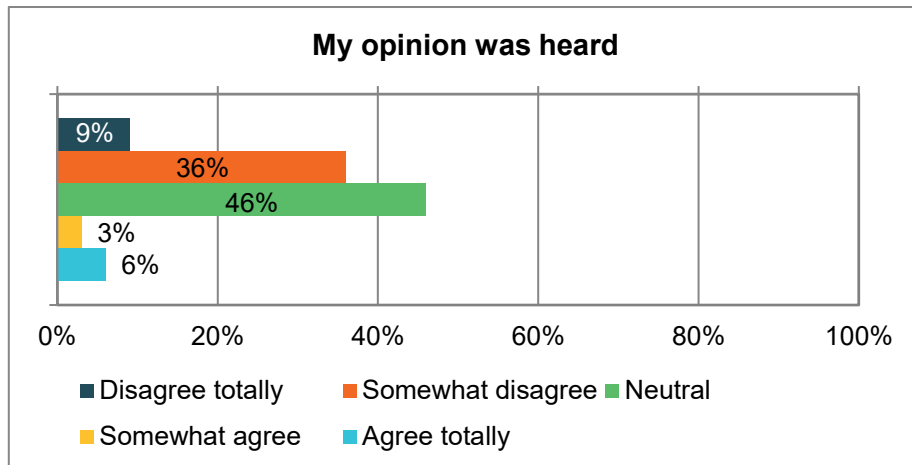
(Figure 19, Planning period)

There was a large division of opinion regarding the goals of the change, as can be seen in figure 20. Over a third of the respondents (35%) disagreed either totally or somewhat with the statement and in comparison, 44% either agreed totally or somewhat with a relatively high number (21%) choosing the neutral answer option.



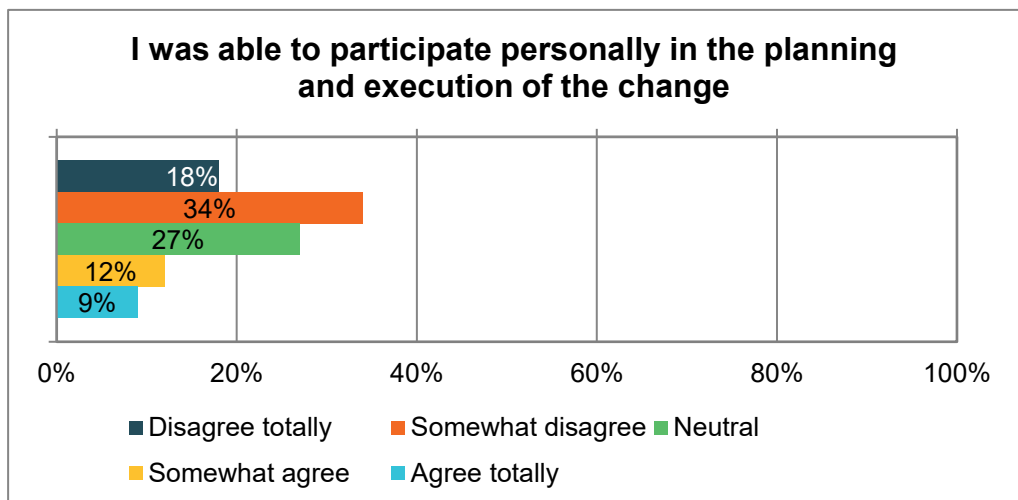
(Figure 20, Goals of the change)

The answers to the statement "My opinion was heard" were overwhelmingly either neutral or negative as can be seen in Figure 22. In total 45% disagreed either totally or somewhat and 46% chose the neutral answer and only 9% answered in the positive.



(Figure 22, My opinion has been heard)

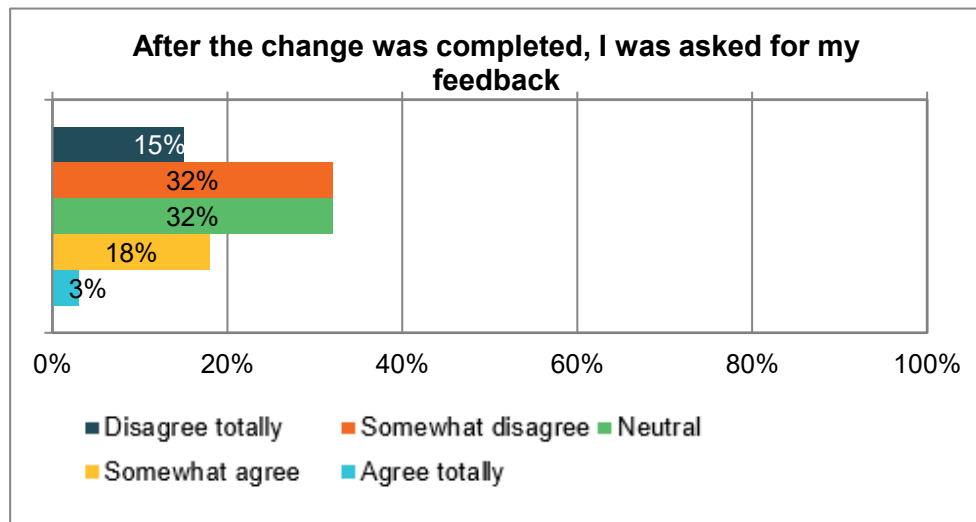
As can be seen in figure 23, in the statement regarding personal participation planning and executing the change over half (52%) answered in then negative, roughly one third were neutral and only 21% agreed either somewhat or totally. This means that half of the survey respondents thought that they had not been able to personally participate - a very high number.



(Figure 23, Personal participation in the planning and execution of the change)

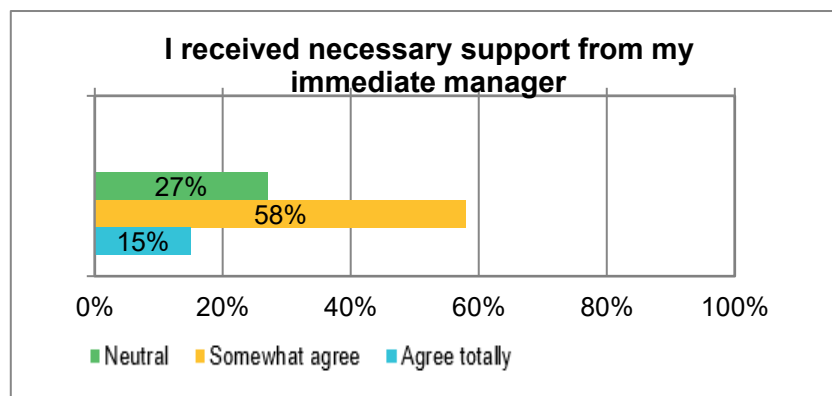
In figure 24 we can see that nearly a half of the respondents (47%) disagree either totally or somewhat with the statement concerning post-completion feedback. Roughly one third chose neutral and only 21% in total chose either of positive alternatives.





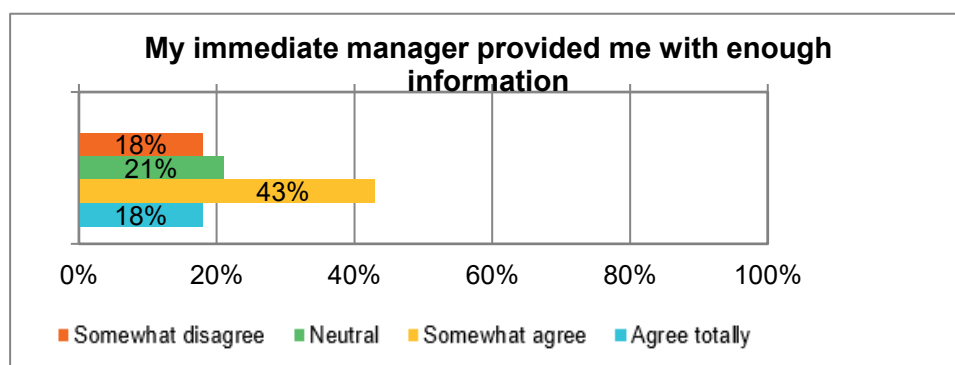
(Figure 24, Feedback was gathered)

As can be seen in figure 25, 73% of the respondents agreed either somewhat or totally with the statement that they receive necessary support from their immediate manager. Roughly one third answered in neutral and no respondents disagreed with this statement.



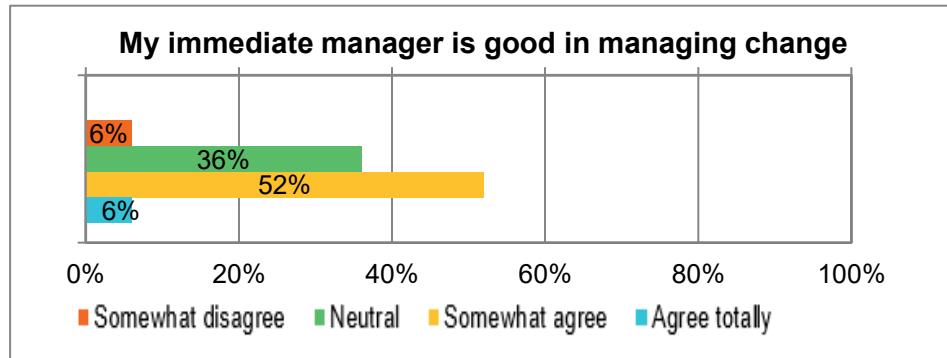
(Figure 25, Support from immediate manager)

When topic was the amount of topical information provided by the immediate manager the findings were also positive, as visible in figure 26. A considerable majority (63%) agreed somewhat or totally that they had been provided with enough information from their immediate manager. However, 18% disagreed somewhat.



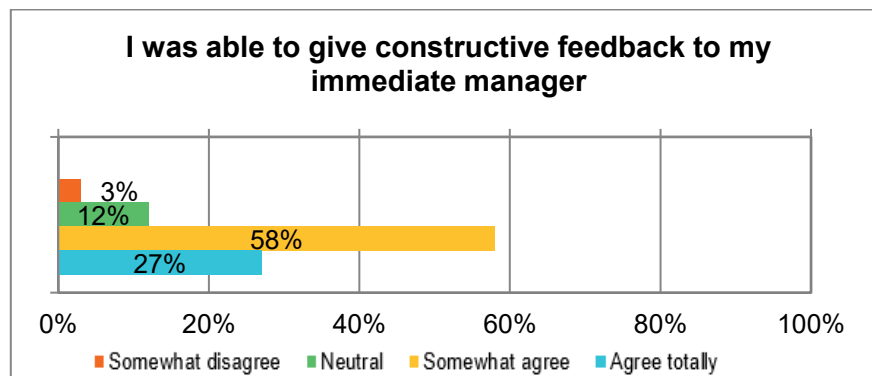
(Figure 26, Information from immediate manager)

When the statement concerned the immediate manager's skills at managing change 58% agreed (either somewhat or totally) that their immediate manager was good at managing change as can be seen in figure 27. Over one third answered neutrally and only 6% disagreed somewhat. Most respondents were therefore satisfied with their immediate managers change management skill.



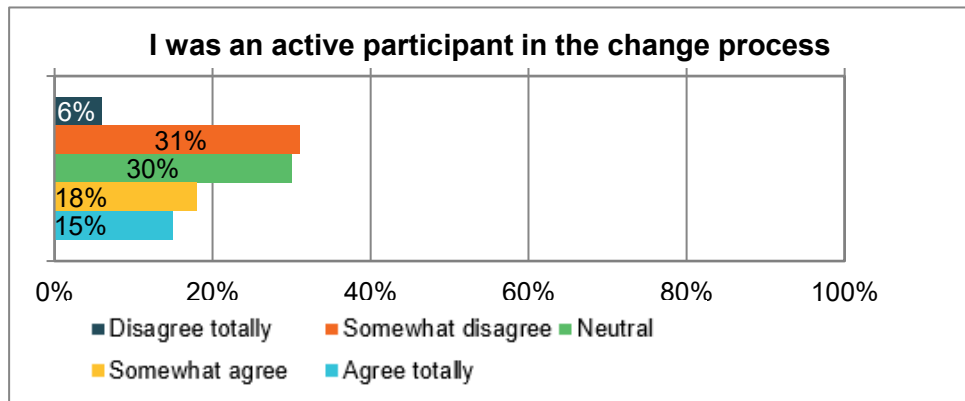
(Figure 27, immediate manager's success as a change manager)

The ability to provide constructive feedback to your immediate manager gathered overwhelmingly positive responses as 85% agreed with the statement either partially or totally, as can be seen in figure 28. Only 3% disagreed somewhat and 12% were neutral, none disagreed totally with the statement.



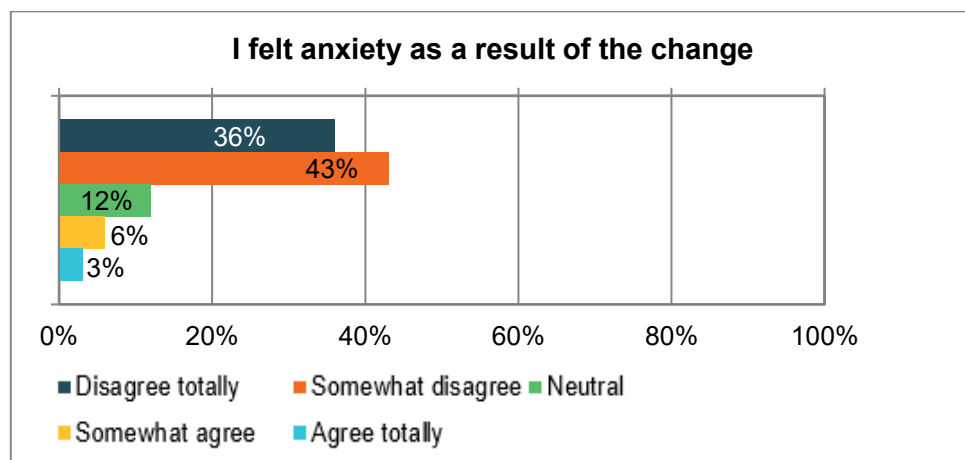
(Figure 28, Constructive feedback to immediate manager)

Personal participation in the change process divided opinions amongst the survey respondents as figure 29 clearly shows, with 37% disagreeing (either totally or partially), 30% choosing the neutral answer and 33% agreeing (totally or partially).



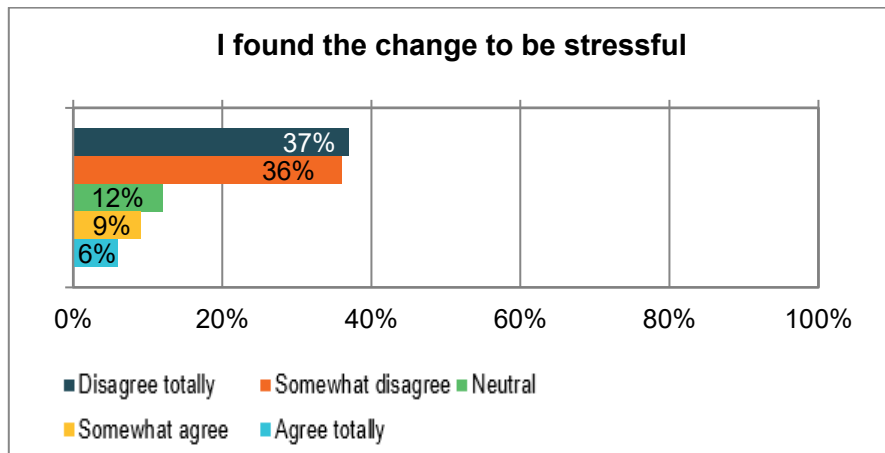
(Figure 29, Active participant in the change process)

On the statement concerning change as a source of anxiety the overwhelming majority (79%) disagreed with the statement totally or somewhat, with 12% answering neutrally and less than 10% agreeing with the statement (partially or totally). The large majority of those surveyed had now experienced anxiety because of recent changes in the FTIA's Projects Division as figure 30 clearly demonstrates.



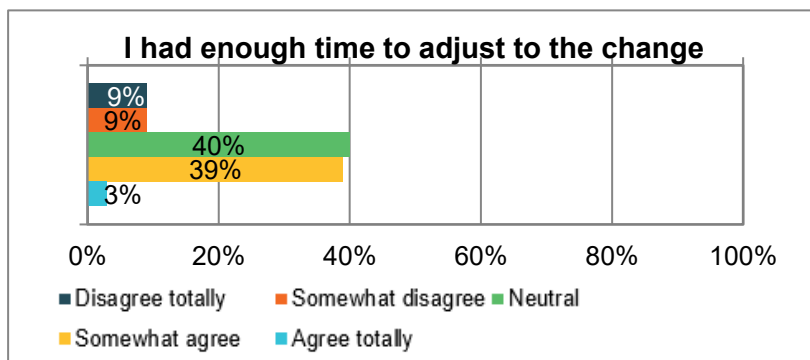
(Figure 30, Change has created anxiety)

The answers to the change as a source of stress question were very similar to those in the previous question. In figure 31 we can see that 37% of respondents totally disagreed with the statement and 36% disagreed somewhat, bringing the total disagreement rate up to 73%. Only 12% were neutral and 15% agreed with the statement, meaning that the overwhelming majority of those surveyed had not experienced stress because of recent changes the organisation had experienced.



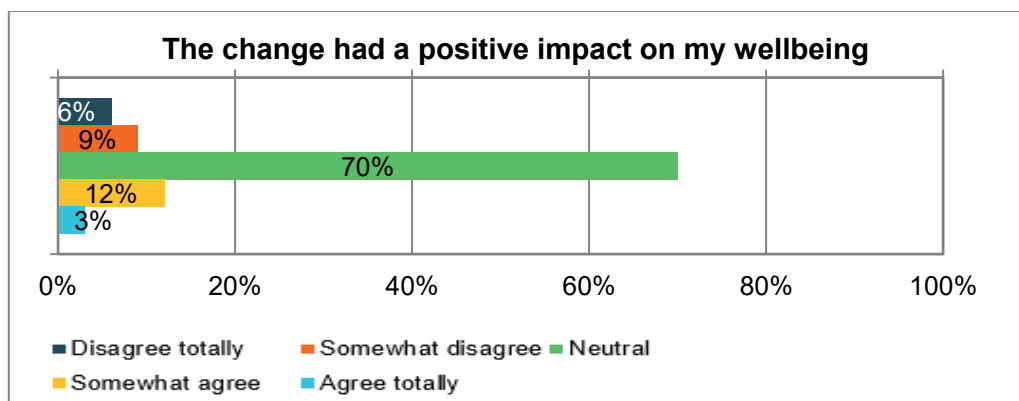
(Figure 31, Change has been a source of stress)

When the topic of adjustment time was explored, the answers were divided between neutral and moderately positive. In figure 32 we can see that 40% were neutral, 39% agreed somewhat and 3% totally meaning that the wider agreement rate was 42%. Only 18% disagreed with the statement.



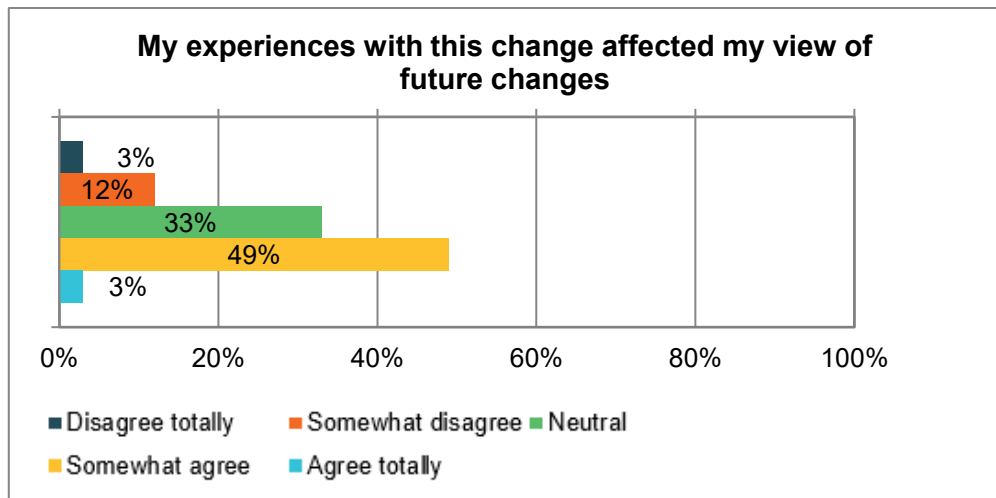
(Figure 32, Time to adjust to change)

The possible positive impact of change gathered mainly neutral answers, with 70% of replies being in that category, as shown in figure 33. Negative answers were at 18% in total and positive answers 20% in total, including both total and somewhat answers.



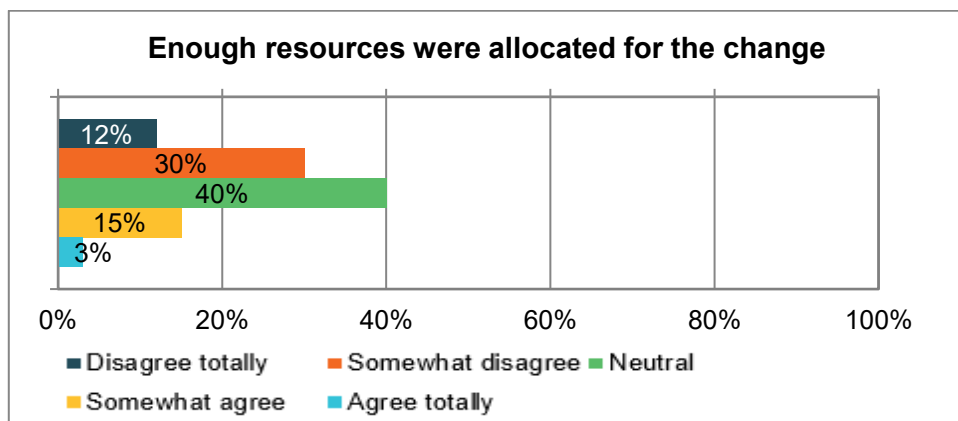
(Figure 33, Change as a positive impact on wellbeing)

Slightly over half of respondents agreed with the statement that the previous change had affected their views concerning future changes with only 15% disagreeing and the rest being neutral as can be seen in figure 34.



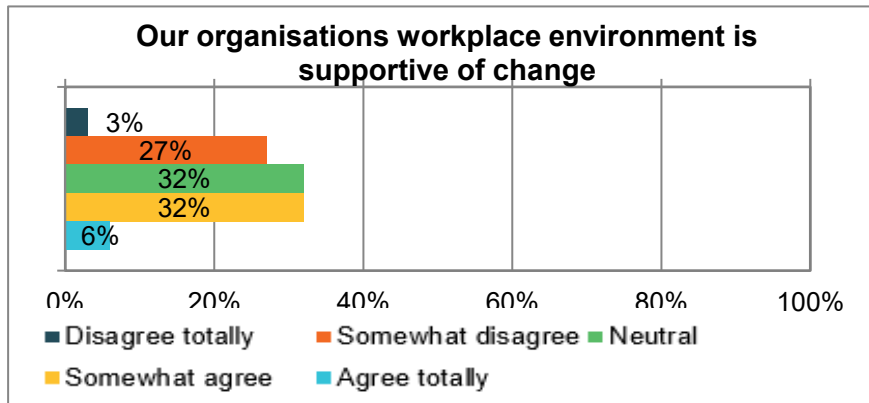
(Figure 34, View of future changes)

The amount of allocated resources divided opinions with the general trend being negative/neutral. In figure 35, we can see that 42% disagreed with the statement that there were enough resources available, 40% choosing neutral and only 18% agreeing.



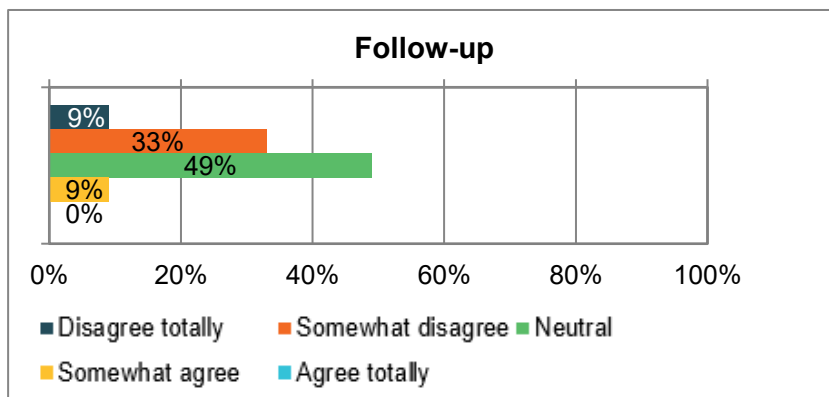
(Figure 35, Necessary resources)

When the topic of workplace environment and how well it supports change was queried, the answers differed widely, as can be seen in Figure 36. Roughly equal numbers agreed somewhat, were neutral or disagreed somewhat with the statement that the organisational environment is supportive of change.



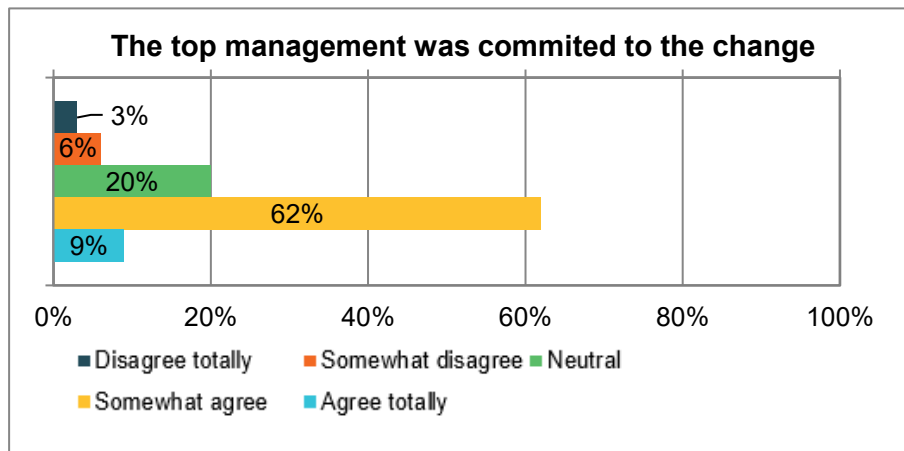
(Figure 36, Workplace Environment)

Follow-up of the change process gained widely negative and neutral answers. In figure 37 it can be seen that a total of 42% disagreed either totally or partially and nearly half (49%) were neutral. Less than 10% agreed with the statement somewhat and none of the respondents agreed totally.



(Figure 37, Follow-up)

A large majority of the respondents thought that the top management was committed to change with 71% agreeing either totally or somewhat, 20% being neutral and only 9% disagreeing (totally or somewhat) as figure 38 clearly demonstrates.



(Figure 38, Top management's commitment)

#### 4.3 Open word responses

In total eleven respondents also provided open word responses about change management. The responses have been translated into English and are presented unabridged in below.

1. Changes are often justified by increasing synergy and by tearing down existing organisational boundaries. On a personal level, the changes are usually only visible to me as moving boxes around in the organisational chart and no real, concrete changes seem to happen. New organisational boundaries are put up really quickly and the goals of the change process are not met. The top management should encourage cooperation and using resources more collectively.
2. Generally speaking and based on past experiences, changes in this agency have been implemented quite poorly.
3. We rushed into the change with quite little planning and preparation. It seems that the general idea was to see what happens and then adjust accordingly. Identifying what actually needs to be changed and how was left to the regular employees to handle. Though I have to say that my own immediate manager has been active, has tried to implement best practices, and has included their whole team in identifying those. The implementation of the change

has still been a major undertaking and the division really should have a better picture of what are the goals of a change. We need more cooperation, communication and encouragement to participate.

4. It is tough for me to give any opinions because I only joined the agency as the change was already happening. This means that I am unable to give feedback on the communication and planning phases of the change before implementation. Instead, my opinions are based on my own observations of the already active change implementation. I feel that the change has not really affected my work, even though when I joined the agency it was still unclear who was to be my manager and from where I can receive HR support - these became clear quickly.
5. In regards to the fusion of RID into the Projects Division: it is hard to change established norms and with the amount of day-to-day work there really isn't enough time available to innovate new working styles or even implementing agreed upon changes in practice. In the end who is there to check that all the changes are implemented, that everybody changes their working styles and all move towards common practices.
6. The different work methods and practices between the Projects Division and the RID were not taken into consideration and this continues to have a negative effect on everyday work. It is time-consuming and difficult to constantly search for new guidelines and instructions. Management offers no support and they do not understand why certain things are difficult. You constantly try to find instructions and support from many different sources. The opinions of the staff should have been taken into consideration already in the planning phases of the change. It all happened too quickly, there was no time for feedback and this is still having a negative effect.
7. In my responses, I was thinking about the fusion and this happened already over one and a half years ago so some of my recollections are hazy.
8. The change did not concern me in any way and I was not involved or informed about it in any meaningful way.



9. It seems like there is no change management competence
10. The current organisational model is unclear. There are no departmental meetings and I really am unsure which of the departments managers has jurisdiction on the overall performance of my department. Why isn't the organisational model based on the different transportation modes (rail, road and water transport) if all meetings and actions are still based on the individual modes of transportation?
11. The biggest challenges lie in trying to find joint practices to implement for all different investment models. The reporting practices and organisational styles between the two different investment models are large and very hard to fit into the same practice

## 5 QUALITATIVE RESEARCH RESULTS

### 5.1 Background

As already mentioned previously, this thesis research process included both quantitative and qualitative research. For the qualitative research, a series of open research interviews concerning the theme of change management was carried out. The interviewees were all member of the Executive Steering Group (*johtoryhmä* in Finnish) of the Projects Division.

The results of the interviews are presented in the following part of this chapter. The results are anonymised and the interviewees' gender, age or role within the organisation is not presented in this thesis. All the interviewees were asked questions relating to the same themes but not all questions were asked from everybody (for example, some of those interviewed had subordinates and some did not) and in some interviews follow-up questions were asked or the interviewer himself asked for clarification or examples.

In total eight people were interviewed via Skype during June, July and August of 2020.

#### 5.1.1 What is change management?

All the interviews started with the same question; how do you define change management? Though there was naturally a wide array of different words used, the basic message was the same in all interviews: change

management is an integral part of any management practice, it is vital for the success of the organisation and the wellbeing of staff.

I think change management means acting as a messenger, a conduit and a facilitator between the top leadership's vision and the day-to-day tasks of the regular staff member

I understand it to be an integral part of all modern personnel management. The only constant is change, as the cliché goes, and this means that all managers and all levels must also be adept in change management. It is not something that can be delegated to outside consultants or the HR department.

All the interviewee's also agreed that the concept is so large and so important to everyday operations that it is hard to define in concise terms.

I think change management is something that is already happening each time a manager communicates with their team members. It is a part of the everyday, ordinary management practices

#### 5.1.2 Quality of change management in the FTIA

After the initial theme of definition of change management, the following batch of questions concentrated on change management practices and the overall quality of change management in the FTIA in general and in the Projects Division in particular. A general trend can be observed in the answers, which also corresponds to the data gathered in the quantitative research part of this thesis; the interviewees were more satisfied with change management practices in the lower organisational level and were more critical towards the agency level practices.

I think that the at the agency level there are efforts to implement change management practices but there is often very little follow up.

At the departmental level there is much more talk of change management. I think that our department's leadership understands the importance of change management.

It really depends on the personal interests of the top leadership, if they are not interested in change management or do not think it important then there are poor results.

In our division, things are better than in many other divisions in the agency.

Several interviewees also brought up the fact that managers in the Projects Division have quite large teams of employees to manage. According to the interview results, it is possible the large size of the teams could have an effect on the quality of change management.

I know that many managers have big teams to supervise. Often the day-to-day operations take up so much time that personnel management or change management is perhaps overlooked sometimes.

In agency wide management, training sessions there really has not been that much talk about change management. I think there should be more time spent on this.

### 5.1.3 Resistance to change

As employees of the FTIA are civil servants working for a governmental agency many organisational practices, differ from those in private sector organisations. A governmental agency does not create profits, it does not sell products nor does it compete with other similar organisations in the same way as a private company does. This difference also affects the way change is managed in the FTIA. One interviewee stated that:

Civil servants have a much higher degree of employment security than private sector workers do. I understand the reasons and logic behind this but I also think that sometimes it creates a static mind-set both personal and organisational levels

Another interviewee approached the topic of civil service resistance to change from an ethical perspective:

I think civil servants in our agency have a very high standard of work ethics. They have pride in their roles as public servants and I think we all are aware that we are in charge of administrating and utilizing sometimes billions of euros worth of taxpayers money each year. I do not think anyone would consciously slow-down their work or perform it in a less satisfactory way just because they disagree with some organisational change or management practice

The topic of hesitation and even outright change was also discussed with the interview subjects. All of the interviewees said that a certain degree of hesitation to change is normal behaviour for most people and they had also experienced this in the FTIA.

I think people are naturally sometimes a bit hesitant in their approach to change in the workplace. At least initially, this

tends to be the reaction of many people. Accepting this and answering the questions and addressing the worries of your team members is very important to all managers.

I have never experienced outright hostility to change in the FTIA but I have seen its effects in my previous workplaces. If hesitation is not addressed in the very beginning, it can and will grow into resistance and hostility. I have seen first-hand (in a previous workplace) how the change hostility of even one person can have really negative effects on the whole team.

One interviewee who is in a managerial position with several members in their team said that:

A good manager must understand that people have different emotional reactions to the same circumstances and different people find different things stressful. It can sometimes be hard to address the needs of everybody but I think the very minimum is that the manager has to listen to their team members, let them voice their opinions freely.

#### 5.1.4 Organisational information flows

The importance of open communication was emphasized by all those interviewed. All the interviewees stated that the open flow of information between all levels in an organisation was the key to managing change successfully. It is interesting to note that while most subjects agreed that within the Projects Division information flows freely and openly many thought that information does not necessarily flow from the division to other parts of the FTIA.

Sometimes I feel like information does not travel onwards from our division. I think that in general the agency has challenges in communications between the agency's Steering Committee and the individual divisions and functional departments.

It feels like each division is its own reality and each division implements the same changes in a different way, and sometimes with different outcomes.

#### 5.1.5 Clear goals and follow-up

As shown in the theory part of this thesis, a well-executed change management process includes both clearly measurable goals and a process of follow-up on those goals after the change has been implemented. In the

interviews, several of the subjects were somewhat positive in their opinions concerning goals but critical on how well those goals were communicated to the rest of the organisation and how well they were followed up afterwards.

I think the goals were clear to us in the Steering Committee. Nevertheless, I am not sure if communicated them to the regular staff well enough.

There was no general period of follow-up. Our team members certainly gave feedback but we did not analyse it well enough immediately after the change. At least there was no centralised, organised analysis.

#### 5.1.6 Experiences of past changes

It is also interesting to note that all of those interviewed independently brought up the recent fusion of the Rail Improvement Department into the Projects Division, even though this topic was not amongst the prepared questions. All agreed, independently of each other, that the fusion was not carried out perfectly and now, with the benefit of hindsight, they would manage the situation differently.

The interviewee subjects also agreed that experiences of past changes affects the success of future change management in the organisation.

From the benefit of hindsight I can honestly say that the fusion of Rail Improvement Department was not managed as well as it should have.

The amount of differences in working styles between the RID and the old Projects Division was much bigger than we thought. The organisational change happened over a year ago and still we have different methods and protocols in some cases.

## 6 CONCLUSIONS

The state of change management in the Projects Division of the FTIA is generally speaking good according to the both the qualitative and quantitative research carried out in this thesis and the analysis of research results based on the theoretical background. The division has a culture of open communication and the top leadership is invested in implementing change management practices.

It is noteworthy that satisfaction with the quality of change management decreased the higher the organisational scope was; at the agency level opinions were either negative or neutral, whilst at the divisional level they were between neutral and positive and the highest overall satisfaction was reached at the Departmental level which is the lowest organisational level in our division.

A change management process should have measurable goals, which are clearly and openly communicated to all members of the organisation. Based on the research for this master's thesis I highly recommend that during future change processes the division's Steering Committee sets out measurable goals before undertaking the actual change and most importantly, communicates these goals to the whole division.

The role of the immediate manager is vital in a well-executed change management plan the findings of this thesis support that. The immediate manager is the most important link an individual employee has to the rest of the organisational hierarchy; it is their link to the command chain. It is therefore vital that the individual managers receive support, feedback and information from their own superiors and acts as conduit of information.

The flow of information is also vital in the successful management of change. Information must flow not only from the top leadership to intermediate management and finally the individual employee but also from the perspective of the employee upwards. In the research part of this thesis it was uncovered that when surveyed nearly a half of the respondents stated that they had not been able to provide feedback about the change within the organisation. This is a critical point for the Projects Division and I strongly recommend that the division will in the upcoming change processes place special attention to feedback from the organisation.

For a change process to be successful the goals of the change must be clear to all those who participate, not just the organisations top leadership but also the individual employee. This is not the case in the FTIA's Projects Division; a considerable majority of those surveyed replied that the goals of the change had not been clear to them. This is also a very important finding and I highly recommend that special attention to communicating the goals of the change be given in the future.

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## FINNISH LANGUAGE QUESTIONNAIRE

1. Kuinka pitkään olet työskennellyt Väyläviraston tai sen edeltäjävirastojen palveluksessa? (alle 1 v, 1 - 5 v, 5 - 10 v, yli 10 v.)
2. Millä Hankkeet-toimialan osastolla työskentelet?
3. Oletko esimiesasemassa?
4. Olitko ennen Radanparantamisen yhdistymistä Protoon töissä Projektien toteutuksessa ja Hankehallintaosastolla vai Radanparantamisessa?
5. Muutosjohtaminen Väylävirastossa on kokonaisuuteen ajatellen mielestäni onnistunutta
6. Muutosjohtaminen Hankkeet-toimialalla on onnistunutta
7. Muutosjohtaminen omalla osastollani on onnistunutta
8. Olen saanut tarpeeksi tietoa muutoksesta ennen sen alkua
9. Muutosta edelsi valmisteluvaihe jossa edellytykset onnistuneelle muutokselle luotiin
10. Muutoksen tavoitteen ovat olleet minulle selkeitä
11. Koen että oma mielipiteeni muutoksen aikataulusta on otettu huomioon
12. Koen että olen saanut osallistua muutoksen suunnitteluun ja toteutukseen
13. Muutoksen päätyttyä olen saanut antaa palautetta sen onnistumisesta
14. Esimieheni on tukenut minua muutoksessa
15. Olen saanut esimieheltäni riittävästi tietoa muutoksen tavoitteista
16. Esimieheni on onnistunut muutosjohtamisessa
17. Olen voinut esittää esimiehelleni parannusehdotuksia ja mahdollista kritiikkiä muutosta koskien
18. Olen itse aktiivisesti osallistunut muutoksen eteenpäin vientiin
19. Olen kokenut muutoksen ahdistavaksi
20. Muutos on aiheuttanut minulle stressiä
21. Minulle annettiin riittävästi aikaa muutokseen sopeutumiselle
22. Koen että muutoksella oli positiivinen vaikutus työhyvinvointiini
23. Kokemukseni vaikuttavat suhtautumiseeni tuleviin muutoksiin
24. Muutoksen valmisteluun ja toteutukseen oli käytetty riittävästi resursseja
25. Toimialan toimintaympäristö tukee muutoksessa onnistumista
26. Muutoksen kulkua ja onnistumista seurattiin
27. Toimialan johto oli sitoutunut muutokseen

Lopuksi vapaa sana, voit halutessasi kertoa lyhyesti ajatuksiasi muutosjohtamisesta Hankkeet-toimialalla. Merkkimäärä on rajoitettu 500 merkkiin.

## Appendix 2

## QUESTIONNAIRE EMAIL MESSAGE

Hei!

Kuten osa ehkä tietääkin, opiskelen ylempää ammattikorkeakoulututkintoa Hämeen ammattikorkeakoulussa prohan töiden ohessa, tutkintonimikkeeni on tradenomi (YAMK).

Opintoni ovat nyt onnellisesti siinä vaiheessa, että kirjoitan opinnäytetyötäni. Opparin aiheena on muutosjohtaminen Väylävirastossa ja se keskittyy muutosjohtamiseen nimenomaan Hankeet-toimialalla. Teoriaosuudessa tutkin erilaisia muutosjohtamisen malleja ja työkaluja ja tutkimusosuudessa pyrin selvittämään miten onnistuneesti muutosta on johdettu toimialallamme tähän mennessä. Opinnäytetyön yhtenä päätavoitteena on luoda toimialan (ja miksipä ei viraston muidenkin toimialojen käyttöön) muutosjohtamisen muistilista, eräänlainen ”best practices” –dokumentti, jonka avulla tulevia muutoksia voidaan tehokkaasti ja onnistuneesti johtaa.

Opinnäytetyöhöni kuuluu kyselytutkimus johon toivon ystävällisesti toimialan virkamiesten vastaavan. **Kysely on anonymi ja sen täyttämiseen menee aikaa n. 20 min.**

Vastausaikaa on tästä hetkestä ensi viikon keskiviikkoon 17.6 asti. Lomake on testattu toimivaksi tietokoneen näytöllä, tabletilla ja älypuhelimella mutta helpointa sen täyttäminen varmasti on perinteisesti oman koneen ruudulta.

Kyselyn alussa on muutama taustatietokysymys ja sen jälkeen sarja väittämiä joihin voit valita vastauksen välillä 1 – 5, niin että 1 tarkoittaa ”täysin eri mieltä” ja 5 ”täysin samaa mieltä”.

Toimialalla on viimeisen 18 kuukauden aikana ollut useita isohkoja muutoksia (mm. Radanparantamisen liittyminen joukkoon). Voit vastatessasi kysymyksiin miettiä sitä viime aikaista muutosta jonka itse koet tärkeimmäksi.

Linkki kyselyyn tässä

(mikäli yllä oleva linkki ei toimi pääsee kyselyyn myös tästä:  
<https://link.webpolsurveys.com/S/36FFE738AD95D990>)

Mikäli sinulla on kyselyyn tai oppariin liittyviä kysymyksiä vastaan niihin mielelläni. Koska kysely on suunnattu tälle toimialalle pyydän, että ette jaa sitä muille virastolaisille.

Tämän määrällisen tutkimuksen lisäksi opinnäytetyöhöni kuuluu myös laadullinen tutkimus jota varten haastattelen toimialan johtoa. Siitä kerron asianosaisille myöhemmin tarkemmin.