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Change Management in Voluntary Organisation

Program reform in Finnish scout movement

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Bachelor of Business Administration

European Management

Thesis

22. March 2012

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March 2012

Acknowledgements

I would like to take this opportunity to thank...

My tutor Daryl Chapman for believing in me during this project and his always encouraging advice.

Guides and Scouts of Finland for offering me irreplaceable memories and experiences for a life time. Special thanks to the research group for providing me with valuable material and hints that contributed to this research.

Laura, Roosa, Iiris, Elina and Salla for great conversations and mutual support throughout the project. Being able to reflect my ideas with you was priceless.

My mom, dad and Ville for their support, understanding and encouragement when I needed it most.

Abstract

Author(s)	Heini Jokinen
Title of the work	Change Management in Voluntary Organisation – Program reform in Finnish scout movement
Word count	11 248
Number of Pages	54 + appendices
Degree	Bachelor of Business Administration (hons): European Management Bachelor of Arts (hons)
Degree Programme	European Management
Specialisation	Business Studies
Instructor(s)	Daryl Chapman
<p>The aim of this study was to map issues related to change management and voluntary work. The study was undertaken to understand what factors affect successful change management especially in voluntary organizations. A further aim was to study how program reform <i>Ohjelmauudistus 2010</i> in Guides and Scouts of Finland was managed.</p> <p>A critical review of existing literature and research in the fields of change management and volunteering was conducted. An online survey to active members of the association aimed to clarify the thoughts of the members about the program reform. The results of the survey were compared to the closing report of the project to see whether the perceptions about the success of the project were consistent among the members and the working group.</p> <p>According to the results of the research, the opinions of the members and the working group seem to be congruent. Areas that were identified in the closing report to be successful were the same that the members were satisfied with. The only exception here is the satisfaction with communication. However, there are considerable geographical differences in the attitudes.</p>	
Keywords	change management, volunteerism, voluntary organisations, Guides and Scouts of Finland, program reform

Tiivistelmä

Tekijä(t)	Heini Jokinen
Otsikko	Change Management in Voluntary Organisation – Program reform in Finnish scout movement
Sanamäärä	11 248
Sivumäärä	54 + liitteet
Tutkintonimike	Bachelor of Business Administration (hons): European Management Bachelor of Arts (hons)
Koulutusohjelma	European Management
Erikoistuminen	Business Studies
Työn valvoja(t)	Daryl Chapman
<p>Tämän opinnäytetyön tarkoituksena oli kartoittaa muutosjohtamiseen ja vapaaehtoistoimintaan liittyviä seikkoja. Tavoitteena oli ymmärtää, mitkä tekijät vaikuttavat menestykselliseen muutosjohtamiseen erityisesti vapaaehtoisjärjestöissä. Lisäksi tarkoituksena oli selvittää Suomen Partiolaiset – Finlands Scouter ry:n Ohjelmaudistus 2010 – hankkeen onnistumista.</p> <p>Tutkimuksen pohjaksi suoritettiin kattava katsaus olemassa olevaan kirjallisuuteen sekä tutkimustuloksiin. Tämän lisäksi suoritettiin Internet-pohjainen kyselytutkimus Suomen Partiolaisissa tällä hetkellä aktiivisten johtajien joukossa. Tutkimuksella kartoitettiin jäsenistön näkemyksiä ohjelmaudistuksesta. Näitä näkemyksiä verrattiin projektin loppuraporttiin ja sen pohjalta tuotettuun materiaaliin. Tarkoituksena oli verrata, olivatko projektityöryhmän ja jäsenistön näkemykset yhteneviä.</p> <p>Tutkimus paljasti, että jäsenistö oli pääsääntöisesti yhtä mieltä projektin loppuraportin kanssa projektin onnistumisesta. Ainoa poikkeus oli tyytyväisyys viestinnän onnistumiseen. On kuitenkin syytä huomioida, että tuloksissa oli suuria alueellisia eroja.</p>	
Avainsanat	muutosjohtaminen, vapaaehtoistoiminta, vapaaehtoisjärjestö, Suomen Partiolaiset – Finlands Scouter ry, Ohjelmaudistus 2010

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1. Introduction

Nothing is permanent but change, is often said. According to many scholars this quote is now more topical than ever before as the pace of change in business and in the world in general has increased lately. This is partly due to globalization. New thoughts, events and influences spread across the world in virtually no time. All organizations, both businesses and nonprofits, operate as part of their environment and are therefore influenced by changes. To keep up with the changing environment also these organizations must change. Changing alongside the environment is important for sustaining competitiveness, public interest and in the last resort also prerequisite for survival and existence. Winston Churchill said "To improve is to change. To be perfect is to change often." The most successful companies and organizations are often those who are able to be just a little ahead of change. Maintaining this position requires constant change and development, otherwise they will fall back in the competition.

Not only businesses need to change and develop, though for them it may be more vital as their profit relies on it. Also non-profit organisations must be able to respond to the requirements and expectations of today. However, voluntary organizations are different from private enterprises in many terms that must be taken into account. Robbins, Judge and Campbell (2010) list ways of managing resistance to change: among others manipulation, cooptation and coercion. These may be used in the business environment even though they may be questionable, but in voluntary organisation methods like these are simply out of question as the organisation is heavily dependent on its volunteers.

Change has been heavily present in the Guides and Scouts of Finland lately. The scout movement is more than 100 years old and in Finland many core issues have remained the same for some decades now. The world has changed significantly after the establishment of the scout movement in 1907. If scouting and guiding was still the same it was in its early days it would not be very appealing to the young of today. The mission of scouting and guiding is to educate young people to become constructive members of society (WOSM, 2012b). This requires that the movement reflects the surrounding society.

Therefore it has to change and update its operations to meet the requirements of the time. This is why the Guides and Scouts of Finland have chosen to implement series of massive changes to update and freshen up its brand and image.

Change management itself is very interesting though a lot researched area. Combined with the versatile field of volunteer management and author's personal interest in the scout movement, the topic offers vast possibilities. The scope of this research is to identify to what extent a major national voluntary organisation takes relevant change management theories into consideration when implementing a significant reform. Another objective of this dissertation is to map opinions of members about how the program reform was managed. There is already some research done about how widely the new program is in use in the local troops and how has the change affected the work amount of leaders in the troops. Guides and Scouts of Finland tend to go through a series of changes in about every eight to ten years, and it is important to further develop the management process to make future transitions as easy as possible. Thus the results of this survey may give some valuable insight, and the research approach is therefore justified.

2. Change management

Change happens all the time in the surrounding society and in all of its areas. To keep up with the changing environment also the organisations within the society will have to change. For the change to be successful, someone will need to guide and manage the change project effectively (CIPD, 2011; WAGGGS, 2006).

As Burnes (2009:322) points out, change management is not a distinct discipline of its own, but it is interconnected with numerous other social sciences and combines numerous traditions and theories. According to Hughes (2010), there is no set definition agreed by the academics. Yet, most of the definitions found by the author have the same content with slightly different emphasis.

Change management is “the process of achieving the smooth implementation of change by planning and introducing it systematically, taking into account the likelihood of it being resisted.”

Armstrong (2009:424), cited in Hughes (2010:4)

Many academics divide the approach to change into emergent and prescriptive approaches (Lynch, 2009; Burnes, 2009). According to Lynch, prescriptive change is well predictable and mostly clear process of transforming the organisation based on set goals, when emergent change is less predictable and the change process develops all the time based on recent changes in the environment (pg. 564). In emergent sense, the outcomes of change are impossible to predict for sure, and the management of change is more of navigating.

Similarly, there is a division between planned and unintentional change (Robbins *et al*, 2010; Burnes, 2009). Hughes also discusses about determinism and voluntarism. Determinism refers to a situation, where change is determined by the environment and it is mostly a direct response to the operating environment (March, 1981 cited in Hughes, 2010:60). Respectively, voluntarism gives a role to the managerial decisions and actions in influencing the change process. Meanwhile, the others refer to planned change when describing a

situation where the conscious decisions and deeds of the management have a central role in the change process. Term planned change was first used by Kurt Lewin to specify change “that is consciously embarked upon by an organisation, as opposed to unintended changes” (Marrow, 1969 cited in Burnes, 2009:328). In addition to Lewin, for example Robbins, Judge and Campbell (2010:518) separate planned change from unintended change, and they focus on change events that are intentional, proactive and goal-oriented.

2.1. Why change management is important

Many writers state that the pace of change is faster than ever before and that no area of business can remain outside of it (e.g. Hughes, 2010; Lynch, 2009; CIPD, 2011). For example Robbins, Judge and Campbell (2010) mention that the turbulent present-day environment requires adaptations also in traditionally stable industries, and Burnes quotes an IBM study (2008):

“Change has always been a feature of organisational life, though many argue that the frequency and magnitude of change are greater now than ever before.”

“Research indicates that organisations are undergoing major change approximately once every three years, whilst smaller changes are occurring almost continually. There are no signs that this pace of change will slow down.”

CIPD Factsheet, 2009

Even though change has become part of the daily life, it seems that few change initiatives succeed. According to CIPD research more than 40% of change initiatives failed to meet the stated objectives (2009). According to Kotter (1995:59, cited in Hughes 2010:140), only a few of the over 100 companies he had been working with managed to have very successful change process. Similarly, few of them had been complete failures. He says, that most of the change efforts fall somewhere between these two extremes, “with distinct tilt towards the lower end of the scale”.

Change management skills have become very valuable for most of the managers, as in most cases managers need to combine change responsibilities

with their everyday tasks (Huczynski and Buchanan, 2001). They also quote John Harvey-Jones (1993:21):

“Without question, the most desirable management skill for the nineties will be the ability to manage change. This is one of the rarest and most difficult skills to learn – for very good reasons. Management has always been about change, for it is uniquely the task of making more, or better, from less.”

Similarly, Carnall (2003, cited in Burnes, 2009:370) states that change management should not be a specialist skill possessed by experts, but an increasingly important part of every manager’s role. This is also reflected to the results of Management Agenda 2008 survey (Personnel today, 2008). According to the survey, two-thirds of organisations feel that change management is their biggest challenge.

Change should always be managed. WAGGGS (2006) points out that, if poorly managed, change can be frightening and cause uncertainty and discomfort to the change recipients. Respectively, when change is properly planned and managed, it can be “positive experience for growth” (pg.49).

2.2. Why organisations change

Organisations are closely connected to their operating environment, and cannot operate in isolation (Senior and Fleming, 2006). Therefore changes in their operating environment as well as internal turmoil induce changes in the organisations. As the pace of change in the environment is rapid, the organisations must also change to keep up with the requirements of the environment (Robbins *et al*, 2010; Senior and Fleming, 2006). Occasionally the change is so fast, that organisation may fall behind with the development. This can prove to be threat for the organisation’s survival, and requires drastic actions (Robbins *et al*, 2010). Respectively, responding to changes may not be sufficient, but it may be needed to be proactive and anticipate future change (Senior and Fleming, 2006).

However, Hughes (2010) points out that not all change is necessarily good. Changing the organisation only on account of change cannot be a solution and absolute value, but there needs to be an actual need and reason for change. He

also points out that extensive change can be stressful for the members of the organisation and, in worst case, it may erode commitment and motivation (pg.5).

Change happens often incrementally, and therefore organisations might fail to keep pace with the constantly changing environment (Johnson *et al*, 2008). This leads to strategic drift. This means, that environment changes faster than the organisation and results in a gap between the organisation and the environment. During the flux phase organisation realizes the need to catch up with the environment. This realisation is often supported by reduced performance (Johnson *et al*, 2008). Organisation may go through series of changes while it is looking for the right direction for change. Eventually, organisation must go through deep, transformational change or it is likely to cease existing through take-over or bankruptcy. This theory describes well the importance of timely and sufficient change.

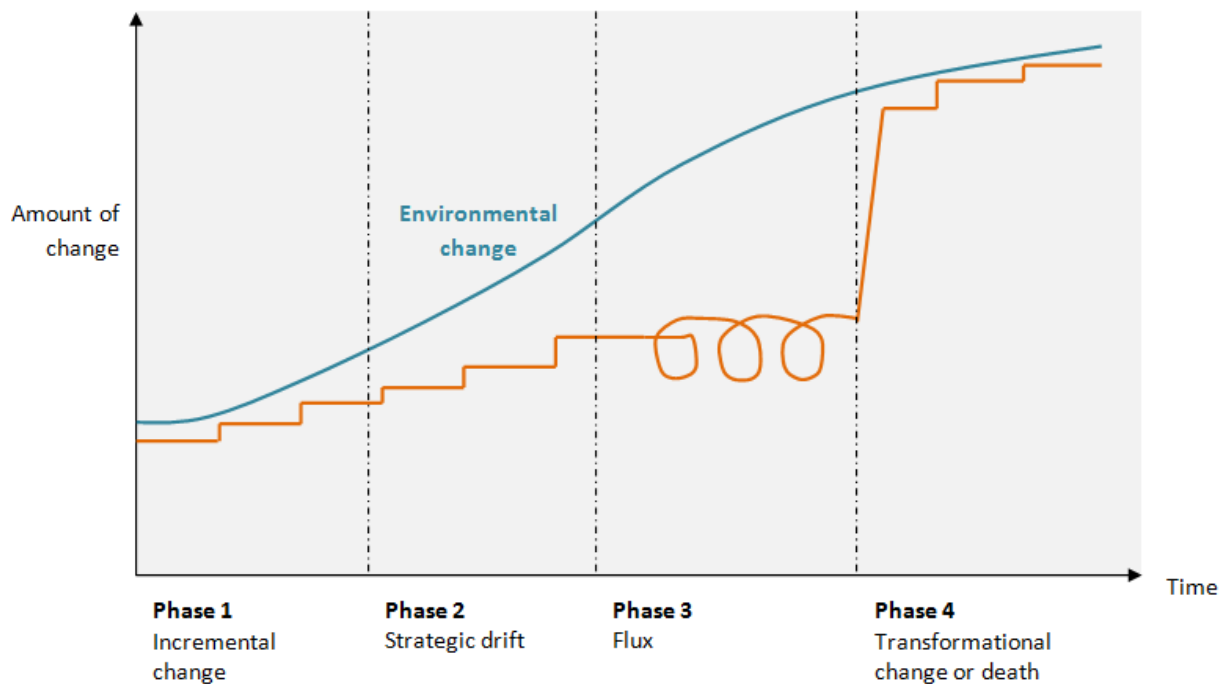


Figure 1 Strategic drift

Johnson, Gerry; Scholes, Kevan and Whittington, Richard (2008) *Exploring corporate strategy*, 8th edition. Essex: Pearson education limited

Change can be triggered by great number of factors and there are numerous theories about the most common triggers. Lynch (2009:568) and Hughes

(2010:60) explain Tichy's four main causes of strategic change. Tichy identified four types of triggers that would necessitate change.

1. Changing environment, such as increasing competition and changes in economy
2. Business relationships, such as alliances and new business lines
3. Technological development
4. People, such as new entrants to the organisation

Lynch also demonstrates Kanter's three dynamics for strategic change theory. According to Kanter, Stein and Jick three most important triggers are environment, life cycle differences and political power changes inside the organisation. Senior and Fleming (2006) and Huczynski and Buchanan (2001) divide the triggers between internal and external factors. Senior and Fleming emphasize the PEST (or PESTLE; political, economical, social, technological, legal and environmental) factors as triggers, whereas Huczynski and Buchanan list more detailed issues, like changes in customers' requirements and tastes, activities and innovations of competitors and changes in social and cultural values. They also list internal triggers. On both lists there are issues like appointment of new members to top management or revision of management structures, reallocation of jobs or job redesign, implementation of new technology and innovations and relocation of premises. Robbins, Judge and Campbell (2010) have short, concise list including both internal and external factors. They have included technology, economic shocks, competition and world politics as many others. Additionally they have included social trends and nature of workforce as triggers. They point out that many organisations are forced to redesign their operations due to increased multiculturalism, immigration and changes in demographics, like retirement of baby boomers.

Most of the academics agree on the basic triggers, like technology, economy and competition, but everyone seems to have emphasis of their own on additional factors. Hughes (2010) points out that most of all the reasons for change stem from issues in the operating environment of the organisation.

Huczynski and Buchanan (2001) point out that lists like these make an impression of change as reactive activity. However, being reactive might not be

enough. At times it is adequate to be proactive in making changes. Additionally, being proactive may provide a competitive advantage as it might give a head start.

2.3. Ways of managing change

Lewin's Three step model

Successful change management appears to be a problem as stated earlier even though change is so very common. Many academics have created theories to support and guide change management. One theory that is very much quoted is Kurt Lewin's Three step model of managing change (e.g. Lynch, 2009; Robbins *et al*, 2010; Burnes, 2009). According to the theory, change must begin with unfreezing old attitudes and conventions. As result members of the organisation can accept new methods and ways of working, as they begin to see the old ways as unsatisfactory. After this it is possible to move to the new, desired level and adopt new ideas. When the desired level is reached, the aim is to refreeze new attitudes and customs to be able to maintain the results.

Lynch and Burnes emphasize the importance of *felt-need* during the unfreezing stage. It is considered to be vital for the members of the organisation and change recipients to feel and understand the importance of change. If they remain completely satisfied with current situation, they are likely to resist change. In order to achieve this felt-need there has to be enough information available for the people to understand and accept the importance of change. This can be caused by proves of reduced efficiency, leaking relevant information or through open discussion with those involved.

To support creation of felt-need, Schein (1996:30 cited in Burnes, 2009:338) has identified three factors necessary: knowledge, that the current equilibrium is no longer valid, creation of survival anxiety and establishing psychological safety. When people feel they are safe, they can accept information given about uncertainty and react accordingly. If they do not feel safe, they are more likely to reject any discomforting information, and therefore implementation of change becomes more difficult.

According to Lynch, refreezing can be done through positive reinforcement of decisions taken. By providing information about improved performance and positive changes within the organisation, the management can reinforce and highlight the importance of the actions taken. Robbins, Judge and Campbell emphasize the role of refreezing. If this is not done thoroughly, members of the organisation are likely to get back to old routines, and therefore erode the accomplished change. However, Huczynski and Buchanan (2001:590) suggest that refreezing is not a viable option any longer, as the pace of change has increased and the turbulent environment requires constant change.

Based on Lewin's work, many academics have created models of their own with varying number of stages. Examples of these are Kotter's Eight stage model (Hughes, 2010; Huczynski & Buchanan, 2001; Robbins *et al*, 2010) and Tony Eccles's 14 steps (Huczynski & Buchanan, 2001). David Collins (1998, cited in Huczynski & Buchanan, 2001:608) refers to these step-by-step models as "*n*-step recipes" as the content of these lists tends to be relatively same, only thing varying is the number of steps.

There are differences in how the Three step model is seen. Lynch (2009) takes it as manipulative model that treats people as objectives instead of involving them in the process. Yet, Burnes emphasizes the origins of the model in social sciences and Lewin's original purpose of resolving social conflicts, encountering racism and despotism (p.341). Lewin developed the model to change societies and it has only later become a model for changing organisations.

Pettigrew and Whipp's Five factor theory

There is also another category of theories, similar to *n*-step recipes. Pettigrew and Whipp (1991, cited in Lynch 2009) identified in their study five interrelated factors, which should be present in any change event in order to succeed (see Figure 2). These five factors are

1. Environmental assessment – Environmental analysis must be constant to allow strategy to develop accordingly.
2. Leading change – Change must be properly led, and leadership style matched with the individual requirements of the organisation.

3. Linking strategic and operational change – These should not be two separate areas, but develop side by side
4. Human resources as assets and liabilities – The skills, capabilities and knowledge of the employees comprise the overall assets of the organisation. These must be developed as any other asset.
5. Coherence – The above four should be a consistent whole, and not conflict with each other.

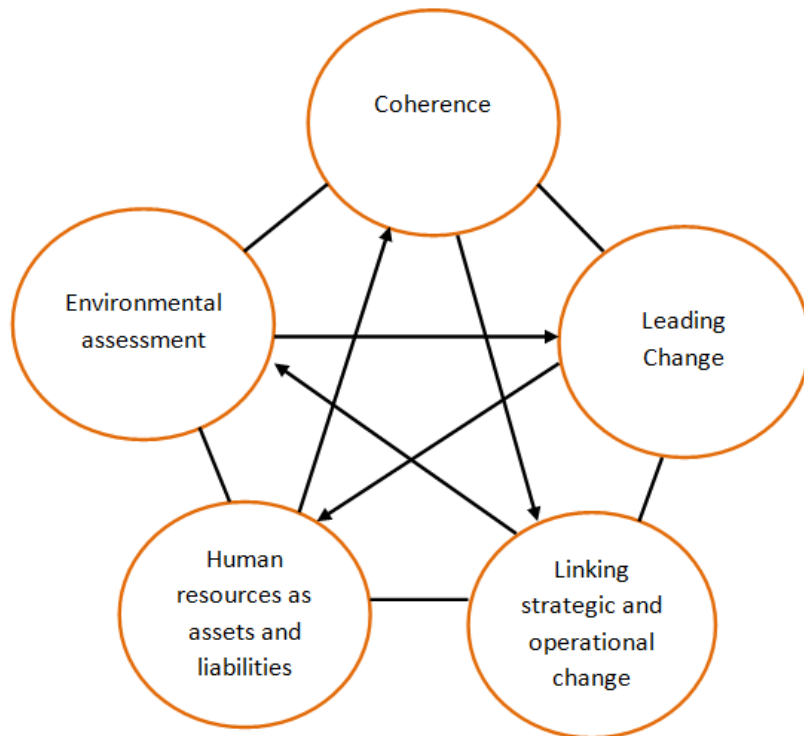


Figure 2 Pettigrew and Whipp's five factors for success

Lynch, R. 2009, *Strategic Management*. Reproduced based on fig.15.7 pg 579

In addition to Pettigrew and Whipp's work, there are other models alike. For example CIPD (2009) has identified based on their research seven areas, that make successful change happen. These areas are:

1. Choosing team and including the right people
2. Crafting a 'roadmap' based on vision
3. Connecting to organisation-wide change
4. Consulting the stakeholders
5. Communicating

6. Coping with change and daily operations simultaneously
7. Capturing learning from the change

Both of these models focus on important issues that are to be involved in change to achieve success. The difference between these models lies in the focus: CIPD emphasises the human aspects of change while Pettigrew and Whipp have more strategic perspective.

2.4. Issues influencing success or failure

Change situations are not all the same, but they vary greatly. There are numerous issues affecting the circumstances, and they may have significant role. If these issues are not taken into consideration, manager may slow down change, cause extra stress and in worst case work in vain, if context or culture is very much against change.

Weick (2000 cited in Burnes, 2009:371) argues that “approaches to change need to be tailored to the situation of the individual organization and the type of change it is undertaking”.

Leadership [of change] requires action appropriate to its context.

Pettigrew & Whipp, 1991:165 cited in Burnes, 2009:371

Different change situations can be categorized in many ways. Huczynski and Buchanan (2001) classify change events based on the depth of cultural change required from shallow to very deep. Balogun and Hope Hailey (2004, cited in Senior & Fleming, 2006; Johnson *et al*, 2008) divide types of change in a matrix. They distinguish between extent and nature of change as presented in figure 3. At times change can occur within the current culture. In those cases change is only realignment of current culture and strategy. Whereas, when culture change is needed, change is more transformational.

Managing adaptive change is completely different compared to revolutionary change. Therefore type of change should be considered when choosing the appropriate way of managing.

		Extent of change	
		Realignment	Transformation
Nature of change	Incremental	Adaptation	Evolution
	Big bang	Reconstruction	Revolution

Figure 3 Change type matrix

Balogun, J and Hope Hailey, V.H. (2004) *Exploring Strategic Change*. Cited in Senior & Fleming, 2006. Reproduced based on fig. 2.2. on pg.47

This model also relates to choice of pace. Balogun and Hope Hailey have distinguished between incremental and big bang. There are different opinions about which one is better. According to some research, change should happen fast to be effective (Amis, Slack & Hinings, 2004 cited in Robbins *et al*, 2010). Also according to Lynch (2009) fast change can be required at times and it may even be good: clean cut, fast results, resources are tied for a shorter period. Yet, sudden change can be very costly: it causes a lot of discomfort and stress. Therefore human costs can be high. As a result, most companies choose to implement changes slowly, whenever it is possible (Lynch, 2009).

Change is also very context sensitive (Johnson *et al*, 2008; Hughes, 2010; Lynch, 2009). Change managers should always consider the context in which the change is taking place as it may have huge impact on the process. Balogun and Hope Hailey (cited in Johnson *et al*) have listed some areas of context to consider when designing change programmes (see Figure 4). All of these issues may require different approach to change. Differences in scope (both breadth and depth), size of the organisation and available time have major impact. Managing minor change in a small organisation differs significantly from one that requires major changes in the culture and core values in an international organisation.



Figure 4 Contextual features to consider

Johnson, G., Scholes, K. & Whittington, R. (2008) *Exploring Corporate Strategy* Reproduced based on Exhibit 14.3. on page 523

Characteristics of the organisation and its personnel have an influence. If personnel are very homogeneous, it may be difficult to create constructive conversation about new possibilities. Very homogeneous way of seeing things may hamper the change process. Similarly, if the organisation is not yet ready for change and does not have the felt-need, change process should have slower start to increase the readiness first. Change requires often a lot of resources in the form of money, managerial time, and employee attention. Availability of these resources sets limits to change managers.

Additionally, power and capability refer to limitations related to managerial operation. Change leader must have legitimacy and right as well as actual

power and influence to impose changes. If these are limited, manager must consider how to overcome these issues. If it is not the manager holding the power, who has it and how can manager involve this person to benefit from the power? Also the capability and previous experience of the manager are important factors. When manager has a lot of experience in leading change, the manager may choose more ambitious programme.

Apart from these factors mentioned by Balogun and Hope Hailey there are other, more general contextual factors to consider. Burnes (2009) mentions topics like developments in markets, work organisation and shifting nature of organisational boundaries and relationships. Johnson, Scholes and Whittington (2008) also name issues like history of the organisation, type of organisation and its culture. Organisations that have very long, stable or successful background are less likely to accept changes easily and fast. Burnes (p.338) quotes Miller (1993, 1994) and argues that the more successful the organisation has been in the past, the bigger the inertia and resistance to change. Similarly, prevailing culture of the organisation can have major impact in assisting or preventing the change taking place (Lynch, 2009).

2.5. Reasons for success and failure

Academics supporting emergent approach to change believe that there is no one correct way of managing change (Burnes, 2008). However, they do agree that there are five factors that either support and contribute to the change or inhibit and delay the change. When these factors are favourable, the odds for success are better. Yet, these alone do not guarantee success nor explain the failure. These five factors include only internal factors (see Figure 5), like organisational structure, culture and learning. Some organisational structures are easier to change than others as their hierarchy and relationships differ. The same applies with the culture: others are more open for changes meanwhile others are more stagnant and withdrawn. Learning organisations are constantly seeking ways to improve their operations and accepting new information. Therefore it is easier for this kind of organisations to adapt to new knowledge and ways of working.

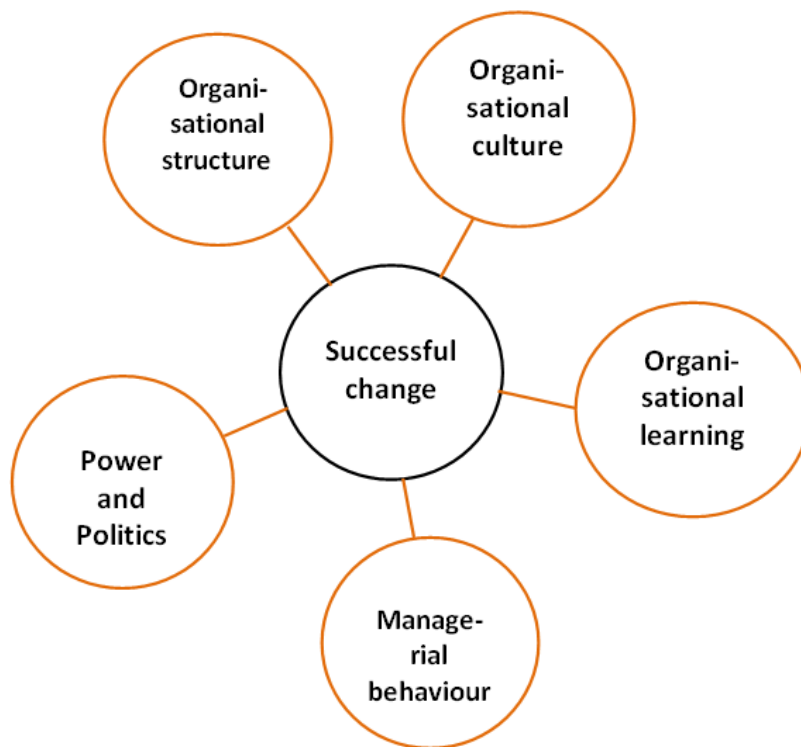


Figure 5 Factors supporting or inhibiting change

Burnes, B. (2009). *Managing Change: A Strategic Approach to Organisational Dynamics*. 5th ed. Reproduced based on Figure 9.2 on page 376

Managerial behaviour has also significant role in either promoting or inhibiting change. Managers may be distant directors and manage change from the top or alternatively act as encouraging coaches who support the change programme with their own example and by empowering teams. Similarly, many writers do agree on the important role of politics and power in change programmes (Burnes, 2008; Robbins *et al*, 2010, Lynch, 2009). As organisational change has influence on the status quo, it involves also politics and power. Change causes alterations in internal power balance as the skills and characteristics that are valued may change. Similarly politics are heavily involved. Campaigning and lobbying for and against change, building coalitions and regulation of information are all forms of politics that take place within the organisation during change programmes. These must be managed and understood for the change to be effective (Burnes, 2008).

Most common reasons for failure

In the change management literature there are various lists of reasons for failure and the topic has been studied a lot. For example, Kotter (1996 cited in Burnes, 2008) has created an eight point list of key errors that lead to failed change programmes.

1. Allowing too much complacency.
2. Failing to create a sufficiently powerful guiding coalition.
3. Underestimating the power of vision.
4. Undercommunicating the vision.
5. Permitting obstacles to block the new vision.
6. Failing to create short-term wins.
7. Declaring victory too soon.
8. Neglecting to anchor changes firmly in the corporate culture.

Other lists have very similar contents. CIPD (2009) has pointed out as most common themes having negative impact on effective change issues like lack of appropriate and effective project management, lack of effective leadership, insufficient relevant training and education, poor communication and resistance to change. Hughes (2006 cited in Lynch, 2009) lists complacency and failure to create short-term wins and to anchor achieved changes into the organisational culture. Additionally, he mentions underestimating the power of culture. Culture has a major influence on behaviour and is very much linked with values; it may have a key role in assisting or defeating change. Also failure to establish high enough urgency from early on can cause severe trouble later as the felt-need is not strong enough. According to Management Agenda 2008 survey (Personnel Today, 2008) the most common pitfalls causing failures are inability to maintain momentum (58%), not consolidating benefits (64%), failure to manage employee motivation (65%) and neglecting to learn from past changes (71%).

Resistance to change

Resistance to change is persons' or organisation's inability or unwillingness to accept changes that are perceived to be harmful, threatening or damaging (Huczynki & Buchanan, 2001). As the definition implies, resistance can occur on individual and organisational level. There are also two broad types of

resistance: to the content of change and to the process of change (CIPD, 2009). CIPD also distinguishes between passive and active, direct and indirect and behavioural and verbal resistance. Active resistance can mean for example taking part in strikes and demonstrations, while passive is more of withholding information, undermining change initiatives and increased absenteeism. Robbins, Judge and Campbell (2010) demonstrate also deferred resistance, where immediate reactions are very subtle, but subconscious resistance remains. It may surface later suddenly or triggered by another change initiative. This kind of resistance is extremely difficult to tackle as the origin of discontent can be difficult to trace. Resistance can also be additive and build on the existing resistance little by little. As a result any small change can become a major issue, if the piled up resistance surfaces.

Resistance is a major hindrance for effective change. It delays adaptation and acceptance (Huczynski & Buchanan, 2001; Robbins *et al*, 2010; CIPD, 2009). Only Robbins, Judge and Campbell mention resistance's positive aspects. They point out that resistance creates stability and predictability and it may also become a source of constructive conflict by causing a debate over the merits of the idea. Resistance is very common and it has been proven by numerous studies. Employees do not accept data supporting the change, but they cling on to any material proving otherwise.

Overcoming resistance is essential and can prove to be vital for the success of change. In order to be able to tackle it, reasons for resistance need to be identified. Possible triggers for resistance are ignorance, insecurity and anxiety, habit and low tolerance for change, economic factors, lack of trust and contradictory assessments (Burnes, 2008; Robbins *et al*, 2010). Most effective way to manage resistance depends on the reason for it. If it is caused by insecurity or lack of information, proper communication and discussion is likely to help as well as education. Conflicting personal interests and economic factors require participation and involvement. Additional methods are building support and commitment through positive and negative emotional triggers, selecting and employing people who are open for change to prevent resistance and the usage of manipulation, cooptation and coercion. It is also possible to undermine the resistance by making sure change is implemented fairly for all

parties. This way employees might see change as something negative, but they are disarmed from their arguments.

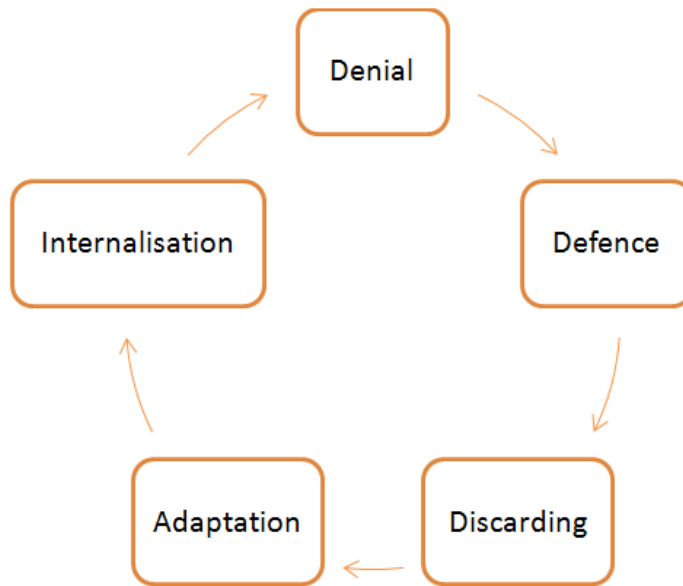


Figure 6 Coping cycle

Burnes, B. 2009. *Managing Change: A Strategic Approach to Organisational Dynamics*. 5th ed. Reproduced based on pg. 339-340

For most of people the initial reaction is denial, yet people react to changes differently. Other go through the coping cycle (see Figure 6) fast and might even skip some phases, meanwhile other may remain in the same phase for a longer period and even take some steps backwards.

3. Non-profit organisations

Non-profit sector, or third sector, includes all organisations that are neither run by the government nor businesses (Sargeant, 2009). These organisations exist to provide public good either to the society as a whole or to its members. Examples of organisations like these are charities, trusts, associations and similar institutions (Lynch, 2009). Sector is very diverse and includes many kinds of organisations: big international charities like the Red Cross, local charities, environmental groups like Greenpeace and associations of all kinds from small, like local sports clubs, to diverse international groups like world associations for guiding and scouting. Due to this diversity also the terms used vary. The common nominator is that these organisations are not driven by profits.

Non-profit sector is a big player in the economy, even though the work done is usually without remuneration. The work amount performed for non-profit organisations is vast both in terms of time and money. According to Urban Institute (2011:1), non-profit sector in USA included 1,5 million organisations in 2010, and contributed 5,4% of the nation's DGP. The sector provided more than 10% of economy's jobs and reporting non-profits had assets worth \$4,3 trillion in 2009. Also the amount of work is considerable: in 2010, 26% of adults volunteered, contributing 15 billion hours, which is equivalent to 8,8 million full time employees. Besides these enormous economic factors, non-profits have a huge impact on wellbeing and quality of life in the society (ILO, 2011).

The author will from now on focus on voluntary organisations, as they are the main interest of this dissertation. Also, when using term non-profits the author refers to voluntary organisations run mainly by volunteers.

Managing voluntary organisation differs from managing business as the context is different. First of all, the purpose of the organisation is different. It is not supposed to create revenue, but to provide products or services to its target group and fulfil its aims. Non-profits have often very diverse sources of funding. Sargeant (2009) gives an example of the sources for revenue (see Figure 7).

Sources of funding for reporting public charities, 2004 USA

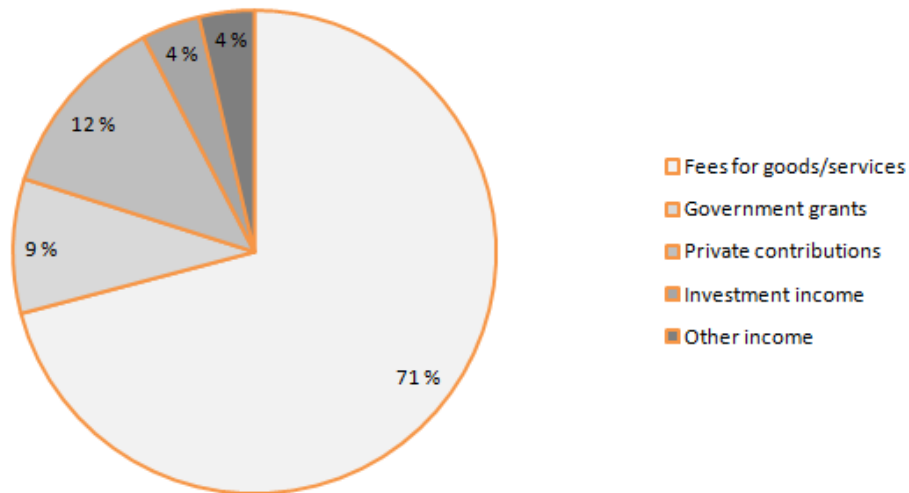


Figure 7 Sources of funding

Sargeant, A. (2009). *Marketing Management for Nonprofit Organisations*, 3rd ed. Reproduced based on figure 1.3 on page 14.

Fees for goods/services include naturally the revenue generated from sales but also items like membership fees. Many non-profits receive some support from government, for example based on activity or achieved goals. Similarly, many organisations have some forms of investment generating income.

This kind of funding has an impact on the management, as the organisation needs to raise its funding from various private, voluntary and other sources (Lynch, 2009). There might not be high continuity in funding, especially when the proportion of membership fees is low. Lynch (2009) discusses whether competition and competitive advantage have a role for non-profits. He points out that most non-profits need outside support and funding from either private donors or public funds. As these resources are limited, many non-profits compete for funding. He nominates the Asian tsunami as an example: majority of the funds available was targeted to help the victims of the tsunami, and as a result many other organisations had trouble raising sufficient amounts of funding. Also public goodwill can play a major role in organisation's ability to generate funds.

Voluntary organisations have also some special aspects of resources that they need to consider carefully (Lynch, 2009). As delivering the service and raising funds often relies heavily on volunteers, human resources become vital. Also skills and characteristics of the volunteers are important to be managed carefully, especially if delivering the service requires specialist skills. Meneghetti (1995) also points out that for many the reason for volunteering is very much based on the values of the organisation. This must be considered when managing the volunteers.

Motivators of volunteers have been studied a lot. A report of Institute for Volunteering Research (2009) nominates five broad categories for motivators:

- personal feelings
- personal needs
- altruism
- experience
- personal inducements

Also Meneghetti (1995) discusses the role of altruism. She defines altruism as devotion to welfare of others. She also points out that existence of altruism has been scientifically proven, but it is not universally accepted. However, in most studies willingness to help others is often cited as one of the main motivators (Helping Out, 2008; European Quality of Life Survey, 2011). People also tend to volunteer if they feel that the cause is important to them (Institute for Volunteering Research, 2009; Helping out, 2008).

Additionally, there are often more egoistic reasons for volunteering. People may choose to volunteer to get to know new people and make friends, to learn new skills and to help them get on in their careers. Often these reasons are instrumental: volunteering provides something valuable to the volunteer in return and improves the human capital of the volunteer (Bussel & Forbes, 2003).

For the organisation it is important to identify the determinants of volunteering, as they have an influence on what the person expects from volunteering. Therefore they should be considered in managing volunteers. As Bussel and Forbes (2003) point out, volunteers are like any consumers of services. They

volunteer for certain benefits and will only continue, if these expectations are met.

It is also widely noticed that the sector is undergoing major changes (Katsioloudes, 2008; Merrill & Safrit, 2003; Sargeant, 2008). The operating environment is changing, demographic changes and changes in use of time have altered the typical volunteer, globalisation and ICT have impacted the operations of the organisations and the need for improved professionalism in volunteer management is widely recognised. Due to increased demands of work life and number of voluntary organisations, there are fewer volunteers and less time available. This has increased volunteer attrition and dissatisfaction with the work they perform (Sargeant, 2008).

Strategic planning in non-profit organisations also differs from that of businesses to some extent. Many organisations may not see strategic planning important or part of their culture. Additionally, their resources are limited, as organisations are also managed and lead by volunteers, who may not be knowledgeable enough or do not have enough time and effort for thorough strategic planning (Katsioloudes, 2006). Lynch (2009) also reminds to consider the purpose of the organisation during strategic planning process. The original purpose, target group and context of the organisation should be borne in mind and compare these to the current context. Those aspects that are no longer relevant in current context should be restated.

These special features affect change management in voluntary organisations. As belief in the cause of the organisation is one main reason for volunteering for many, it is important to take this into account when planning change. Too massive changes may cause contradictions between personal belief and values and the values of the organisation. Lynch (2009) also points out that the strategic context is rather complex and therefore difficult to manage. As a result he recommends that radical change should be treated with caution, and incrementalism is better option in many cases.

3.1. Voluntary sector in Finland

Finland has strong traditions in volunteering beginning from 1840's. In Finland 36% of adults volunteered in 2010, of which 62% happens through formal

organisations (Kansalaisareena, 2011:3; GHK Consulting, 2011). Memberships are important to Finns, and about 80% of Finns are members to a voluntary organisation during their lifetime.

There has been a slight increase in the number of volunteers, but a dramatic increase in the number of voluntary organisations, which has created competition for volunteers among organisations. At the moment there are 127,000 registered voluntary organisations, of which 67,000 were active in 2007. During this decade more voluntary organisations have been established than ever before, and between 2006 and 2007 alone there were 17,000 new organisations (15% increase from 2006) (GHK Consulting, 2011).

Major challenges for voluntary organisations are attracting new volunteers and coordination and management of activities. It has become especially hard to get people to commit in long-term and in positions with responsibility. Management of activity would require more specialist skills and proper coordination to keep members satisfied. Additionally, management is complicated by complex bureaucracy and changing funding and taxation regulations (GHK Consulting, 2011).

4. Guiding and scouting

4.1 History of scouting and guiding

Scouting was launched in 1907 in Great Britain, when former military officer Baden-Powell tested his training methods in a camp organised in Brownsea Island in 1907 and published a book *Scouting for Boys* in 1908 based on his experiences. He did not plan to establish a whole new association, but after his book became an instant success all over the world and Boy Scout Rally in London in 1909 gathered 11,000 participants, he began to organise Boy Scout Movement. Simultaneously began the Girl Guide movement, first lead by Baden-Powell's sister Agnes. Movement spread very fast: 1910 there were already 100,000 scouts in United Kingdom and nearly all European countries had scouts before World War I. The first World Jamboree (jamboree is a name for international camps) took place in 1920 with 8,000 participants. At the moment there are about 38 million guides and scouts in more than 200 countries. (WAGGGS, 2011; WOSM, 2012A; Suomen Partiolaiset, 2009; Suomen Partiolaiset, 2011A)

The first scout groups in Finland were founded in 1910. Due to Russian dictatorship, scouting was illicit in Finland in 1911–1917. After that, popularity of scouting started increasing, and increase in memberships continued straight until 1960's (excluding the WWII years), when political movement began to erode scout movement's popularity. At that point scouting was seen as outdated both inside and outside the movement. 1972 all the Finnish scouting and guiding associations were combined to one common association for both girls and boys, Finnish and Swedish speaking members and all religions. After that the next period of growth began and it ended only at the beginning of 1990's. Since then the number of members have been declining (see appendix). At the moment there are 60,000 scouts and guides in Finland all operating under one association, which is a rarity worldwide. (Paavilainen, 2010; Suomen Partiolaiset, 2011B; Suomen Partiolaiset, 2009)

4.2. Organisation of Guides and Scouts of Finland

Since the beginning of 20th century and eight national scout and guide associations, the system has been simplified a lot (Paavilainen, 2010). At the moment there is only one national association, and all operations happen under it. Inside the national association there are 10 geographical districts and one district for all Swedish speaking guides and scouts (Suomen Partiolaiset, 2011A). Majority of the activity takes place in troops (local units with 20 to 200 members). At the moment there are 779 active troops (Suomen Partiolaiset, 2010). The highest administrative power is held by the biannual general meeting and between the meetings a scout council (Suomen Partiolaiset, 2012B). Executive power is used by the board. Each district is represented in the scout council based on its size.

4.3. Ohjelmaudistus 2010 –project

As the number of members had been decreasing for years, a period of radical change began at the beginning of 2000's. A new scout program was developed at the beginning of 80's based on old traditions. This program was only slightly updated in 90's. Therefore it was felt that major changes were now needed to make scouting interesting again for the IT generation of 2000's. The following reforms took place 2000–2010 (Paavilainen, 2010):

- 2003 District reform, which aimed to reduce the number of districts from 18 to 8 – 10.
- 2005 Outfit reform
- 2006–2008 Charter reform, which restated the foundations of guiding and scouting, though no major changes were done
- 2006–2008 Program reform, which included
 - Reform of educational tasks and goals
 - Reform of scout method
 - Reform of scout ideals and scout law
 - Age section reform: transition from three age groups into five
 - Reform of activities
 - Updating the training system to meet the new requirements

These changes took place to enable scout movement to perform its educational task better, to consider the psychological development of children better, to enable teenagers' participation for their own development instead of making it only for the younger, and to stop the downward trend in memberships (Suomen Partiolaiset, 2012A).

5. Aims, Objectives and Methodology

The aim of this dissertation is to create an understanding of change management in voluntary organisations. This is done by mapping relevant theories related to change management through literature search and by reviewing the literature especially from the perspective of voluntary organisations. Practice is studied through a case study of Guides and Scouts of Finland. Objectives of this dissertation were to understand the relevant theories, to find out how an actual change project was managed in a national voluntary organisation and how the members perceived the change. This approach provides knowledge about the current situation and indicators of its success. The results of this dissertation may help the members of this and similar organisations to develop their change management practices.

The actual work is done in phases. At the initial phase the author prepares a literature review for a theoretical framework of the work. The second phase of the work was to carry out a descriptive research based on secondary sources about how the project was carried out. This phase provides information about the actual practices used during the program reform. At the third stage an exploratory research is carried out to discover the members' thoughts about the management of the program reform. These results are compared to see whether they are congruent.

The primary research is a quantitative research carried out through a survey. The target population of the survey are the leaders of the scout and guide movement in Finland. This includes all members aged 15 or above. The sample was chosen through random sampling. The electronic survey form was distributed through Facebook-sites used by members. Link to the survey was published on six different groups, one of which was a general site for scouting in Finland, two targeted especially for leaders and three sites of individual districts. Together these groups have almost 9,000 fans or members, though some members belong to several groups. Five of these groups are public and show their content to non-members also which made the survey open for all scouts and guides. The survey received 82 responses in a week. Majority of the

questions in the survey were claims with intensity rating scale to enable easy analysis (see appendix 4).

There are very few ethical issues with the survey, as it is targeted for adults and young over 15 years. All answers were anonymous and confidential and this was also communicated to the respondents. All responses were based on voluntariness and there was no remuneration for taking part. As a result respondents were more likely to be motivated and honest.

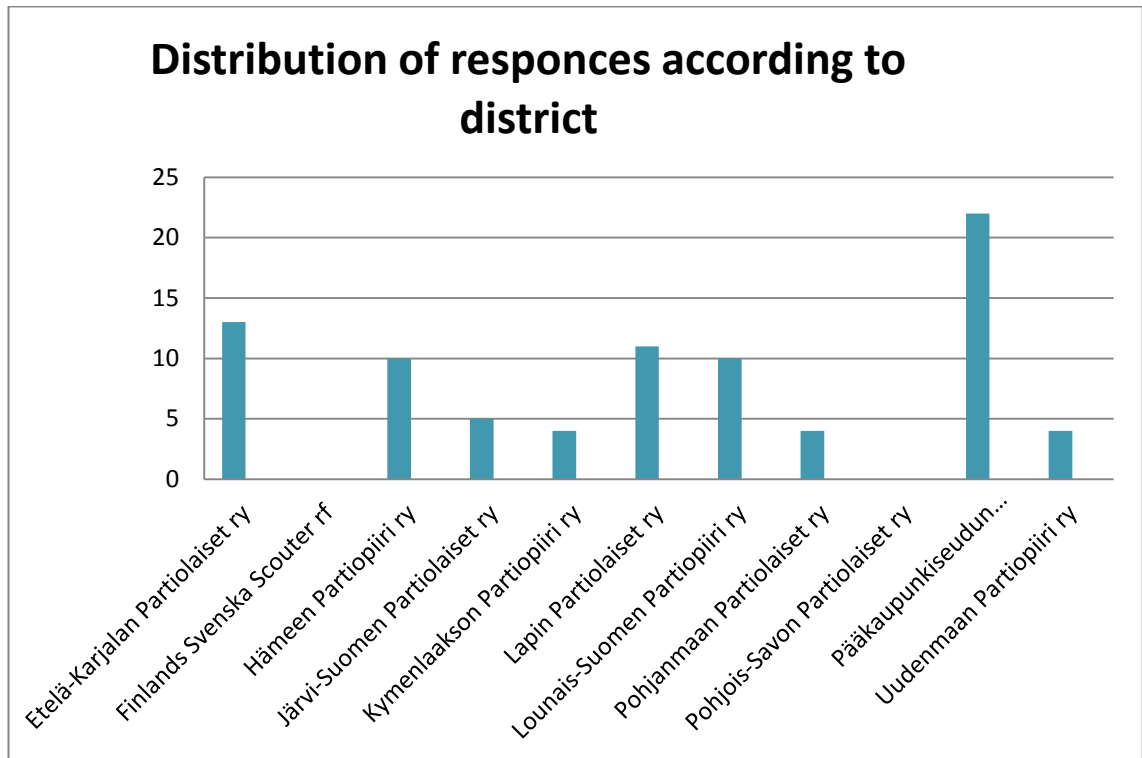


Figure 8 Distribution of responses according to districts

Credibility of the research is somewhat weak as the number of responses is low compared to population. Some districts were more influential on the results than others despite their number of members. This has significance as there are clear differences in opinions between districts. Therefore it is likely that another research with different response structure is likely to result in different results.

Validity of the research is also limited due to same reasons. Problematic sampling causes most of these problems. In addition to the district division discussed above, the demographics of the respondents do not represent the reality: 41% of the respondents had wood badge training and 43% scout leadership training as their highest scout training. This does not represent the

reality as majority of adult leaders have scout leadership training yet only a fraction take part in wood badge training due to it being very demanding. The link was published in Facebook groups of three districts which biased the district division of respondents. Similarly, relatively short answering time and the fact that only most active members are involved in scouting related Facebook groups regularly biased the results. Those active in Facebook are also likely to be active in numerous groups, be well aware of issues and enthusiastic.

Other limitations relate to relatively high item non-response. All respondents did answer to all questions, but the number of those choosing alternative “Don’t agree or disagree” was remarkably high on some questions. Nearly 21% of all answers were neutral and per question the proportion varies between 0% and 54%. Additionally, as Collins and Hussey (2009) point out, internet based surveys have become so common that it has become hard to attract respondents and the results may therefore be biased.

6. Research findings

This chapter of this dissertation is based on Heinonen, Schildt and Ertimo's book *Partio muutoksen tuulissa 2001-2008* (Scout movement in the winds of change 2001-2008) published in 2011. It summarizes the project's closing report and the factors that impacted the project. Authors point out that the book is subjective view on the matter as they were all involved in the project group. All references marked here refer to this book unless otherwise stated.

The background of the project reaches the general meeting in 2000. A strategy was developed in the meeting and one major aspect of the strategy was to implement major changes to become more attractive. This included nothing specific but a broad decision to explore and develop all necessary areas. The actual renewal of the program began in 2006 after the national board's commission. (pg.1)

The preliminary work was carefully done. Numerous researches done by both the organisation itself and outside research institutions showed that the image of guiding and scouting was outdated and withdrawn. Exit-research in 2006 highlighted that the major reason for leaving the organisation was lack of stimulating activity and poor quality of activity. Also the surrounding environment was analysed: it was obvious that the tastes and thoughts had changed. (Chapters 2, 8:2)

This change event was very much intentional and brought about the members themselves by a clear decision. It was also of emergent nature: the initial aims were only to be better able to provide educational and fun activities for young of all ages between 7 and 22 years. The areas involved and the ways to get there did evolve a lot during the project and new areas were included to the project to achieve comprehensive results. (pg.49)

At the beginning of the project one of the main targets was to communicate the need for change to the members. First message to be sent to the troops was the need for change and primary goal of communications was to provide all scout actives information about the reasons, goal and circumstances of the project. The communications group had defined three main messages to get

cross to the members. At the initial stage of the project, the aim of communication was to increase the members' readiness for change and improve the members' awareness and interest in the matter. (pg.55 and chapter 6:5) These are consistent with Lewin's Three step model and unfreezing step. Also the importance of felt-need is appreciated. Management team estimated at the end of the project that the project team considered the change management aspect well. Based on closing report it seems that information got through to the troops and the project organisation received signs of understanding from the troops. According to the research, this message got clearly through to the members as 69% of the respondents stated that the reasons behind the renewal were clear to them as shown in the figure below. Members also appreciate the importance of developing the movement to keep topical and fresh. 97% of the respondents felt that developing scout movement is somewhat or very important.

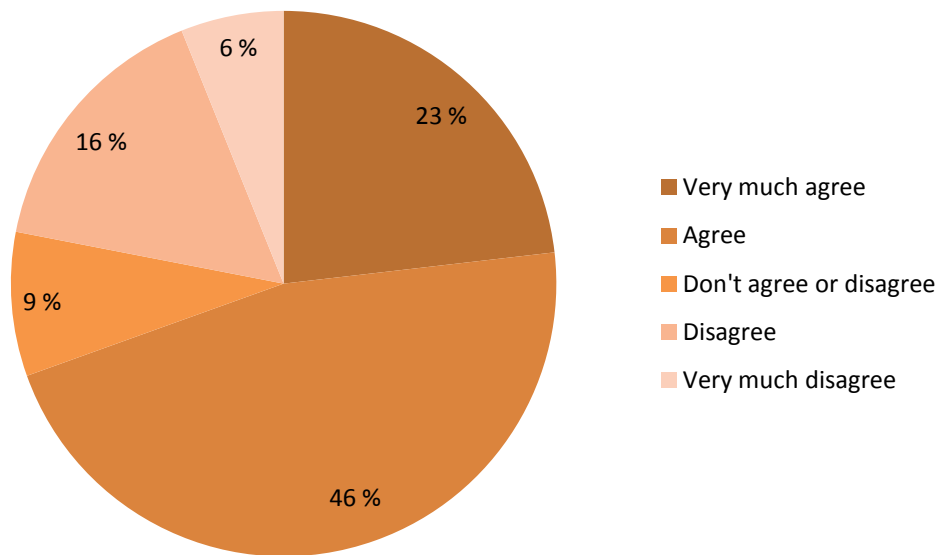


Figure 9 The reasons for changing the program were clear to me

At the initial stage of the project it was also essential to create good atmosphere to support the project. Having a positive atmosphere has major impact on the likelihood for success as it improves the members' participation and involvement. Additionally, positive atmosphere is also likely to reduce resistance and hence improve the likelihood of implementing the changes. This is

particularly meaningful in a voluntary organisation. Positive attitude was also stated as one of the communication goals. The project organisation seems to have done reasonably good work on creating the atmosphere, as slightly more than every second respondent agreed that the change was indeed carried out under positive atmosphere (see figure 10). Though, the results here are not quite as impressive as they were with the reasons for change.

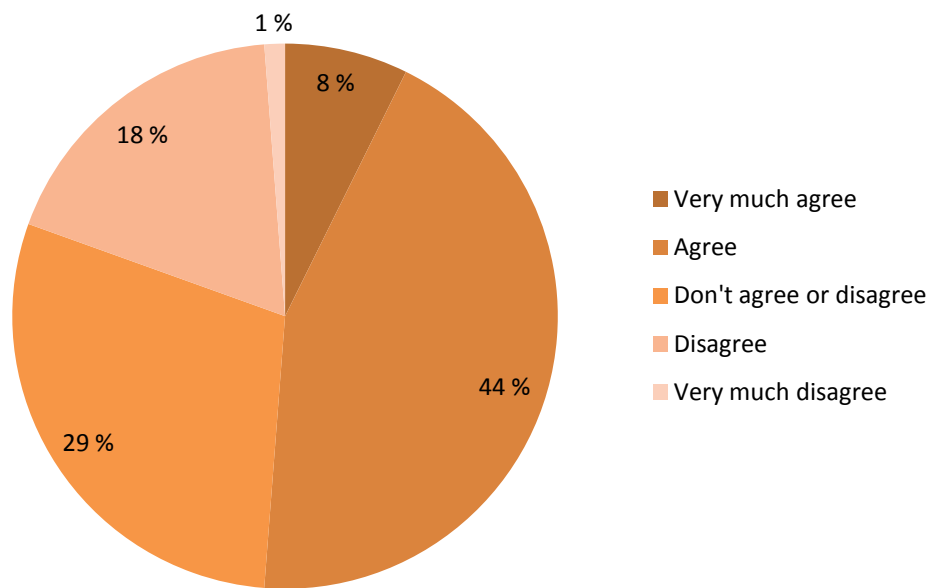


Figure 10 The change was carried out under positive atmosphere

When asked about their initial reaction and attitude towards the change project slight majority considered their reactions negative (48%) when 40% considered themselves as positive. It is also worth noticing that the proportion of those very much agreeing to the claim is 20%, which is exceptionally high among the research results. Same trend applies when the respondents were asked about their perceptions about their fellow scouts' attitudes. 56% thought that their fellow scouts were not keen on the reform. It seems that the feelings and impressions were rather negative at least at the initial stage of the project. Later on the attitudes seem to have softened and changed, possibly due to project organisation's efforts, to more positive.

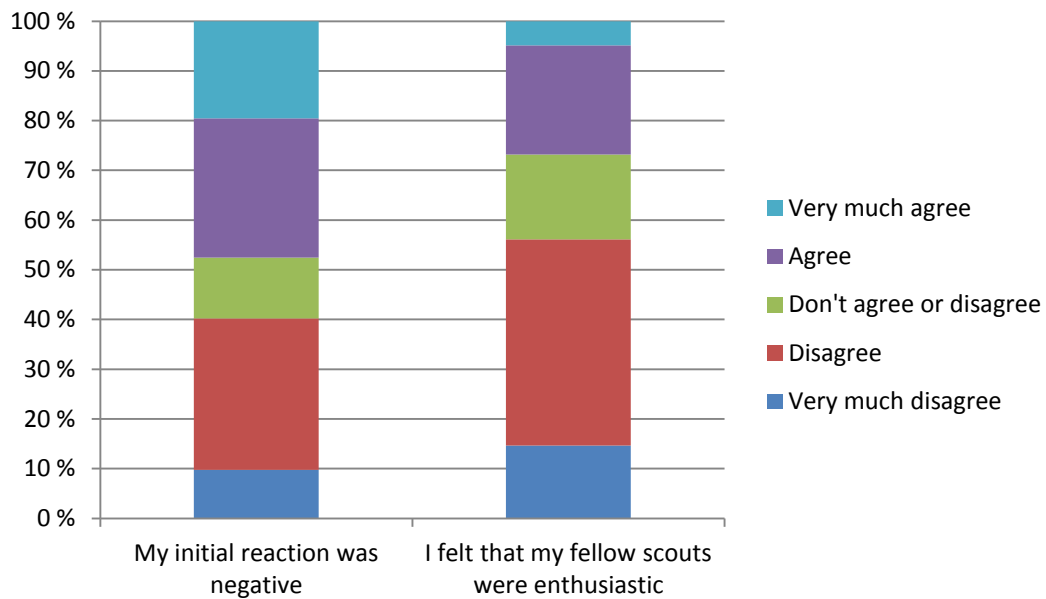


Figure 11 Feelings about the change were rather negative

The initial attitudes also reflect the background of the districts. Scouts in Lapland (LP, in Figure 12) and in Ostrobothnia (PP) are clearly more negative than other districts. The author assumes this is at least partly due to geographical reasons: these areas have lower population density, distances are longer and majority of young adults move away for education. New program caused problems as there are no enough leaders for the groups due to increase in age sections. Also, the capital region is perceived to be far in the south and the mental distance is often even greater than the geographical distance.

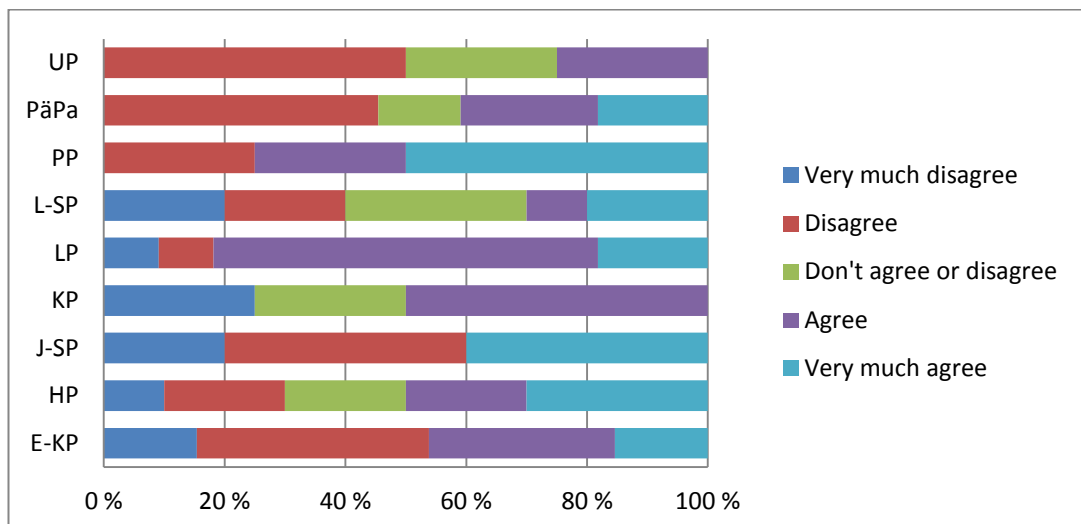


Figure 12 My initial reaction was negative, distribution according to districts

Schein (1996 cited in Burnes, 2009) identified three important factors to support the creation of felt-need (see chapter 2.3) and one of these factors was creation of psychological safety. As program reform was part of a set of reforms carried out simultaneously, there was a risk that negativity towards these changes would have an impact on this project as well. This was even noted in the risk assessment of the project. To some extent this became an issue, as district reform that took place simultaneously with the start of Ohjelmaudistus faced heavy resistance. District reform became really politicized matter and some districts refused to obey the decisions. This made members of those districts very guarded when it came to national reforms. Also some districts felt that their resources limited their possibilities to manage two major reforms simultaneously. (pg.67) This is also evident to some extent in the research findings. 54% of the respondents chose the alternative "I don't agree or disagree", but after excluding these answers, 66% stated that simultaneous reforms did have impact on their opinions and attitudes. Additionally, these answers came clearly from those districts that were most involved in the district reform (see table 1).

Table 1 Simultaneous reforms had impact on my attitude
Distribution of responses according to districts

<i>District of the respondent</i>	<i>Per cent of respondents agreed or very much agreed</i>	<i>District's role in the district reform</i>
Etelä-Karjalan Partiolaiset ry	31%	Refused to be part of a new district and remained independent
Hämeen Partioipiiri ry	30%	A smaller district was joined to Häme
Järvi-Suomen Partiolaiset ry	20%	Was formed in the reform
Kymen Partioipiiri ry	50%	Refused to be part of a new district and remained independent
Lapin Partiolaiset ry	0%	No changes were suggested
Lounais-Suomen Partioipiiri ry	60%	Was formed in the reform
Pohjanmaan Partiolaiset ry	50%	Was formed in the reform
Pääkaupunkiseudun Partiolaiset ry	27%	No changes were suggested
Uudenmaan Partioipiiri ry	25%	No changes were suggested

There has been a lot of conversation about the timing of the project. Project was decided to carry out simultaneously with other reforms as it was considered to be easier to change everything at once. Also the project's own timetable was questionable. Closing report clearly states that it was impossible to keep to the timetable, as certain parts of the project took more time than estimated. As a result, materials were not ready when they were supposed to and therefore getting familiar with the new program was delayed. Yet, the dead line of changing into the new program was not changed, which gave the members and the troops little time to internalize and implement the new system. In the closing report this is considered as a major problem the project faced. However, it seems that it was not that problematic for the members. The responses are very much divided, and remarkably big proportion of respondents strongly agrees

that the pace was indeed too fast. Yet, more than every third did not consider this as an issue as described in figure 13.

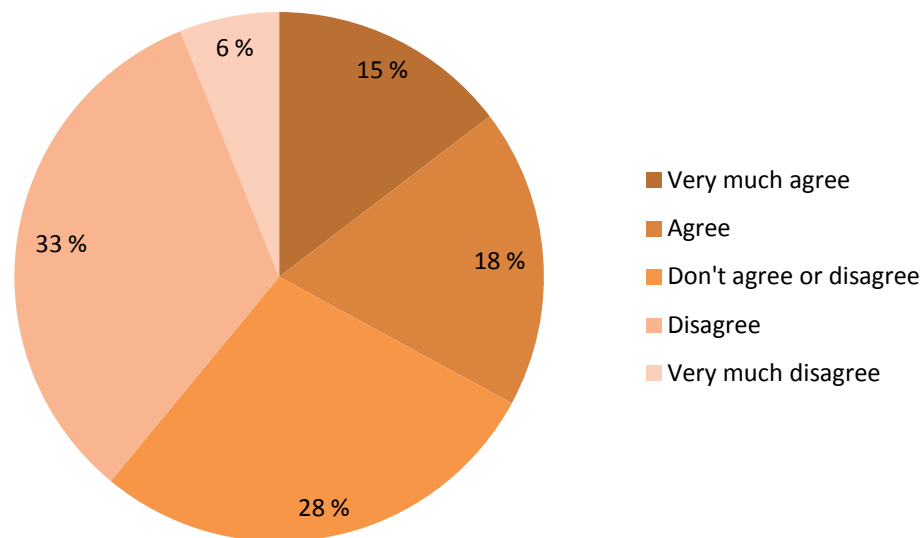


Figure 13 The pace of the change was too fast

There were also comments on timing and they are all negative. One respondent stated that these changes were too wide to be handled simultaneously, and another complained about the board of national association for hurrying the change too much. It was also stated that the lack of materials due to delays caused suspicion and irritation in the troops. The project group should have allowed more time for getting familiar.

Timing had also an effect on the success of communication and involvement. For example CIPD has listed communicating and consulting the stakeholders as factors that contribute to successful change (see Chapter 2.3). Also on this project open and versatile discussion was set as one of the main communication objectives as well as involvement of the scout leaders on all levels: national, district and most of all troop level. During the project the communication aimed to activate members and to increase their willingness to participate. However, these were not achieved. One major tool planned for discussion and airing opinions was an internet-based network called Vaikuttajaverkosto (Network for involvement). The network was not successful as it did not attract enough participation. When this network was not functional,

there was no alternative media for discussion. (pg.56, 65) According to the survey 67% of the respondents were not aware that such network existed.

After the failure of the network for involvement the remaining methods of communication and feedback were very much restricted. Basically this happened only in events where the project team was present, like in national celebration of 100 years old scout movement in Tampere in 2006, meeting of extended committees and introductory events of the new program. Being able to air ones opinion through these methods required participation in these events and encourage and motivation to go and talk to the project members. At times the decision making process was perceived to be covert. This was the case when deciding names of the age sections. There had been a competition where anyone could suggest the names, but too few were aware of this. (pg.52, 56) Additionally, due to the timetable being very tight it became impossible for the project to have a break in meaningful points to spend some time for public conversation. This was one of the recommendations the project group made for future projects.

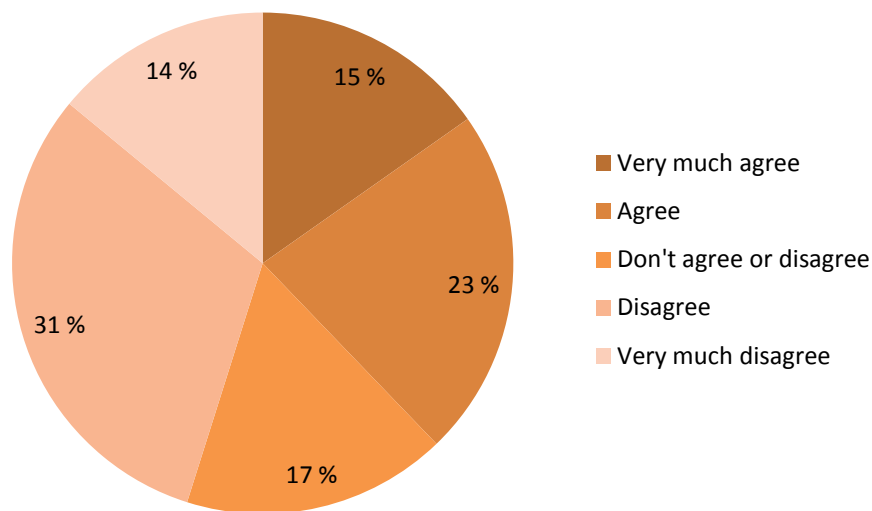


Figure 14 I had a possibility to take part and give feedback

Regardless of the problems with open discussion and giving feedback more than third of respondents felt that they had a possibility to take part and give feedback as described in above figure. Respectively, almost every second did not believe in their possibilities on impacting the project.

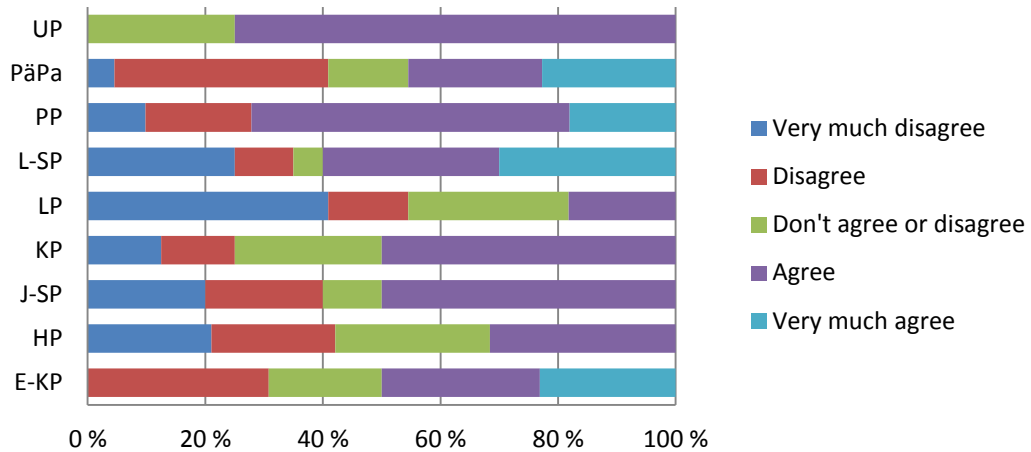


Figure 15 Perceived possibility of taking part and giving feedback, distribution according to districts

Also here major differences can be seen between the districts. Again, Lapland (LP in the figure above) seems to have perceived their possibilities to impact the change project very low. Only 18% agreed at least some extent to the claim, whereas 41% strongly disagreed. Uusimaa (UP) and Ostrobothnia (PP) seem to give very positive answers, which are partly explained by the small number of responses.

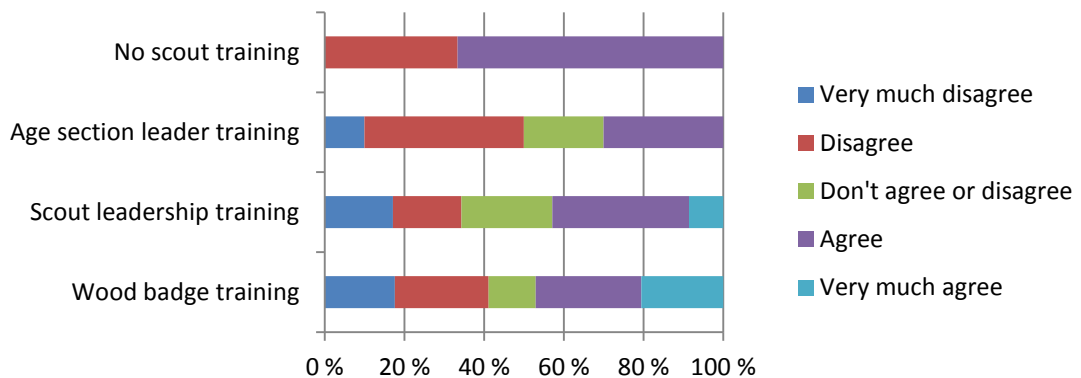


Figure 16 Perceived possibility of taking part and giving feedback, distribution according to scout training

The perceived possibility to affect seems also to depend on the level of training the respondent has. This is likely to be explained by more focal position in the organisation with higher training.

Providing sufficient information for the stakeholders in order to keep them updated and aware of what is happening is highly important. This way the project organisation is able to maintain the stakeholders' trust and shows that the stakeholders are valued. Once again, this is even more significant in voluntary organisation due to the great role of human resources. There were some issues with the delivery of information, but they were not as remarkable as with the discussion. The project had defined as one of its contact group the communications department of the national association. Project was supposed to take advantage of the existing media like Partio-magazine for the members. There were some major difficulties in creating cooperation with these media. It was difficult to get articles published in the Partio-magazine. A former magazine for leaders now published in the internet did not reach the members as well as it had used to, and its alignments were not supporting change communication. As a result the project lost some synergy benefits. It is also stated in the closing report that communication to troops had been mysterious throughout the project as the team was affright of spread of wrong information. Therefore they chose not to release certain information to minimize the risk.

The closing report states that information was available for those in need of it throughout the project, though it was unclear if it had reached its targets. Regardless, the respondents of the survey seemed to be rather satisfied with the availability and quality of information (see Figure 17).

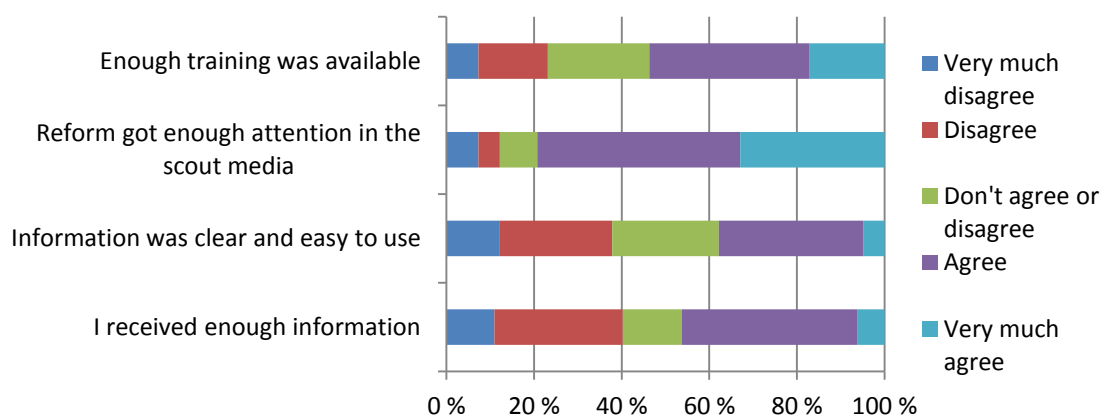


Figure 17 Respondents' satisfaction with availability of information and communication

It seems that the level of satisfaction with the provided information is dependent on the level of scout training the respondent has. A clear trend is visible in the figure below. The higher the level of training, the more the respondent is dissatisfied with the amount of information made available during the reform.

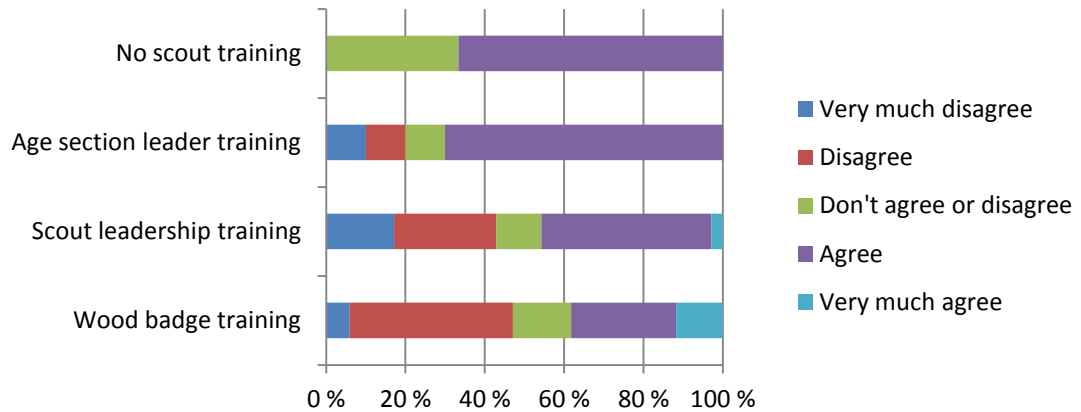


Figure 18 I received enough information during the reform
Distribution according to the level of scout training

At the end of change project it is important to aim to refreeze the reached situation according to Lewin's Three step model. If this is not carefully done, the members of the organisation are likely to get back to old habits. In this case that would mean troops 1) deciding to continue as they were, 2) not to complete the change and continue with what has already been changed, 3) deciding to choose only the easy parts or 4) combining the old ways of doing things with the new names and thus creating a mixture of the old and new. It is known that not all troops have changed into the new program. In the closing report it is stated that 22% of the troops aimed to start implementing the new program in fall 2008. According to resent study (2010) 86% of the troops were using the new program, when 10% was combining the programs and 3% were still using the old program.

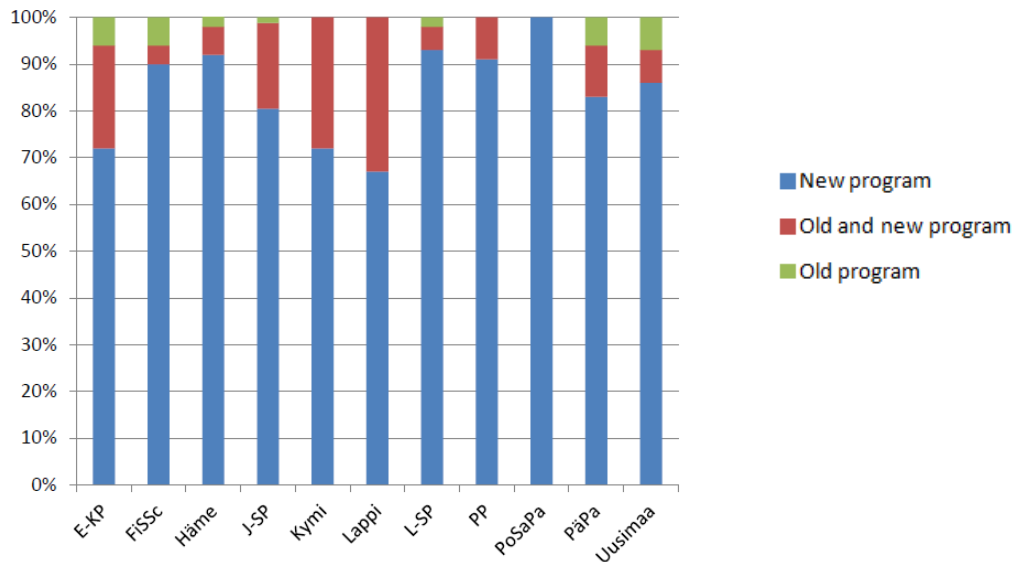


Figure 19 The use of new and old program in 2010
Suomen Partiolaiset ry, *Tilastot 2010*

However, this figure does not reveal whether the activity truly is in accordance with the new program. A study published in 2011 reveals that in the younger age sections activity is often at least fairly close to the requirements of the program, but in the older age sections, especially explorers (15-17 years, “Samoajat”) and rovers (17-22 years, “Vaeltajat”), there is more to develop (see figure 19).

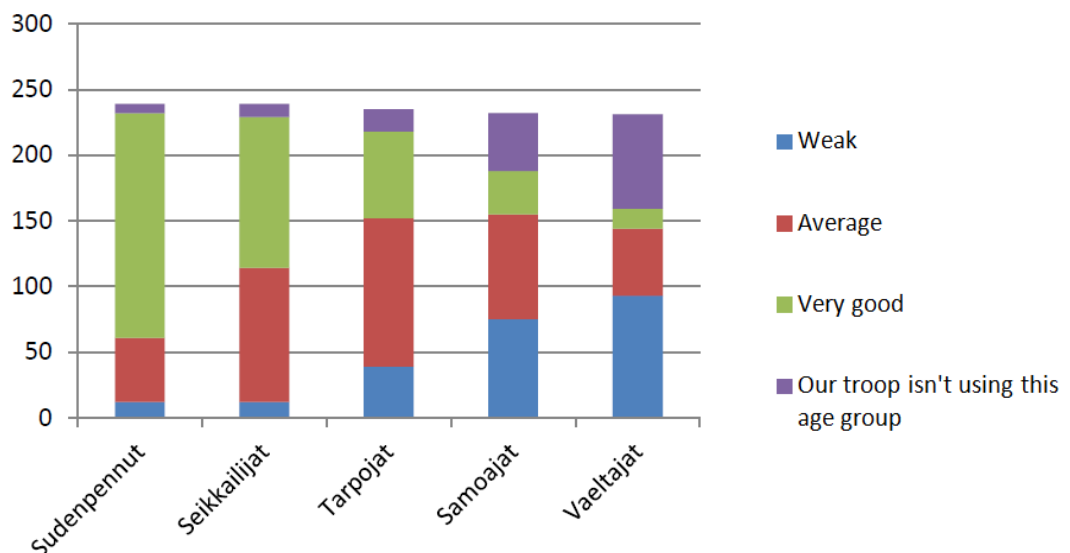


Figure 20 How well are the age groups working in your troop?

The age sections from left to right: cub scouts, adventurers, trackers, explorers and rovers.

Therefore it seems that the refreezing stage was not a success, nor was the project as a whole as the change has not been completed in all troops. However, the majority is working to achieve the goals and requirements of the new program.

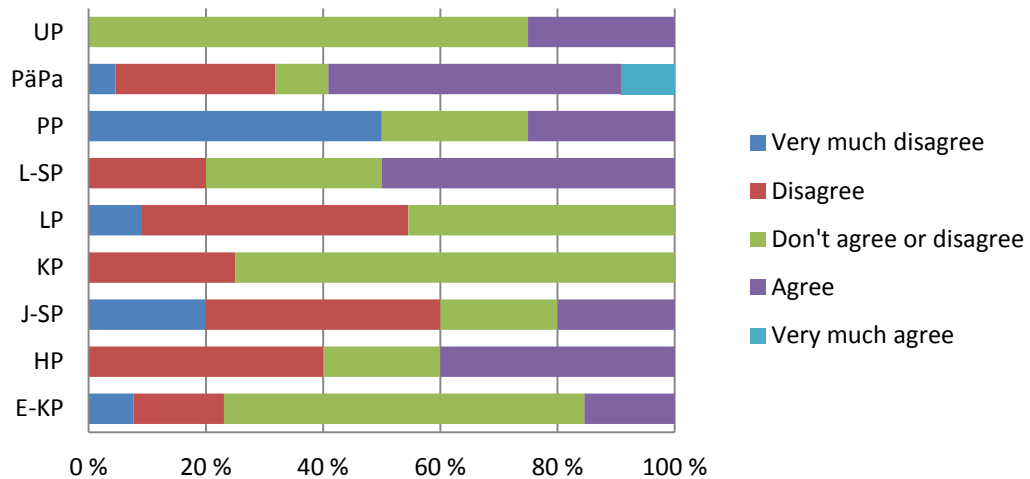


Figure 21 I am satisfied with the way the project was carried out

In the survey made for this dissertation it was found out that there are great geographical differences in the levels of satisfaction. It is worth noticing however, that the proportion of neutral answers is very high on some districts. Though, it can be seen that in capital region (P&Pa in the figure above) the satisfaction is greatest. Similarly it is fairly safe to say that Lake Area (J-SP) and Lapland (LP) are least satisfied with the project.

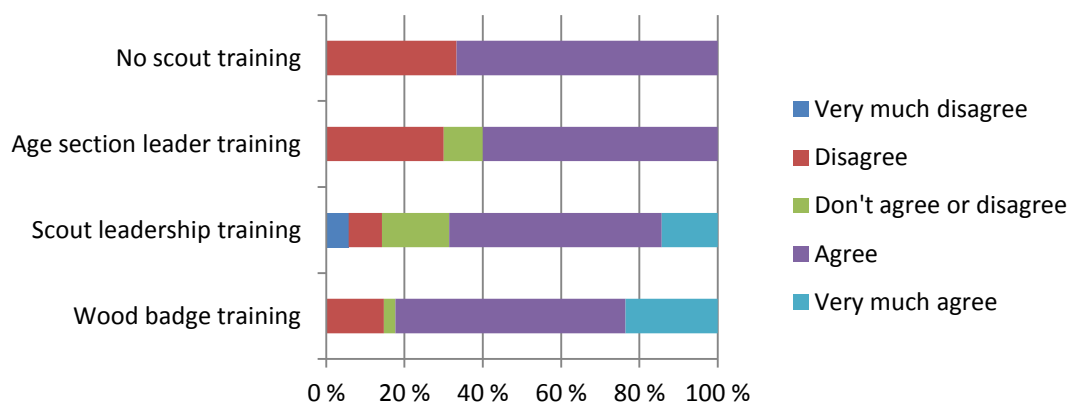


Figure 22 Level of satisfaction according to level of scout training

Figure 22 shows a clear trend in the level of satisfaction according to the level of scout training. Those who have taken wood badge training are clearly the most satisfied group among respondents. This might be due to them having most experience and most realistic expectations. Also this group was likely to have the best opportunities to express their opinions as they are more likely to have extensive networks and connections due to their experience.

The program reform created new age sections and program, educational goals and tangible activities for those age sections. The closing report states that the outcomes form a good, uniform whole and that it was taken with enthusiasm.

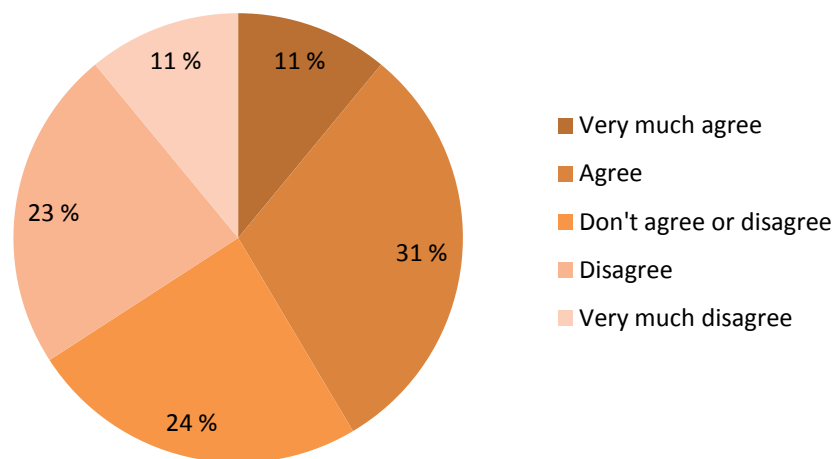


Figure 23 I looked forward to the outcomes of the reform

In the survey it was found out that slight majority of the respondents were looking forward to the outcomes of the reform. Yet, about every third was not enthusiastic about the outcomes and results of the reform. This is fully natural, but it would have been better for the project if the number of the pessimists would have been lower.

Also in this category there are great regional differences. South-Western Finland (L-SP) was the keenest on the outcomes of the reform, whereas Lapland (LP) was once again most negative. In Lapland not a single respondent was looking forward to the outcomes of the reform. Häme (HP) was also surprisingly negative.

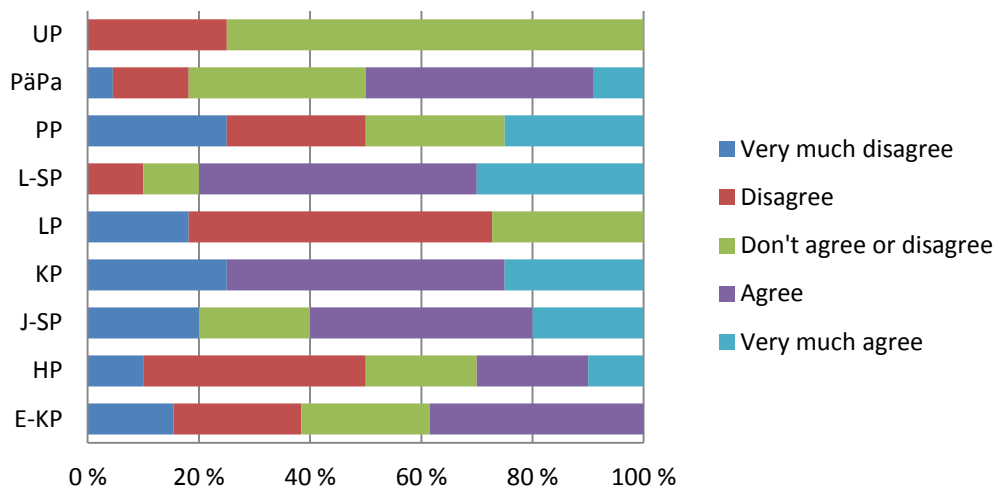


Figure 24 I looked forward to the outcomes of the reform, distributed according to districts

One of the initial aims of the project was to make scouting and guiding more attractive to be able to stop losing members. The closing report was not able to discuss these matters as they must be measured and evaluated in the future. At the moment it seems that the movement has not been able to stop the decline in memberships. At the end of July 2011 there were 55 797 members in the membership register, which is lower than in decades (see figure 25 and appendix 3).

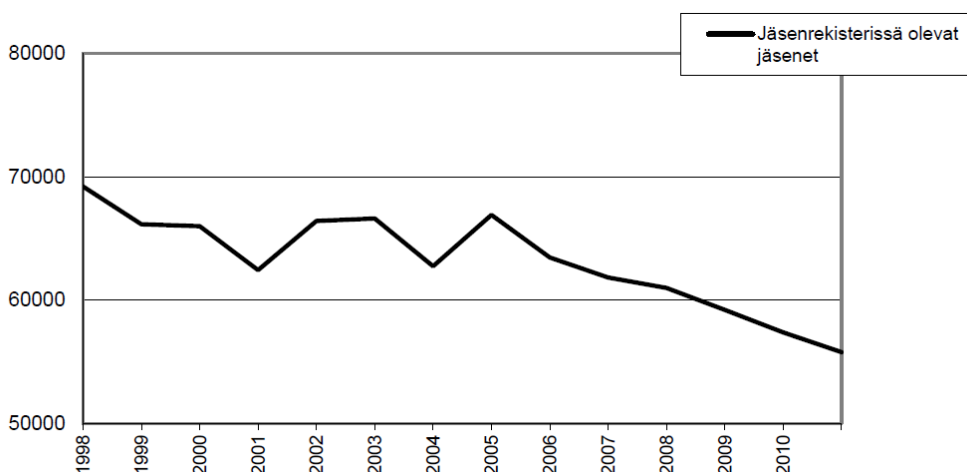


Figure 25 Members in the membership register 1998-2011
Suomen Partiolaiset ry, *Jäsentiedot ja lpkj-barometri 2011*

In the survey the respondent found that the new program was successful (over 70%, see figure 26) after using it for approximately two years. Based on this result, it can be said that the project was successful. Additionally, almost 50% of the respondents considered the renewed scouting more attractive. However, as one respondent noted in the comments, it is not enough to update the program if it is not communicated outside the movement to allow people outside the movement to see the updated program as well.

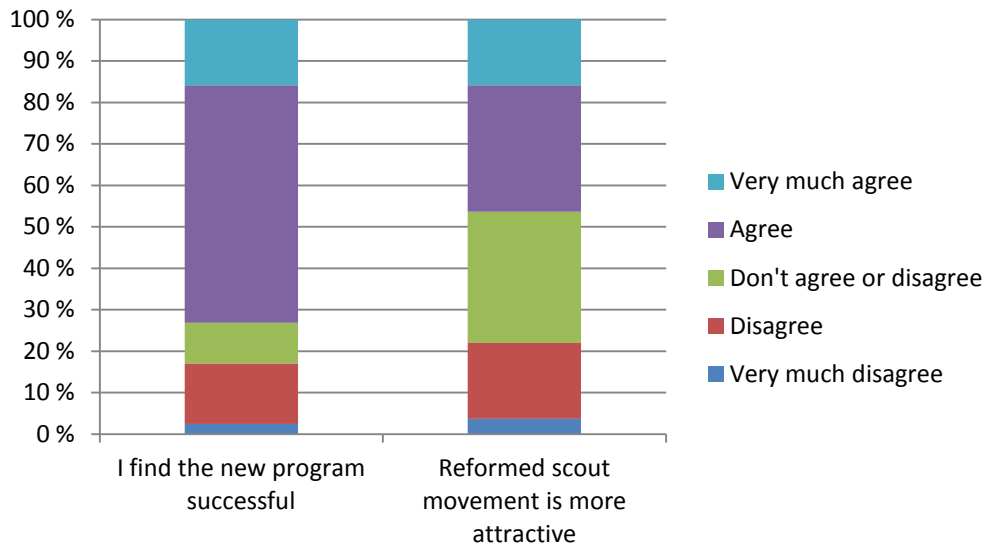


Figure 26 Opinions about the new program

It seems that regardless of some problems the project has succeeded in getting the message across to the troops, it did manage to create an interesting and attractive program that the members are satisfied with. It is not yet clear whether the project achieved its goals in stopping the decline in memberships, but it has at least made some important reforms that the members can benefit.

7. Conclusions

Change management is very broad topic and possibly the scope was too large for Bachelor's thesis, as many relevant areas were left out. However, as the aim was to examine change management in general in voluntary organizations, the approach was justified. The aim of this research was not so much to investigate causal relationships as to collect descriptive data about the members' opinions about the success of the project, which may reveal new problem areas to be carefully considered in the future projects.

Katsiolouides (2006:246) writes about non-profit organisations' limited resources to carry out strategic actions:

“...NPOs depend on the services of volunteers both to serve on their boards and also to carry out other activities. In most cases these volunteers are not knowledgeable about strategic planning, or even if they are, they don't have enough time to devote to the process.”

However, this is not the case with scouting and guiding in Finland. The closing report states that nowadays the employees in headquarters and in district offices have academic qualifications as well as majority of volunteers, at least those who took part to the renewal project (Heinonen, Schildt, Ertimo, 2011). It also seems that those involved were really committed, as regardless of the enormous amount of work that was undertaken, everyone was involved on voluntary basis and had a full time employment elsewhere. In smaller organizations the situation may be different, but in this national, educational organisation with about 30 employees and 60 000 members, this seems to be the current state of matters.

The reform seems to have been rather successful, according to the results of the survey. Also, the working group seems to have identified very well the issues where they were not successful. The only conflict seems to be with communication. The closing report states that they managed to get the message behind the reform through to the members, and that the members were positive about the change. The results show that the initial reactions and

perception were very negative, but they did turn into positive towards the end of the project everywhere else than in Lapland, where the project group was not able to manage and handle resistance.

The aims of the change project were to become more attractive and be able to stop losing members. Renewed program was to be in use by the autumn 2010 in majority of troops. The latter seems to be the only one that has been achieved. It is not yet fully reliable to estimate whether the program has made scouting more attractive, but the results of the survey suggest that the members of the organisation are not convinced. Similarly, the movement keeps losing members and today there are fewer members than ever since the mid 1950's (Suomen Partiolaiset, 2011C; Paavilainen, 2010).

The working group considered also the issues impacting change management fairly well. The closing report notes that all the three steps of Lewin's model did take place. This was not fully conscious and the steps were not completely by the book, but they were functional both in theory and in practice (Heinonen, Schildt, Ertimo, 2011). Also issues like resistance and involvement were considered. The project did face some issues and problems, but they were mostly dealt with success.

The change project can be compared to one that takes place in a business organisation. In both cases most of the people involved do have an academic qualification, but not necessarily experience in change management, which is still a specialist skill. Similarly, in both contexts the basic theories related to change management are considered to some extent, but they are not necessarily carried out throughout the project. There are always some problems and they are dealt with in both types of organizations with similar likelihood of resolving them. Apart from these practical issues, the basic theories are the same in both types of organisations at least when the non-profit is big. The major difference is the impact of volunteers that the non-profit needs to consider besides other theories and issues.

In this work the author had a broad perspective instead of focusing on any specific area of change management. Due to this and the limitations discussed earlier (see chapter 5), this research serves as a broad outlook. To understand

and evaluate certain areas more closely, more detailed research is needed. An example of such topic is the communication of the project. The literature used in this dissertation has given a comprehensive image about the theories and the project, but it became obvious that change management from the perspective of non-profit organizations is rarely featured in the literature.

Hence this work could be used as a basis for further investigation with these remarks.

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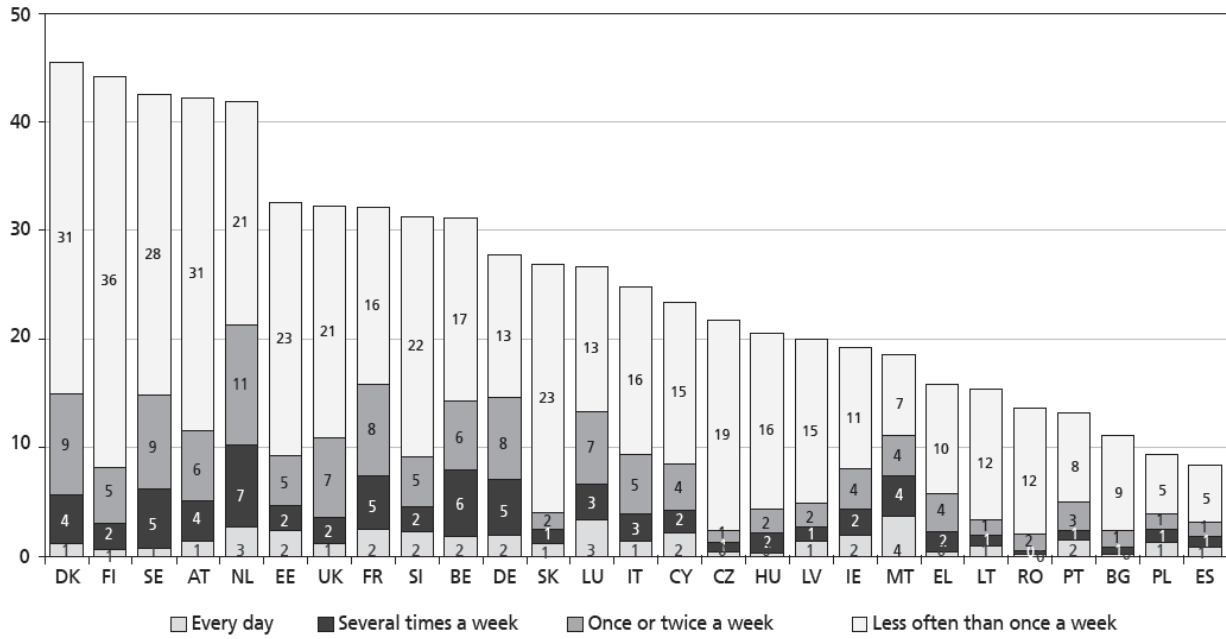
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10. Appendices

Appendix 1

Figure 1: Frequency of participation in voluntary and charitable activities by EU Member State (%)

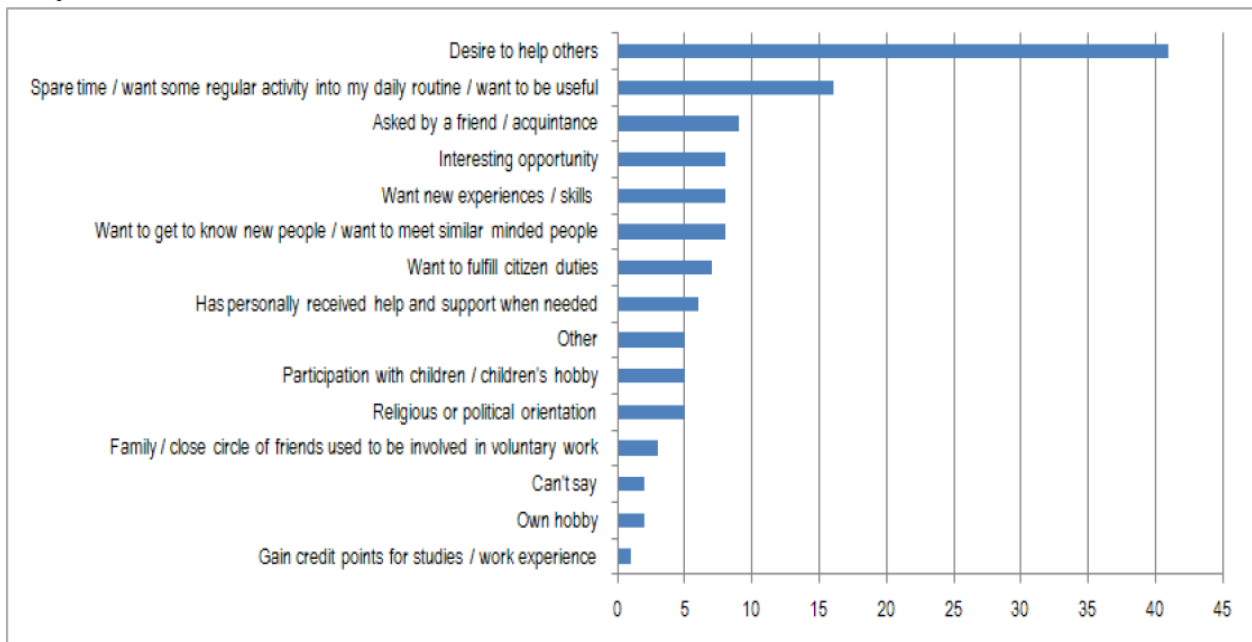


Source: European Quality of Life survey, page 13

Appendix 2

Motivating factors for Finns to volunteer

Graph 2: Main factors that motivate individuals to volunteer, 2002



Source: Yeung, A. B. (2002) *Vapaaehtoistoiminta osana kansalaisyhteiskuntaa – ihanteita vai todellisuutta?* Helsinki: YTY.

Source: GHK Consulting, Country report Finland, page 25

Appendix 3

Number of members in the Finnish scout movement



Source: Paavilainen, *Aina valmiina Partioliike Suomessa 1910-2010*, page 14

Appendix 4

The survey form

Survey regarding Ohjelmaudistus 2010 - program reform

I am writing a dissertation for Metropolia Business School and University of Lincoln. My dissertation is about change management in voluntary organisations and my case study is the Ohjelmaudistus 2010 -program reform.

This survey aims to map your opinions and experiences regarding the program reform Ohjelmaudistus 2010. This survey is aimed for all leaders regardless of your task at the time of the reform. All responses are treated in a group, so no individual answers are identifiable. You are also allowed to deliver the link of this survey forward to your fellow scouts.

Answering the survey takes only few minutes.

Thank you for all respondents!

Heini Jokinen (MBS/University of Lincoln)
heini.jokinen@metropolia.fi

Background information

Please specify your current age group

- Under 18
- 19 - 25
- 26 - 35
- Over 35

Please specify your gender

- Female
- Male

Please select those scout districts you are active in

- Etelä-Karjalan Partiolaiset ry
- Finlands Svenska Scouter rf
- Hämeen Partioipiiri ry
- Järvi-Suomen Partiolaiset ry
- Kymenlaakson Partioipiiri ry
- Lapin Partiolaiset ry
- Lounais-Suomen Partioipiiri ry
- Pohjanmaan Partiolaiset ry
- Pohjois-Savon Partiolaiset ry
- Pääkaupunkiseudun Partiolaiset ry
- Uudenmaan Partioipiiri ry

Please define your scout tasks and roles at the moment

- Group leader in local troop
- Management of local troop
- A task or position of trust in the local district
- A task or position of trust on national organisation
- Scout project
- I don't have a task at the moment

Scout training

- Please select the highest level of scout training you have participated
- Age section leadership training or similar
 - Scout leadership training
 - Wood badge training (KoGi)
 - No scout training

Which of the new age sections are currently active in your troop?

- Cub scouts
- Adventurers
- Trackers
- Explorers
- Rovers
- Supporting adults
- I am currently not a member of any troop

Ohjelmaudistus 2010 -project

Importance of the project

	I very much agree	I agree	I don't agree or disagree	I disagree	I very much disagree
It is important to develop scouting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The old program was still functional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The reasons for changing the program were clear to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changing the program solves problems like reducing number of members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Participation

	I very much agree	I agree	I don't agree or disagree	I disagree	I very much disagree
I was able to take part in the development of new program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was able to have influence and give feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was aware that a network for involvement was established	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that the program reform was prepared together	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Informing the members

	I very much agree	I agree	I don't agree or disagree	I disagree	I very much disagree
I received enough information throughout the project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information available was clear and easy to use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The reform got enough attention in the scout media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that there was enough training available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ambience

	I very much agree	I agree	I don't agree or disagree	I disagree	I very much disagree
The reform took place under positive atmosphere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I looked forward to the outcomes of the reform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt that my fellow scouts were enthusiastic about the reform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other simultaneous reforms had an impact on my attitude	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My initial reaction to the reform was negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Outcomes of the project

	I very much agree	I agree	I don't agree or disagree	I disagree	I very much disagree
I find the new program successful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reformed scout movement is more attractive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Something valuable was lost in the reform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The reform caused stress or pressure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The pace of the change was too fast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the way the reform was carried out	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Your comments about the program reform Ohjelmaudistus 2010. What issues you were especially pleased with? What made you feel disappointed? What should have been done differently?

Proceed

Thank you for taking the time to answer this survey!

Appendix 5

Ethical Approval Form: Human Research Projects

This form must be completed for each piece of research activity whether conducted by academic staff, graduate students or undergraduates. The completed form must be approved by the designated authority within the Faculty/Institute.

Name of applicant	Heini Jokinen
University of Lincoln	Faculty: Business and Law
	Department: Lincoln Business School
Position in the University	Undergraduate Student
Role in relation to research	researcher

Project title

Change management in Voluntary organisation
Program reform in Finnish scout movement

Brief description of project with approximate start and completion dates

Undergraduate dissertation that will include a research among members of the movement. Start: February 2012 with questionnaire and completed dissertation hand-in in 22nd March 2012

Principal investigator or supervisor, including phone number and e-mail address

Heini Jokinen
+358 50 4059424
heini.jokinen@metropolia.fi

Other researchers or student investigators

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Type/number of subjects involved and how de-briefing will be carried out

An electronic questionnaire for approximately 100 people. The introductory text explains that all answers will be handled confidentially and anonymously.

Location(s) at which project is to be carried out

Online questionnaire, link distributed via Facebook-groups

The ethical issues involved and how they are to be addressed, including a risk assessment of the project based on the vulnerability of participants, the extent to which it is likely to be harmful and whether there will be significant discomfort.

The research targets adults, though it is open also to under 18 year-olds. Taking part in the survey is totally voluntary, and the respondents' anonymity is taken care of the best possible way. The research does not include personal or intimate issues that might cause discomfort to the participants.

Note: This will normally cover such issues as whether the risks/adverse effects associated with the project have been identified and dealt with, whether the benefits of the research outweigh the risks, whether the information and consent arrangements are adequate, and whether the level of any inducements to participate are appropriate.

Signature of applicant

I certify that I have read the University's ETHICAL PRINCIPLES FOR CONDUCTING RESEARCH WITH HUMANS AND OTHER ANIMALS

Signed by the lead applicant (with date)

 20.3.2012

then print name

Heini Jokinen

Approval

Does this research require the approval of an external body?

Yes/No

If so, which body?

Signed on behalf of the Faculty/Institute Research Committee (with date)

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