Organisational change that promotes sustainable development through communication and marketing

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Leading transformational change
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Laurea University of Applied Sciences   **Abstract**

Leading Transformational Change

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The purpose of the thesis was to create a development plan for the City of Espoo's Centre of Excellence for Sustainable Development. The development plan illustrates a roadmap to create a successful organisational change that promotes sustainable development through communications and marketing.

The research questions were (1) how the organisation should lead its strategy, so it can succeed in achieving its goals, (2) how the organisation should lead sustainable development, so it can learn to communicate about it effectively, (3) what kind of organisational culture is needed to implement strategic communication and sustainable development.

The study material was collected through individual interviews in December 2021. The informants were directors, managers and experts on strategy, sustainable development and communications from the Mayor's office departments. The material was analysed by applying content analysis.

The purpose of the study was to find out how to implement successful change, strategy and communications on sustainable development for the case organisation. Additionally, we used a literature review concentrating on leadership, responsible communications and topics on sustainable development.

The results show that change management, sustainable development and communications are interconnected and require strong leadership and a strategy. Communications and good management enable employees to be more involved and committed to change and shared goals. In addition, an organisation that aims to be sustainable and pioneer has to be more agile and provide real support for leadership and less emphasis on standard management. Communication helps to motivate, support and nudge people in the desired direction. Communication has a crucial role in strategic leadership, promoting sustainable development, and overall organisations' ability to develop and create an organisational culture that knows how to communicate responsibly and about its responsibility work.

The thesis aimed to provide the organisation with a development plan with suggestions for the steps to take in a specific order that will help the organisation improve its sustainability communication throughout the organisation. The research highlights the importance of strategic leadership, what drives change, and serves as a support material for planning and communicating sustainable development.

Overall, the organisation has identified key factors that prevent the change and is ready to move forward, influencing the organisation's processes, employees, and those the topic might concern.

Keywords: leadership, sustainability, development plan, change management, communication

Contents

1 Introduction

The only thing today that is constant is change. People, nations and organisations want to develop, innovate and get better at what they do and know. This thesis aimed to use research to provide the case organisation with a development plan for change management, concentrating on what is needed to shift the organisation to promote sustainable development through leadership and communications.

This thesis was done for the City of Espoo's Centre of Excellence for Sustainable Development. The author of this thesis is working in the Centre of Excellence as a coordinator responsible for communication and marketing with other team members. The case organisation narrowed the topic to marketing and communications because it is seen as a pain point that requires a broader understanding of how a municipality should manage it. The need for this work was discussed between the author and the Director of Sustainable Development. The work's starting point was to find how the Centre of Excellence should lead and manage sustainable development communications and marketing.

The process took the shape of a functional thesis. The structure of this thesis consists of the presentation of the case organisation, theoretical framework, objectives and purpose of this study, interview results and analysis, development suggestions and a conclusion.

In the first part, we present the case organisation, looking closer into the team for whom we conducted the study. This part will help us understand the current state and opportunities ahead — the information provided for this section is taken from the organisation's website, the author's experience as a staff member, and the team members' interviewing.

The second part will try to understand theories and principles found through literature and studies. Primary sources focus on leaders and leadership skills, organisational cultures and responsibilities, change and conflicts management, and sustainability topics.

The third part of the thesis concentrates on implementing the applicable study. We will look into the interview results and use this information to create a development plan for the case organisation.

The last part of the thesis consists of the final words and conclusion, a small notion on ethical issues and reliability of the study, and overall results.

1.1 Case organisation

The City of Espoo is the second-largest city in Finland, with almost 300 000 inhabitants, and it is located next to the capital city of Helsinki. Espoo has a unique structure of five urban centres and large areas of nature and forests. (Information about Espoo 2021.)

The city employs almost 14 000 people throughout five sectors: the mayor's office, the sector for economic development, sports and culture, the welfare and health sector, the growth and learning sector, and the urban environment sector (Information about Espoo 2021).

For this thesis, we are mainly concentrating on the Mayor's Office, narrowing it down to the Centre of Excellence for Sustainable Development (later Centre of Excellence), a team of almost thirty experts from different fields. The Centre of Excellence is in the Administration and Development department under the Strategy unit, as seen in Figure 1. (Figure 1 Organisational Structure).
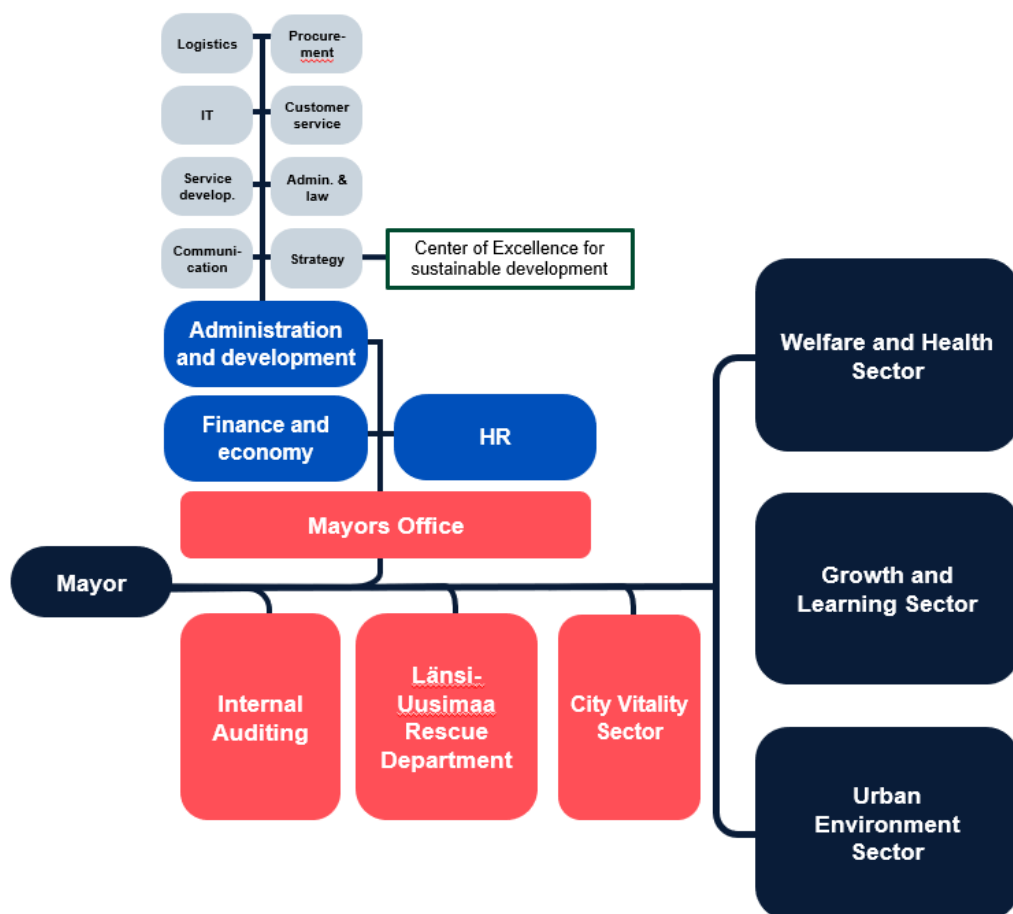
Figure 1: Organisational structure

The Centre of Excellence for Sustainable Development was established when the residents selected the new council after municipal elections in 2021. Before the change into the Centre of Excellence, a small team grew exponentially to what we know it today. The difference was needed to bring flexibility to management and operations and clarify teams' responsibilities and tasks. In the city's operating instructions, the Centre of Excellence for Sustainable Development is responsible for

- promotion and steering the city level sustainable development and climate work,
- the Mayor's sustainable development and climate action steering group,
- coordinating and implementing a cross-organisational Sustainable Espoo programme,
- forerunner work of the UN Sustainable Development Goals (SDGs),
- partnerships for sustainable development and climate action and for developing international visibility and cooperation. (Konsernihallinnon toimintaohje 2022.)

According to the local government act, "each municipality must have a municipal strategy. The local council determines the long-term objectives for the municipality's activities and finances" (Local Government Act 410/2015). Strategy in Espoo is called *The Espoo Story*, includes sections on vision and values, council term goals, the role of cross-administrative development programmes and an annexe titled *"Espoo – The most sustainable city in Europe"* (The Espoo Story 2022).

The city's strategy has long taken into account responsibility and the dimensions of sustainable development. This can be evidenced by the city's achievements as Europe's most sustainable city and being the first city to join the Society's Commitment to Sustainable Development of Finland (Sustainable Development 2022). In the current strategy for the term 2021-2024, one of the seven goals concerns directly sustainable development and the Centre of Excellence under the title "*Espoo will achieve carbon neutrality by 2030*". The remaining six goals also include aspects of sustainability and its themes and have guidelines for the Centre of Excellence topics, such as mobility, urban development, circular economy, and biodiversity protection. (The Espoo Story 2022.)

Espoo's four cross-administrative development programmes guide the city's strategic work. One of these programs is the Sustainable Espoo programme, which is coordinated and implemented by the Centre of Excellence. The objectives set by the City Council for the Sustainable Espoo Program during the 2021-2024 term are:

- implementing through extensive cooperation with partners innovative, local and sustainable urban solutions that will serve as global examples of how to achieve carbon neutrality and protect biodiversity
- developing and spreading activities that will open up Espoo, its developing areas and nature solutions as increasingly interesting research and development areas for companies and research institutes
- creating a roadmap for the climate work done by the city and, together with the Espoo community, assess and strengthen its carbon handprint and support in a

significant way the achievement of the carbon neutrality goal included in the Espoo Story

- contributing to strengthening all aspects of sustainable development in the city corporate group's operations and creating solutions to ensure that the UN's Sustainable Development Goals (SDGs) are achieved in Espoo and other cities. (The Espoo Story 2022).

Development work, experiments and cooperation related to the Sustainable Espoo programme are primarily carried out in projects enabled by external funding. The projects concentrate on finding solutions that facilitate the daily life of Espoo residents and promote, for example, low-carbon mobility, clean energy and circular economy or tackle the future challenges of a smart city (Sustainable Espoo 2022). Projects have their benefits but also disadvantages. They are tied to the set objectives and requirements of the funder and the project's timeframe. However, they allow operating separately from common municipality structures, thus providing an agile mode of operations.

Espoo also strongly promotes sustainable development in cooperation with residents, companies and the third sector. An excellent example of the result of the collaboration is the road map of the city and Fortum's "Espoo Clean Heat" towards carbon-neutral district heating, where both parties are committed to the development work (Espoo and Fortum collaboration on the city's most significant climate action: Espoo Clean Heat project to discontinue coal combustion in 2025 2022). This development work has taken into account economic, social and environmental responsibilities, including the abandonment of coal from an ecological point of view and the provision of an affordable and safe form of heating from a social point of view. From an economic point of view, it is the realisation of the intelligent use of resources through new technology.

In 2020, the city published the UN's Voluntary Local Review. A Voluntary Local Review or VLR is a data-driven review that describes the city's activities and achievements regarding the United Nations' 17 Sustainable Development Goals. This review shows how the city implements sustainable development and responsibility from many different perspectives and what this work means and looks like in the municipality. It is a way to look at the current situation to help understand what is still needed. Espoo has an ambitious goal of achieving the UN Sustainable Development Goals by 2025. (Sustainable development goals 2022.)

We can conclude that sustainable development is an essential topic for the city, and it has taken significant actions that prove that it is not only a talk. However, the challenge is to make sustainability work more visible, understandable, and part of an organisation's culture. The aim is to bring the subject from the top level to the daily lives of employees and residents so the city can achieve the set council term goals set beyond the term. The Centre

of Excellence for Sustainable Development has a vital role as a collaborator, facilitator, and messenger.

1.2 Background

The Centre of Excellence currently employs over 20 experts who lead their field of work. Within the Centre of Excellence, a small team concentrates on communications that help promote and drive sustainability topics for internal and external stakeholders. The author of this research works as a coordinator and is responsible for communication and marketing of sustainability work and supports the small team on everyday tasks regarding communication and marketing activities.

The Centre of Excellence is still shaping its working methods and constantly reorganises its activities. The members of the team have also identified weaknesses and areas for improvement. The main focus is on the management and leadership skills that help the team and organisation accelerate sustainability communication. The second is how the Centre of Excellence should lead or organise activities that lead to this behavioural change and encourage information flow.

The need for this thesis is not only for the author to help develop and learn how to lead and enable the working environment to promote change but also for the case organisation to shift actions towards strategic goals.

1.3 Objectives of the study

Excellent and efficient leadership and change management skills, especially in the field of sustainable development, present many challenges because we are living in constant change. In this qualitative research, we will use literature for a theoretical framework and interview Espoo's directors and experts in the field of communication, strategy and sustainable development to understand what Espoo as an organisation and Centre of Excellence is currently implementing and requires in the sense of development work for communication and marketing perspective.

For this thesis, we are concentrating on three research questions:

1. How the organisation should lead its strategy, so it can succeed in achieving its goals,
2. How the organisation should lead sustainable development, so it can learn to communicate about it effectively,
3. What kind of organisational culture is needed to implement strategic communication and sustainable development?

This thesis aims to create a development plan for the case organisation on how it should organise leadership in order to communicate sustainable development and make sustainability communications stick as part of everyday operations.

A development plan aims to create a structure and a roadmap for the organisation and the people to give them a sense of direction. Development work in an organisation is a planned and systemic change effort using organisation theory and behavioural science, knowledge and skills to help the organisation become more vital and sustainable. Organisation development is not a technique or a group of tools but rather something applied when an organisation wants to make planned improvements. (McLean 2006, 26.)

We will aim to understand the basis of leadership, strategy, and organisational change and the current status of the case organisation related to the mentioned topics to create a development plan for the Centre of Excellence for Sustainable Development.

The Centre of Excellence has taken on concrete and broader responsibilities with organisational reform through the new council term. In the past, the Centre of Excellence conducted communication through projects part of the Sustainable Espoo programme. Today, the Centre of Excellence is expected to have greater collaboration, support and leadership in the city's communications and marketing when dealing with sustainable development and goals set in the city's strategy, The Espoo Story.

The theoretical framework will consist of four main themes: leadership, strategy, organisational culture, and communications. The development plan will present objectives, actions, evaluation criteria and time frames to support the strategic work, new responsibilities and change management. Additionally, the development plan will offer an upgrade to current operations to increase the effectiveness in the strategic field.

2   Literature review

Change management has been studied both nationally and internationally by many scholars. This chapter reviews relevant literature and research on four main themes: leadership, strategy, organisational culture and communication. More specifically, we will use literature on leadership, change management, and corporate responsibility to understand what requirements we need for making a successful change towards sustainability through communications and marketing. The last part of this chapter reviews the literature and concentrates on synthesising the theoretical framework.

2.1 Leadership

People value authenticity, and we can understand authenticity from two points of view. The first point of view is being honest and genuine about who we are, what we believe in, and acting according to it. The second point of view is an approach to building honest relationships, being positive with truthful self-concepts, and promoting openness by building trust and generating enthusiastic support (Wikipedia 2020a). We will review the second view of authenticity and discuss why authentic leaders are also great leaders.

Authenticity is something that person can develop. Although we have heard people saying: "that person is born to be a leader", we can most likely find the qualities that person might have in an authentic leader. Most commonly, authentic leadership requires emotional intelligence, which develops from self-awareness. They seek honest feedback, understand how others perceive them, know their role and purpose as a leader, and are skilled at tailoring their style depending on the situation. (George 2016).

Authentic leaders know how to build trust and earn respect. What makes them authentic is that they live up to the set standards and do not fake them. In a fascinating book, "What you do is who you are", the author Ben Horowitz (2019) explains that when people trust their leader, they do not question their decisions. It also views how leaders need to be able to grow and learn, be humble and understanding, and make rules for the benefit of others.

By being honest, genuine, and self-aware, authentic leaders are most likely to be accepted as leaders by their followers. They are confident, hopeful, optimistic, resilient, moral/ethical, future-oriented, and prioritise development. We see them providing support for autonomy, giving non-controlling positive feedback, and acknowledging others' perspectives. These engaging factors help build quality relationships and increase the followers' motivation. (Ilies, Morgeson, Nahrgang 2005, 376-378.)

We also speak about self-leadership skills, which means leading ourselves to achieve personal and professional goals and objectives while also helping the organisation we work for succeeding. It is about knowing and developing our skills, leading by example, and inspiring others. (Indeed editorial team 2021a). Leadership is about setting a direction and sustaining a course of action. To get there, the leader must influence, encourage, and inspire others to commit and help reach that desired direction (Carter 2013, 70).

Additionally, genuine commitment builds over time and some people commit sooner than others, and some will never commit. It cannot be forced, and Campbell (2014, 58) lists levels of commitment that are aware, understand, accept, willing and committed. She also points out that people need to be committed to the right things and that not all need to be

committed all the way through, but some level and type of commitment will be required. It all depends on the level of change and what the organisation is trying to achieve.

We also expect leaders to communicate and interact effectively with audiences at all organisation levels (Davis 2018, 21). So it is not enough that only the closest subordinates know where the organisation is heading; real leaders will communicate extensively and engagingly to all. Everyone should feel that they are part of the bigger picture. However, there have also been arguments against broad organisational communications in change management and strategy setting. Some might argue that organisations should know their limits and understand what communication is required for leaders to provide for subordinates. It is a question about using resources and critical messages most effectively.

Bill George (2015) also argues that "faking it" is the opposite of authentic leadership. People can sense and identify when someone is not honest and genuine. For example, asking someone how they are doing and not being sincerely interested in the answer can be easily recognised later in their behaviour and actions. People are not motivated to follow someone they do not trust or have faith in. They will question their decisions and lose the interest in respect.

It is a learning journey to become an authentic leader with ups and downs and complex challenges. It is about being honest and genuine. One way to learn to be a great leader is to follow one. However, it also requires us to develop our skills to acknowledge shortcomings, admit errors, build character and values, and be comfortable in our skin. (George 2015).

Leadership styles vary, and what works for one person may not work for another. Effective leadership and team building can provide managers with the skills to help employees grow and develop professionally.

2.1.1   Leaders of the modern age

Working in one specific location, where culture, values, and norms are known and shared among team members, is familiar for many employees. However, managing people with different time zones, cultures, habits, and values is entirely different. When we are introduced to a global context, self-leadership and team leaders' roles need to evolve to the next level – it is a step up from what is considered the norm (Davis 2018, 21). The global context is essential when dealing with global goals and borderless challenges such as sustainable development, carbon neutrality, and a better future for humankind.

From personal experience, we can view global leadership as having two different types. First, it can be working in a global context, such as managing departments or supply chains located in other countries. Second, it can be a work unit based in one country where the team is

diverse with people located across the borders. Several organisations have both types in the modern age, and the second type, where we work with people from different cultures and backgrounds, is more common than we tend to give credit.

This type of leadership requires the skills we already have – multiplied by two and acquiring additional information about what is happening outside the familiar environment. Such as dealing with more and different competitors, customers, governments, stakeholders, and other operators (Mendenhall, Osland, Bird, Oddou, Stevens, Maznevski, Stahl 2008, 38). They act as bridge builders, connectors of resources and talent across cultural and political boundaries - relentlessly dedicated to finding new ways of creating value (Cabrera 2012, 13). In a municipal context, global politics may affect local operations, decisions and leadership because municipalities are accountable for political issues.

In any form of leadership, communication is always an important aspect. It includes spoken words, body language, and many other cues and shapes, including how the person receiving the message interprets it. Modern leaders need to learn and adapt to different cultures, understand others' values and views, switch communication styles as appropriate, and acknowledge that they require different competencies and skills in different contexts and situations. (Mendenhall et al. 2008, 43).

"A global leader who successfully fills this role must have critical competencies - cultural curiosity, cross-cultural competency, cultural agility, cultural humility, divergent thinking and creativity, and knowledge and integration of cross-national/cultural issues." (Davis 2018, 20). A global leader can fit into the role of a leader in any country, position and situation. However, it is not only the leaders who require global leadership skills since even the employees need to have those skills. These are the times when we need to have a broader view. Especially when dealing with global issues such as climate change.

As the times change, we have learned that organisations need to reinvent themselves and leaders reshape their roles. The exact change is happening in the sphere of teams. Without going too deep into the topic, we will not discuss what "a team" is or what makes a great team. However, we will briefly present a holacracy model because many future-oriented organisations predict it to be the subsequent future norm.

Holacracy as a term is not new, but it is shaping teams into a new way of working. It is a self-organised and autonomous work model which challenges the traditional leadership hierarchy because superiors give away their power to teams who share the work and responsibilities with defined and transparent bylaws. It implies shared authority, rapid iterations, and strives for flexibility with less subordinate control and unnecessary bureaucracy. (Holacracy 2020). In holacracy, the power is distributed throughout the organisation, giving individuals and teams freedom while staying aligned to its purpose (Why practise holacracy? 2022).

We believe this could be the shift teams will experience during this decade if the Futures Platform predictions are correct. Behind holacracy is the idea that a specific job or project is not based on traditional personnel policy or roles. It enables the organisation to be more agile, adapt, and learn new ways to operate. The roles can change and evolve, and new tasks arise, and this ideology is at the core of learning organisation. (Holacracy 2020).

In holacracy, we have people who work as leaders despite their job titles. They work as leaders in their area of expertise where authority is shared, giving team members the ability to develop their leadership skills and have more responsibilities for their work, goals and results. It requires directors and managers to trust their staff without interfering with their choices.

It makes us wonder who the future leaders are and how organisations can recognise their rising leaders. There can be great leaders, but their job titles or everyday operations do not include leading people, even though it might be natural to take leadership. From personal experience, people will follow their peers voluntarily if they show outstanding leadership. Suppose an organisation aims to keep up with the modern challenges and promote sustainability. In that case, it should give those employees with leadership skills more responsibility and tasks to resolve the organisation's challenges. A holacracy or a similar organisational decision-making and leadership structure can be a way for an organisation to increase flexibility, especially in cross-cutting objectives and organisational-wide communication.

2.1.2 Leading change and change management

Organisational change can be almost anything and affects everyone, for example, a new strategy, a brand facelift, technological transformation, or a merger. Even if a change is not happening in own department or even inside the organisation, the change can creep in in another form, for example, through new regulations, innovations or crises.

Significant organisational changes often trigger uncertainty and insecurity, and fear of the unknown is one of the prime barriers to change. Additionally, people distrust scripts and official announcements (Miller, O'Neill & Williams 2018, 40). Especially when they are cryptic, difficult to understand and do not provide the answers we seek, such as: how this change will affect us? What will change in our daily routine?

In some cases, even employees can sabotage their ability to move forward. Kegan and Lahey (2001, 87-88) write that reason can be in competing commitments or significant assumptions. In competing commitments, employees desire the change but are not taking necessary actions because they feel obligated to their current team, project, or status. Significant assumptions can also block employees' ability to move forward because they believe a new way of doing

something will not work or have a negative outcome – without even giving it a try or having evidence to confirm their assumptions.

Therefore, we can conclude that organisations require good communication, understanding of different behaviours, a clear strategy for implementing change, and a solid decision on why change is needed. To make the change even smoother and more effective, organisations and leaders need to learn how to implement change in a way that will steer people in the desired direction and approach employees with understanding, empathy, and support.

Hiriyappa (2008, 194) presents that organisational change consists of four stages: determining the need for change, determining the obstacles to change, implementing change, and evaluating change.

In the first stage, the organisation has to analyse the current position and determine the ideal future state by utilising strategic approaches and tools. In the stage of determining obstacles, the strategist must examine the factors causing organisation inertia that prevent the company from reaching its ideal future state. In the implementation stage, the approach can be either top-down or bottom-up. The last stage is the evaluation stage, where the effects of the changes in strategy and structure on performance are evaluated. (Hiriyappa 2008, 194-195).

Kotter (2007, 2) has identified eight phases of change, and skipping phases only creates an illusion of speed and jeopardises success. The eight stages are: establish a sense of urgency, form a powerful guiding coalition, create a vision, communicate the vision, empower others to act on the vision, plan for and create short-term wins, consolidate improvements and produce more change, institutionalise new approaches. We will not describe the stages, but the key takeaway about Kotter's phases of change is that every phase is essential and critical for the change to succeed. Some stages might require more time than others, and in some cases, the change can last even for several years. Leaders need to learn to pay attention to the actions and pitfalls of each phase. Additionally, shortcuts never work. (Kotter 2007, 5.)

Kotter (2012, 69-71) also speaks about organisations that use authoritarian and micromanagement styles when leading people. In short, the first style is where leadership is seen where the leader says "follow me" without any details and relies on the authority. In the second, the leader explains how every step is made to reduce errors and make everyone follow the exact steps while monitoring compliance. These leadership styles aim to maintain existing systems supporting the status quo and not transform them into something better. The third example of leadership is based on vision with some implicit or explicit commentary on why to strive to create that future. It clarifies the general direction for change, motivates people to take action, and helps coordinate different people's activities quickly and efficiently.

We can find the key elements of change management defined by Kotter in the figure (Figure 2) developed by Valpola (2007, 10). They are determining the need for change, creating a shared vision, taking care of the capacity of change, initials measures and steps, and strengthening and anchoring actions. When all elements are aligned, the change is successful. Missing one will mean the organisation will face obstacles. If the organisation does not determine the need for change, it will have the change as last on the task list. If a shared vision is not created, the change will start well, but change will wither away. If the organisation is not taking care of the capacity for change, it will create anxiety and frustration. If there are no initial measures and steps, the organisation will fail to make a concrete start and change efforts will be occasional. If the organisation fails to strengthen and anchor the measures, it will create deep frustration and cynicism.

Determination of the need for change	+	Creating a common vision	+	Taking care of the capacity for change	+	Initial measures and steps	+	Strengthening and anchoring measures	=	Successful change
Missing	+	Creating a common vision	+	Taking care of the capacity for change	+	Initial measures and steps	+	Strengthening and anchoring measures	=	Last on the task list
Determination of the need for change	+	Missing	+	Taking care of the capacity for change	+	Initial measures and steps	+	Strengthening and anchoring measures	=	Fast start which withers away
Determination of the need for change	+	Creating a common vision	+	Missing	+	Initial measures and steps	+	Strengthening and anchoring measures	=	Anxiety and frustration
Determination of the need for change	+	Creating a common vision	+	Taking care of the capacity for change	+	Missing	+	Strengthening and anchoring measures	=	Occasional efforts and false starts
Determination of the need for change	+	Creating a common vision	+	Taking care of the capacity for change	+	Initial measures and steps	+	Missing	=	Deep frustration and cynicism

Figure 2: Five factors of successful change, translated from Finnish (Appendix 1) (Valpola 2007,10)

The figure illustrates a successful change, and an organisation requires all five factors listed in the first row. Illustration helps to outline the multidimensional whole of change. If even one factor fades away, change will not succeed. The figure also presents the pitfalls of change. At worst, a failed change causes deep disappointment and cynicism, as the last row of the figure illustrates.

During change, employees and other stakeholders put leaders and managers under a microscope. Everything they do or do not do will be evaluated and judged. A true leader will engage, motivate and empower employees during every transition step. These leaders will take all offences, walk the talk, create a healthy environment, design great nudges, and show that they care about their employees. (Miller et al. 2018, 63). Also, openly discussing any upcoming or current changes can reduce barriers (Sims 2002, 351).

Our predictability can help leaders locate and remove irrational fears and shift towards eligible behaviour and acceptance of the change. Leaders should reward and use incentives to help employees see that supporting a change is in everyone's best interest (Sims 2012, 353). As simple as giving positive feedback for the correct behaviour or choice, the employees will appreciate the need for a change and begin to alter their behaviour. Cran (2015, 92) writes that people resist change if they cannot see immediate results but are ready to accept the change as soon as they experience an improvement. Additionally, Sims (2012, 4) suggests that "managers today must continue to find ways better to manage people's behaviour in their organisations". Without solid leaders, the organisation will fail to make necessary changes.

We need to manage the atmosphere and the environment during the change because we have people in the centre of change who are influenced by it. We believe everyone in an organisation is affected by a change, even if the change is not applicable in specific departments. The reason behind this claim is that people talk, and cultures change. At some point, the change will reach even those departments through different not so obvious or linear perspectives. This means we need to stay awake and constantly monitor the situation across the organisation.

We can initiate change by implementing nudges. A nudge makes the right thing, such as a decision, easy, as it shifts us into the automatic realm (Miller et al. 2018, 144). During organisational change, a nudge could be a new alternative integrated into a tool already in use or by placing a better option closer to people's everyday tasks and environment. Miller et al. (2018, 144) write that informing, training, encouraging, inspiring, pushing, tempting, threatening, or punishing people into something new is expensive, frustrating, and ineffective because people behave irrationally. This irrationality weakens our ability to accept new things, even if they improve our performance or eliminate unnecessary processes.

Using the seven pillars of wisdom behind nudge thinking (Miller et al. 2018, 150-151), we can create a framework around organisational change:

- Make new tools or options default, such as presented in the example above
- Give the nudge a solid appeal, do not hide it or make it look boring
- Make it clear, so it triggers an intuitive reaction. It should be understandable
- Less is more, so keep the nudge simple. Do not give too many options to choose from

- Give people immediate positive feedback or add a gamification element to the nudge
- It must be forgiving, not punishing, if someone misses the nudge
- Leaders need to lead by example, creating the new norm.

The great thing about nudges is that they can create a domino effect, and in a domino strategy, the chain reaction can knock down a massive obstacle. In organisations, these significant obstacles represent leadership and culture. Meaning that we cannot begin from the most challenging part since they require their well-designed momentum to shift their mindset and behaviour. (Miller et al. 2018, 151-152). The goal should always be ambitious and aims to change the system. Nudges and a domino strategy can help us to achieve this goal.

To conclude, a great leader should not hide from subordinates any plans. This way, leaders can build strong teams that are not easily shaken or knocked down. Inviting employees to discuss and prepare for the future can be beneficial not only for the employees but also to the leaders. Leaders can learn what needs to be taken into account to train the employees to make the shift. It should be inspirational, motivational and empowering.

2.1.3 Dealing with conflicts

"Conflict management is the process by which disputes are resolved, where negative results are minimised, and positive results are prioritised." (Conflict management styles 2021). In many cases, people can resolve any problems and conflicts by themselves. However, managers and supervisors need to keep their eyes and ears open when it occurs within an organisation because not all disputes are easily settled. Some might require authority, new resources or a conflict management style for resolving a conflict or confrontation.

Raines (2012, 6) writes that conflicts are neither positive nor negative by nature. Our approach to conflict determines whether it is constructive or destructive. With the right kind of approach, conflict presents an opportunity for positive change and payoffs. Eunson (2007, 2-3) lists that it can lead to, for example, the release of pressure and frustrations, collection of new perspectives and information from both sides, awareness of weaknesses and inconsistencies, better decisions and problem solving, increase of cohesiveness, and change. Additionally, Eunson (2007, 3) states that conflict is often the engine of change, and we will discuss this matter and change management in the next chapter.

Another interesting finding is that the "absence of conflict may mean that conflict has been 'resolved' or 'solved' into nothingness" and that "the removal of the symptoms of conflict does not remove the causes of conflict, then the 'solution' reached is an illusory one" (Eunson, 2007, 4). For example, if we do not get along with someone, we ignore them instead of finding a shared understanding and resolving a possible misunderstanding. In an organisation, it might be managers' point of view on resources, such as replacing programs and software

with new ones when the critical might be in the process or employees' skills. Therefore, we need to learn to analyse the situation and communicate with the conflicted parties to resolve a conflict.

Good organisations and great leaders do not let disputes, destructive behaviours and unwanted attitudes escalate into a vast problem. Encouraging constructive debate and open expressions of disagreement can significantly improve employees' effectiveness and generate complementary actions that support organisations' culture and primary objectives. Leaders need to foster the environment and encourage, promote and create opportunities for employees to build good relationships with each other and the organisation. (Raines 2012, 6-7).

Eunson (2007, 19-20) identified four major patterns of how conflicts occur in organisations:

- A vertical conflict occurs between hierarchical levels, between the top and middle management, middle managers and supervisors, and supervisors and subordinates. Conflicts are usually over resources, goals, deadlines or performance results.
- A horizontal conflict occurs between people working at the same hierarchical level within an organisation. Conflicts are usually over incompatible goals, the actual or perceived scarcity of resources and territory, and interpersonal chemistry.
- The staff-line conflict occurs between people performing different types of tasks. Line personnel are front-line staff directly involved in producing goods and services. Conflicts might arise over promotion, appraisal, and specialised computer hardware and software access.
- The fourth is the role conflict occurs when a misunderstanding arises over just what a person is meant to be doing. Intrapersonal and interpersonal conflicts can be caused by employees having incomplete, out-of-date or non-existent job descriptions, reporting to more than one manager or supervisor, or receiving multiple and conflicting requests and orders.

In addition to these four patterns, Hiriyappa (2008, 190) sees conflicts arise because managers fail to implement strategy correctly. They miss designing an appropriate structure that creates functions to achieve objectives. Raines (2012, 137) also argues that employees who feel unappreciated, overworked, and mistreated are more likely to engage in sabotage, embezzlement, and theft at work. In addition to this, dissatisfied employees signify a dysfunctional workplace. All can lead to a disconnection to the organisations' mission and other factors which lead to unwanted behaviour and attitude and, last, leaving the organisation for good.

Luckily, there are several studies and theories behind conflicts and managing them. We can learn five different conflict management styles by Raines (2012) and what great leaders need to do to maintain the wanted atmosphere and culture within an organisation.

The five management conflict styles are avoidance, accommodation, collaboration, compromise, and compromise. Raines (2012, 7) points out that most of us use only one or two of these styles, but it is essential to know and learn them all because our response to a conflict may differ from our opponents. Additionally, each of these responses is appropriate in some circumstances and inappropriate or ineffective in others. Understanding how people respond to conflicts and trying to match their conflict style will lead to better results and decision-making.

In the conflict-avoidant style, conflict is viewed as a win-lose situation. In avoidance, people give in to the situation. This approach works best when the problem is minor and likely to go away on its own. However, it is only a temporary fix and cannot be used with every conflict since it can backfire if a person feels like they are constantly on the losing side. Also, conflict avoiders refuse to acknowledge that the problem exists, hoping it will just go away. (Raines 2012, 10-11)

In the accommodative style, one party sacrifices its preferences so that the other negotiators can realise their preferences, leading to a behaviour that employees who do not use their full potential or management point of view have trouble delegating tasks. (Raines 2012, 12-13).

In a collaborative style, the aim is to achieve an outcome that meets the needs of all. This approach is very favoured because of the best long-term results. However, it is not efficient when the decision has to be made quickly or when the team is relatively large. Managers should not always seek consensus on every decision, so it also requires a good understanding of when it is reasonable not to use the collaborative style in conflict management. (Raines 2012, 14-15).

In the compromising style, the aim is to split the differences between both parties. We also see it as a quick and efficient way to reach a solution. However, it is essential to understand the motives of both parties since a fair split might not be the wanted result. (Raines 2012, 16-17).

The last is a competitive style, where the aim is to win, rejecting compromise, and it might even involve other parties' expense. A competitive style can harm the organisation since employees might sabotage each other's efforts. However, some competition can increase productivity and healthy camaraderie when done correctly. (Raines 2012, 18-19).

Leaders should not label employees as complex but rather help guide them through various situations. They need to learn to identify conflicts before they reach a point of complex repair. By listening, understanding employees' perspectives and interests, finding common grounds, separating people from problems, and following through with solutions, ensuring own leadership skills in managing conflicts are on the right track. "Employees expect their managers to help them solve problems, communicate clearly, and remove obstacles to their ability to get their work done." (Raines 2012, 154).

Working for a massive organisation, where people have roles that are not clear, also causes conflicts. We can find people with similar responsibilities and report almost identical issues when working cross-organisationally. This situation creates much confusion. Managers and leaders must be clear about our responsibilities and tasks and constantly remind us about implementing the strategy. Communication between managers is as important as communication to and between line workers. When we have a sense of purpose and direction, we are much better at leading our work regardless of our status or tasks.

2.2   Strategy

A strategy helps set the course of any organisation: local, global, large or small. Strategies are challenging to copy and create added value (Brandenburger & Nalebuff, 1997). Before placing a strategy, we need to set a vision by answering the questions: "what and where do we want to be at a certain time". A strategy provides the answer to how to get there.

Kotter (2012, 74) lists six characteristics of an effective vision: imaginable, desirable, feasible, focused, flexible and communicable. Imaginable means that vision conveys a picture of what the future will look like, desirable means that it appeals to the long-term interests of employees and other stakeholders, feasible means it has realistic and attainable goals, focused means it is clear enough to guide decision making, flexible means it allows individual initiative and alternative responses, and communicable means it is easy to communicate and can be successfully explained in a short time.

To build a strategy, the organisation has to understand and learn about itself, its resources, and its capabilities. It is also crucial to have the ability to differentiate corporate strategy from business strategy. A corporate strategy is a set of business strategies implemented by different business units within the organisation. Considering how many layers corporate or global organisations have, it is nearly impossible to set the same course for each unit. Therefore, these smaller, department-based strategies are business strategies, whereas corporate strategy supports the different departments and sets the long-term goals. (Joyce & Winch 2004). This same applies to a municipality. The council term sets a strategy that aligns

the course for the municipality, and the department and units create sub-strategies for the best way to achieve shared goals.

We have also heard that great strategies make great organisations only when organisations know how to implement them. Great strategies get people's attention. People begin operating for the collective purpose, using strategic tactics, mobilising themselves to pursue the objectives, and understanding their role in the process. Nevertheless, strategies are also built on the complementary capabilities of the organisation and its people that no one else can imitate. However, a strategy is just a plan without careful attention to aligning people. (Denison, Hooijberg, Lane, & Lief 2012, 2). Therefore, people in the organisation need to feel ownership of their role in the strategy and lead themselves in implementation - this is, however, easier said than done.

We commonly have a disconnection between those who design the strategy and those expected to carry it out. If the impact of the strategy is insignificant, we can only blame the chain of command. This disconnection makes it extremely difficult for the organisation to be agile, adaptive, or innovative. (Denison et al. 2012, 62). Many strategies aim for the organisation to be sustainable, inclusive, future-oriented and focus on learning and sharing – but it is a shame to witness that the message is not delivered. One reason could be that organisations are missing leaders who walk the talk. Some may argue that organisation lacks strategic planning and resourcing skills. Both of these can, however, be trained and learned.

To implement any strategy, leaders need to find the weakest links and help them out, meaning that some clearly do not understand their role in implementing the strategy. It requires time to discuss and explain the roles. (Denison et al. 2012, 65). It requires strategic competence to be able to realise an organisation's strategy. Some people think that repetition is the key, but it is not helping if the receivers cannot understand the message.

Strategy is not a miracle. It requires implementation processes that turn strategy written on a document into plans and actions. According to Kiechel in Fortune Magazine (1982), nine out of ten organisations stumble in the implementation phase because of the missing link to budgeting and employees' incentives, lack of time spent discussing strategy by the managers as well as general understanding by the employees on organisations strategy (Olsen 2021). Change takes time, effort, and resources, and the leader's challenge is to edit, refine, and prioritise so that team can pay attention to the right things at the right time (Allio 2005, 15). Also, it is impossible to commit directors to hundreds of complex change management projects. Therefore, everyone needs to understand the big picture, the overall vision and strategies, and how projects fit into the whole. With sufficient leadership, an organisation can run many change projects simultaneously if the directors focus on the overall leadership tasks and delegate responsibility for management accordingly. (Kotter 2012, 147-148)

2.2.1   Sustainable strategy and sustainability

Organisations must understand how to generate sustainable value through a strategy that will meet organisational goals. A strategy consists of competitive movements, activities, and leaders' actions that help organisations grow, attract and satisfy customers and successfully apply tactics that create, generate, and capture value.

However, the organisation must take a long-term, continuous approach to sustainable development to succeed. Sustainability requires all of its principles to be considered: social, economic and ecologic integrity. Neglecting these would be similar to assuming that business decisions are linear.

Lloret (2016) summarises through several sources that sustainable development is the process of achieving human development in an inclusive, connected, equitable, prudent, and secure manner. Viewing sustainability through an environmental perspective brings quality to environmental management, sustainable competitive strategies, technology investment, and corporate population impact control. We can agree that sustainability practices in the modern age are critical to the company's survival, and targeted, sustainable actions within strategy can become a competitive advantage.

One way of achieving sustainability is to influence societal expectations for organisations' behaviour through social responsibility. It acts responsibly towards consumers, investors, government and motivates employees in ways that create value. Another is to operate through environmental and financial performance, where competitiveness and sustainability address the strategic exploitation of resources and capacities. The last suggested perspective is institutional conditions, which force the organisation to act in socially responsible ways to modify organisations behaviour. (Lloret 2016).

Applying these approaches into a model for sustainability may be complex as they interplay. Leaders understand they need to have a strategy for this case but have experienced difficulty executing. Social, economic, and environmental constraints are not simply analytical concepts but represent drivers that a firm can align the business model to business strategy. However, a strategy incorporating these elements can create a company with faster reactions to environmental changes and reduce exposure to risks through a long-term vision that generates value. (Lloret 2016).

The first element of the strategy is based on cost leadership and organisations' differentiation or benefits. Sustainability can enhance its attributes and achieve differentiation to improve value. Also, when an organisation improves its environmental performance, it achieves positive financial returns over time. However, there is no definitive answer to whether a green strategy is cost-effective. The study results show that sustainability branding or

corporate image are not seen as drivers. On the other hand, opening to new markets that demand sustainability practices can drive a change. (Lloret 2016).

The second element of the strategy is based on the organisations' vision of resources and capacities, where the organisation proposes the use and exploitation of strategic assets, resources, and capabilities. By creating a sustainable vision, organisations may acquire advantages by reducing waste, designing new products and technologies, integrating stakeholders into the decision-making process, and developing a long-term vision. Also, the organisation has to create and apply strategic actions that are consistent with environmental limitations. The study results show that organisations are engaged in ecological sustainability because strategic resources drive sustainability decisions when enforcement is considered. (Lloret 2016).

The third element of the strategy is industrial based. Institutions represent the precepts, laws, rules, codes, customs, and traditions determining behaviour. They also establish the limits within which individuals, companies, and governments may act. To succeed with the strategy, the organisation has to have an institutional vision to be sustainable because they are subject to local, international and self-regulatory mechanisms that guide conduct. The study concluded that national and international regulations drive strategic decisions for sustainable practices. Through institutional schemes, organisations could achieve a competitive edge if a sustainable business model is considered. (Lloret 2016).

In addition to the three elements, Lloret (2016) also explains the roles of the stakeholders and leaders. Stakeholders may create pressure to act in specific ways, provide resources, such as labour or information, or even impose costs on media, NGOs, and neighbours. It requires stakeholder management while simultaneously pursuing the organisational objectives and taking care of the employees who implement the strategy. This is where leaders step in since they are the key to building ties with communities, collaboration amongst stakeholders and promoting long-term sustainable values. "Sustainable leadership leads to superior business performance and resilience". Sustainable leadership practices can create informal institutions embedded in an organisation's culture. These institutions include ethics and responsibility.

To summarise, we can conclude that sustainability strategy needs to embed the three presented elements in conjunction with stakeholders' domains, sustainable leadership, and corporate governance. It is a long-term approach that can ensure competitiveness.

2.3 Organisational culture

We see corporate culture as a significant aspect of organisational health and performance, and it consists of values, beliefs and norms. It carries a personality that influences people's

thoughts, behaviour and actions. (Flamholtz & Randle 2011, 23). We can recognise company culture even without working for the organisation, and the most common example is Google. When we think of Google, we immediately imagine that its culture is innovative, healthy, and data-driven. However, unfortunately, not all organisations have a great culture. Some organisations have a weak culture, where employees accomplish their tasks and view how the work should be carried out (Flamholtz & Randle 2011, 9-10).

Since we aim to describe how to implement company-wide change successfully, we will narrow this section into a topic that influences the most. Company culture incorporates how people think the organisation operates during planning, decision-making, and communications. It creates a system of consistent and inconsistent behaviours that impact functions, including daily decisions made by employees and managers. (Flamholtz & Randle 2011, 169). As employees, managers and directors trust us with many decisions during our workday, such as which task we will perform first, how we will answer an email, or whom we hire for an open position. Therefore, organisations can explain their working methods in two ways: drawing a structure of an organisation that is more of a management tool or creating a culture and vision map that drives to encourage leadership and change.

Sims (2002, 2) writes that organisational behaviour, the actions and attitudes, "can help managers identify problems, determine how to correct them, and establish whether the changes would make a difference". This way, we can understand and predict where and how the change might affect people and help us execute actions that will lead to the best behaviour and successful organisational change.

We can conclude that a large-scale change should begin by understanding the current situation, how people function and work, and establishing the existing company culture state. This information will help us understand how people behave and make decisions in an ongoing form and find what needs to be influenced and changed.

2.3.1 Learning organisation

Denison et al. (2012, 1) write that "the knowledge embedded in our corporate cultures is always yesterday's knowledge, developed to meet the past challenges". So the question is, how can we keep up with the time and even become forerunners?

While some leaders concentrate on their expense ratios and analyst reports, others focus on shaping and managing corporate culture. Leaders can create unique characters and personalities for their organisation that fit their business environment (Denison et al., 2012, 2). While there are many strategies to implement, we will concentrate on learning organisation strategy and how leaders can shift the organisation on the desired path.

Strategies include how the organisation trains and treats people, how the organisation develops, and what new tools and techniques it begins to use. Leaders not only need to create a sense of mission and direction, build a high level of adaptability and flexibility, nurture the involvement and engagement of the staff, and provide a consistency that is firmly rooted in a set of core values but also behave in a manner they want their employees to behave. (Denison et al. 2012, 2-3). Leaders set the example. If a leader is late for the meetings, does not show empathy, or is not interested in learning and developing skills, why should anyone else?

Additionally, leaders' support is crucial for any organisation in any situation. Changing the culture in the organisation so that everyone feels empowered, inspired and ready to learn has to reflect from the top down to frontline workers. When people are encouraged and motivated, they will adopt the new setoff conditions and take pride and responsibility for their work.

First, we will distinguish organisational learning from learning organisation. Organisational learning is a process that leads to an ideal state of learning organisation and is also known as a part of the corporate culture. A learning organisation helps enhance organisational learning by creating structures, strategic fittings and strategic crafting. They are skilled at creating, acquiring, transferring knowledge, and modifying their behaviour to reflect new experiences and insights. Organisations need constant learning so that they can tackle future challenges. Simultaneously, it must continuously unlearn old assumptions and habits that are no longer valuable and in tune. (Odor 2018, 288).

Leaders need to understand that people in the organisation have different learning styles, and as a leader, the different learning styles also need to be identified. There is no such thing as one-size-fits-all in this category. Another point of view is that many organisations try to make all their leaders alike than different. As Odor (2018, 285) points out, managers should have the opportunity to develop and actualise their potential and uniqueness and encourage them to strengthen personal characteristics. Also, many organisations invest in management development programs that only develop their already built competencies. The organisation has to be ready to invest resources for this task for overcoming this challenge. The most common process is to begin a dialogue and listen to what is truly needed and how people feel about learning techniques. Kotter (2012, 89) also sees that some people are trained only to be managers and not visioners or future-oriented and tend to be most comfortable with routine factual communication. But even these managers can learn, but it requires time, effort, and a clear sense of the problem and how it can be solved.

Denison et al. (2012, 47) also write that every person should prepare to lead in the organisation. It is not only their manager's or supervisors' job but an organisation's strategy.

The organisation that teaches its people that leadership happens on every level protects itself from disconnections. Also, leaders need to investigate which levels require the most attention and who has the most significant impact. Supporting and committing resources on these levels is essential for the strategy to succeed. The result is a working environment that enables quick and easy adaptation to new conditions and expectations (Barnova, Krasna & Gabrhelova 2019, 6488).

Learning organisations invest in people and see knowledge as a valuable asset. For a successful organisation, people must possess up-to-date information from their sector and the skills and abilities necessary for further personal or organisational development. (Barnova et al. 2019, 6488).

There are numerous benefits to a learning organisation: people are more satisfied with their job, it encourages work-related and anticipatory learning, information runs smoothly, and it is understandable at all levels, it creates a strong culture that promotes openness, creativity, and experimentation among members, supports individual learning and leaders provide support and interpersonal helping which transforms and sustains organisations growth path. (Odor 2018, 289).

Barnova et al. (2019, 6489) and Denison et al. (2012) list similar requirements that make a learning organisation great:

- Creating a clear vision, mission, and direction of activities
- The concept should be based on high-quality human resources
- Leaders, managers and supervisors' task is to be a role model
- Every employee should adopt teamwork and open communication skills
- Clarification of the way of handling information produced, gathered, and used by employees
- Clearly defining what is and what is not learning in the broadest sense of meaning and its forms and principles. A learning organisation typically uses untraditional forms of education
- Building a high level of adaptability and flexibility
- Nurturing the involvement and engagement of their people. Motivating them to learn and to develop their skills and abilities fully
- Providing a consistency that is firmly rooted in a set of core values
- The new culture should also spread outside the organisation to be recognised and known by outsiders.

Organisations replace traditional and formal learning methods with non-formal methods that are more flexible and thus, can adapt to the needs of all the participating parties. One example is providing a virtual learning environment, such as e-mentoring, e-tutoring and e-

coaching, which scholars consider to be more innovative approaches and provide opportunities for highly individualised learning. Also, virtual learning environments are flexible, accessible at any time and place, and enable real-time communication. Leaders should also shift from the traditional role of figurehead to a broader cross-functional role of encouraging constructive dialogue and experimentation of ideas, which will create an environment capable of facilitating open communication (Odor 2018, 292).

We can conclude that organisations should continuously embrace learning in acquiring, generating, sharing, and using knowledge-based resources and involve all organisation members. It should be part of the organisations' strategy and engrained as part of the core value and culture. (Odor 2018, 292).

2.3.2   Responsible organisation

Today, regardless of employees' position or level, they want to feel valued for their work and what they do for the organisation. Employees who find their work meaningful are more efficient, committed, affluent, creative, healthier, and happier. A meaning also creates efficient and well-functioning teams. They know their goals and objectives, perceive their contribution as meaningful, and recognise their effectiveness in the big picture. (Aaltonen, Ahonen & Sahimaa 2020, 55).

Aaltonen et al. (2020, 56) write that work plays a crucial role in producing and guaranteeing the well-being of organised societies at the societal level. It is unsustainable if people feel that work is anaesthetic and insignificant and does not motivate or inspire them. The feeling of meaning depends primarily on whether we feel the goals and objectives are worth advancing.

From the leaders' point of view, it is a continuous creation of meanings. If a leader does not feel like doing something meaningful and cannot create a sense of purpose for the community and clients, they are at risk of losing grip as a leader. (Aaltonen et al. 2020, 116). They need to be clear and committed advocates in their words and deeds (Smith & Milligan 2015, 39).

From an organisation's point of view, business ethics or corporate responsibility requires a universal understanding of meaning. Aaltonen et al. (2020, 292) summarise that a responsible organisation produces valuable supplies and services, provides jobs and support, fulfils its social obligations, identifies the impact of its activities and society and the world, operates in a socially, ecologically and economically sustainable way, and reconciles company and stakeholders' goals. Corporate responsibility is critical to the experience of meaningfulness at personnel and management levels. People need to feel that they are doing something good.

Sustainable development in organisations today is a norm rather than an exception. Sustainable development is a continuous and controlled social change that ensures good living conditions for present and future generations. In sustainable development, people, the economy and the environment are equally considered in decision-making and operations. These form the four basic dimensions of sustainable development; the economic, ecological, cultural and social dimensions illustrated in Figure 3.
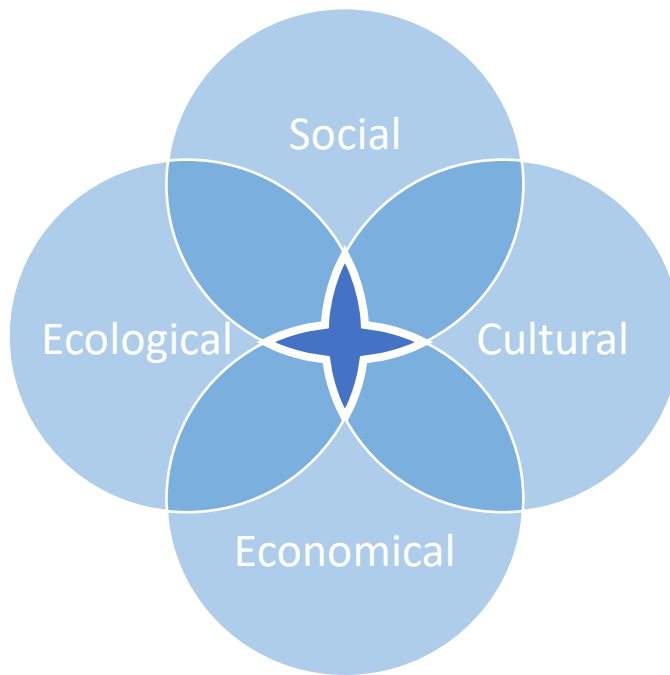

Figure 3: Four basic dimensions of sustainable development

We can summarise that responsible organisations need to bring meaningful work to their work community. Promoting sustainability and creating a corporate sustainability report is not enough if the people at the workplace do not feel engaged. Leaders need to communicate, motivate, and develop a sense of meaning in their work environment.

2.3.3   Social responsibility

We live in a complex world where our choices and actions directly or indirectly affect other people, nature and the ecosystems in which we live. All our choices and actions shape societies, organisations, and cultures, so we have begun to talk about responsibility. We aim to live in a fair, ethical, and respectful society of the environment as a whole. Especially for companies and organisations, such as service and product providers, producers and employers, the playing field for the operating environment and effectiveness is very wide, which is why responsibility has become one of the most talked-about topics globally. Global context led to the development of a definition of corporate social responsibility in which an organisation or company commits itself to act responsibly.

Corporate social responsibility (CSR) includes issues related to the environment, the economy and social or societal problems. John Elkington developed and illustrated it as a three-pillar model (Koipijärvi & Kuvaja 2017, 24). However, it is not the same as sustainable development, even though the themes are very close. The difference is that sustainable development is a much broader concept of nations' quest for a more responsible society. Social responsibility applies to the organisation and deals with the organisation's commitment to society and the environment. The organisation, therefore, promotes sustainable development. (Törnroos 2011, 8).

What is a responsible organisation, and how do we achieve social responsibility? We can view this from the perspective of economic, environmental and social responsibility and organisational management:

1. Economic responsibility from the organisational management point of view includes, among other things, the adequacy and efficient use of resources, ensuring the payment of taxes, compliance with agreements, combating corruption and bribery, strengthening economic well-being, reducing economic inequality, and profitability and competitiveness.
2. Environmental responsibility can include controlling the use of natural resources, protecting ecosystems and biodiversity, controlling climate change, combating environmental crime and accidents, taking care of the product life cycle and acting as a pioneer.
3. Social responsibility is perhaps the best known and most easily understood. It includes human rights, equality issues, security, good personnel policy, fair pay and other salary-related payments, intelligent staffing, career advancement and well-being, supporting society through, for example, volunteering or sponsorship, combating child labour and inhuman working conditions, supporting and preserving cultures amongst other related topics. (Endberg 2009, 5).

In the book "Corporate Responsibility 2.0: The new normal of management" (original name: Yritysvastuu 2.0: Johtamisen uusi normaali), Koipijärvi and Kuvaja (2020, 22) write that "corporate responsibility was initially talked about as social responsibility". These two themes are different things but still consist of the same elements. Social responsibility is shared between the welfare state and companies (Wikipedia contributors 2020b). We should note here that when talking about an organisation, it can be, for example, a company, an organisation, a municipal organisation or even the state.

We can also view responsibility from the perspective of an organisation's existence: an organisation exists for people, people do not exist for an organisation. The public office's mission is to serve the people, not the other way around. An association is for its members

and the ideas they represent. The organisation is always subordinate and responsible to someone else. In addition, the company's responsible operations are considered to be a necessary condition for an organisation seeking success. It is a way to attract and retain skilled personnel, create a strong reputation, take care of employee well-being, minimise business risks and seek innovation and new opportunities for sustainable business. Responsibility perspectives also include the circular economy, energy use, environmental management, the relationship with the local community and the transparency of communications. (Aaltonen, Ahonen & Sahimaa 2020, 308).

Aaltonen, Ahonen and Sahimaa (2020, 311) divided the three dimensions of responsibility into six. The environment came alongside the local community, social responsibility was divided into personnel, processes and structures, and the economy alongside products and services. In addition to the economic, social and environmental responsibilities already mentioned above, the new ones include the following:

- Products and services consist of product safety, honest and good marketing and advertising, customer service, professionalism and know-how, keeping promises, avoiding overselling, reasonable pricing and consumer protection.
- The local community is the so-called social environment, which includes the relationship with the municipality and the surrounding area, government, organisations, neighbours, subcontractors, competitors, the culture of the target country, economic systems and legislation.
- Personnel, processes and structures include good governance, internal and external communication, strategy, quality systems, auditing, reporting, accountability guidelines and process clarity.

They illustrated these six areas of responsibility in pie form, where culture is in the middle of the pie, as culture plays a huge role in organisations of all types and sizes.

In the book "Management: Key concepts, theories and trends" (original name: Johtaminen: keskeiset käsitteet, teoriat ja trendit), Jylhä and Viitala (2019) describe that the actual responsibility for operations is considered to be activities that go beyond statutory obligations, i.e. what a company voluntarily does for society. Jylhä and Viitala also emphasise that responsibility starts with the organisation's culture. It must cover all areas of activity and all units. It is an organisational mindset and not a separate function.

Organisations can define what ethics, responsibility, and social responsibility mean in their organisation. Utilising standards or specific norms, guidelines, or tools makes evaluating and measuring an organisation's corporate responsibility work easier. These could be, for example, the ISO 26000 corporate social responsibility standard or the UN Global Compact initiative. (Törnroos, 2011, 23).

2.4 Communication

Communication means information sharing between sender and recipient in either one-way or two-way means. It includes three steps: the thought or a subject, senders encoding, and recipients decoding. (Editorial team 2014). Communication can be conducted in many ways and forms, such as verbal, non-verbal, written, visual, internal, external, formal and informal, to list a few. Communication helps to reduce misunderstandings, develop strong relationships, activate employees, improve work relationships and make teams stronger (Indeed editorial team 2021b). Therefore, communication has a crucial role in leadership skills, strategy implementation, and culture formation. This section will look into tools available for sustainability communications, municipalities' role in communications and marketing, and communications and marketing leadership and management.

2.4.1 Responsibility communication and responsible communication

In many organisations, responsibility work begins from a communicative point of view, especially from the development of responsibility reporting. Reporting embodies organisations' corporate responsibility work and serves as a management tool. We should note that responsibility work is more than just reporting, communication and lobbying, so integrating responsibility issues into the job description of a communications director or public relations director may not be the most effective solution. (Koipijärvi & Kuvaja 2017, 128). Handling responsibility reporting and communication by a department that does not have the proper access to accurate information can negatively affect the organisation. A negative impact can occur if we link organisations' operations to greenwashing, i.e. superficial environmental friendliness that does not go beyond advertising or rhetorics.

Let us look at what communication means in the ISO 26000 standard or other entities. The guidance and instructions remain at the top level; for example, "in communications organisation can use …. the logo" and "the corporate responsibility report… is an evaluation and communication tool, what organisations can use for communicating how it has succeeded in its corporate social responsibility goals." (Törnroos 2011, 38). What is missing is what responsibility communication entails and what makes an organisation's communication responsible. That is, how an organisation should lead communication to establish that it has achieved the goals of corporate responsibility communication and is responsible in its communication.

Responsibility communication and responsible communication are two different concepts. Responsibility communication is based on responsible business. The organisation communicates its responsibility and responsible actions, of which the responsibility report mentioned above is an excellent example of what the result of responsibility communication can be (Häikiö, Koivunen & Kokkarinen 2020; Veltheim 2021). Another aspect of corporate

responsibility communication is that responsible business is only visible through communication. Without communication, corporate responsibility does not exist (Jäppilä, 2014; Pölönen, 2018).

The challenge of corporate responsibility communication is that organisations do not recognise or value doing responsibility work or communicating enough about their responsible actions and activities. If they communicate, the message does not always reach the target group genuinely interested in the information (Häikiö, Koivunen & Kokkarinen 2020). However, more than half of Finns feel that an organisation's social role or responsibility impacts choices or decisions, and almost half estimate that it also impacts purchasing behaviour. (Yritysten päämäärän ja vastuullisuuden merkityksellisyys – piittaako kuluttaja? 2014). The lack of responsibility communication can also be interpreted as a lack of responsibility, irresponsibility or even secrecy. (Joutsenvirta, Halme, Jalas & Mäkinen 2011).

Responsibility communication is not automatically responsible communication (Häikiö, Koivunen & Kokkarinen 2020). Responsible communication is responsibly implemented communication in a responsible organisation because an irresponsible company cannot have responsible communication. (Veltheim 2021). It means taking ownership and responsibility for clear, direct and consistent dialogue on value-based decisions. It demonstrates honest communication about ethical, moral, and social assessments and internal and external stakeholders interested in an organisation, institution, competence, or topic (Redmund 2014, 15). Responsible communication means open and honest dialogue, regardless of the situation.

Many entities offer organisations many tools to measure different areas of responsibility, but not a single measure of whether an organisation communicates responsibly. Responsible communication is successful if organisations and managers know how to create, say and maintain people's experience of the relevance of their work (Aaltonen, Ahonen, & Sahimaa, 2020, 167-168) and how organisations responsible actions are implemented at the individuals and work community level.

"Combining corporate responsibility and communications has been one of the most popular combinations in the corporate responsibility lifecycle. This solution has a reason: responsibility is strongly based on consulting and understanding stakeholders. However, corporate responsibility should not be the driving force behind communication." (Koipijärvi & Kuvaja 2017, 127). Stakeholder communication, involvement and participation seem to be essential aspects of communication and marketing from the perspective of a responsible organisation, especially if we integrate them into the organisation's strategy.

We will look at responsibility communication and responsible communication through ISO 26000-standard and Agenda 2030. ISO 26000 is an international standard developed to support private and public sector organisations in industrialised and developing countries to operate

socially responsible (Kansainvälinen sosiaalisen vastuun standardi 2022). Agenda 2030 is an agreement and plan of action on achieving 17 sustainable development goals by 2030 (Transforming our world: the 2030 Agenda for Sustainable Development 2022).

2.4.2 Communication in ISO 26000-standard and Agenda 2030

We have concluded that there are two dimensions to an organisation's responsibility work from a communication perspective: responsibility communication, which communicates about the organisation's responsibility, and responsible communication, which shows that the organisation also takes responsibility into account in its communication. This section discusses these two dimensions from the perspective of ISO 26000 and Agenda 230 work.

According to the ISO 26000 standard, an organisation must activate communication before reporting responsibility work by building awareness. The role of communication is equal, if not more significant, in the implementation of responsibility areas and is necessary throughout the implementation of responsibility work. To create organisational change, communication must start by engaging internal stakeholders first and continuing the dialogue with external stakeholders. The aim is to understand the benefits and concerns of stakeholders' social responsibility and the organisation's responsibilities and strategy related to this topic. (Bernhart & Maher 2011, 6). Thus, the ISO 26000 standard is not just for management and external communications, although many organisations often perceive it.

Section 7.5.1 of the standard helps outline the communication benefits of commitment, challenge, and progress. The standard lists expected benefits of responsibility reporting, such as engagement of internal and external stakeholders and improving reputation and awareness of communication's role in promoting social responsibility performance. (Bernhart & Maher 2011, 100-101). In other words, the goal of the standard is not only to communicate responsibility but also to create change towards a better direction, support it, and promote organisations' responsibility work.

Section 7.5.3 of the standard lists various communication types, but the clause seeks to take dialogue and feedback as one of the top themes. Although the primary purpose of the standard is to support corporate responsibility communication, it seeks to guide the implementation of communication in such a way that it provides an opportunity to provide feedback. (Bernhart & Maher 2011, 107-108). For example, the organisation should ask questions instead of publishing regular social media posts. The website may have polls and voting, and the opportunity for giving feedback should be as straightforward as possible. In the case of a traditional poster, there should be clear instructions on how to connect with the organisation.

In addition, the clause seeks to consider the importance of employees in improving the promotion of corporate responsibility. Employees represent the organisation and can act as its ambassadors and faces since employees interface with customers, partners, authorities, investors and other stakeholders, making communication particularly critical in communicating appropriate social responsibility. They have a unique position to help build or strengthen trust and belief in social responsibility demands. They can spread the word about achievements, support the commitment of external stakeholders, and lead the organisation to social responsibility. First, the own house needs to be in order before the organisation outsources communications to other stakeholders. (Bernhart & Maher 2011, 107).

Bernhart and Maher (2011) describe that one of the essential elements of social responsibility is included in the ISO 26000 standard. However, it is not explicitly mentioned: that an organisation should integrate information and messages into the communication of the entire organisation. The ISO 26000 standard leaves the reader to their interpretations, as the standard is written in a way that does not provide direct answers to questions - it is not a standardised and certified standard that defines how things should be done.

However, the standard has built-in guidelines for responsibility communication and how to prepare a communication plan. This guidance does not deviate from standard communication plans and best practices. It helps us outline the main messages, choose the communication channels, plan the schedule and calculate the budget. (Bernhart & Maher 2011, 109).

In summary, ISO 26000 communication begins with internal communication, understanding social responsibility, the organisation's commitments, goals, and actions. Employees must understand their role in promoting change and receive tips on implementing social responsibility; the organisation has to train them on the subject and allow cross-administrative interaction with colleagues and internal experts. The organisation should remove potential barriers to communication, support change, and promote desired behaviour. The report is only one part of an organisation's CSR communication. However, it also plays a significant role as it is part of a process that generates value, increases effectiveness, and enables social responsibility measurement. Communication is thus continuous, and social responsibility implementation takes place through an iterative process.

Figure 4: The Global Goals, also known as the Agenda 2030 sustainable development goals (The 17 Goals 2022).

Agenda 2030 is an ambitious plan of action for countries, the UN system, and all other actors, addressing long-term social, ecological and economic challenges from the perspective of 17 universal goals. The goals have 169 more specific sub-targets and roughly 230 indicators to help measure progress. (Lyytimäki, Furman, Lähteenoja & Korhonen, 2016). However, the indicators have only two communication-related objectives: objective 12, paragraph 12.8, "By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature", and objective 13, paragraph 13.3, "Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning" (Statistics Finland, 2021). Based on this, the Sustainable Development Goals or Agenda 2030 do not define the purpose of communication or guide communication. However, the UN has produced numerous support materials, guides, and examples of the role of communication and opportunity reasons on why and how organisations should communicate their Agenda 2030 work.

There were poorly scientific articles and literature on the subject. In addition, to find UN material on the subject, a person needs to know excellent English and use jargon to find the correct information. However, many other websites provide tips and ideas on leveraging sustainability goals in communications. Many sources emphasise that communicating the UN sustainability goals or their themes supports the work of Agenda 2030. There is no formal guideline in Agenda 2030 as in the ISO 26000 standard for communication, but we have learned so far that there is no organisational responsibility without communication. In other words, if an organisation's goal is to achieve the UN's sustainable development goals, it must take both responsibility communication and responsible communication into account.

In the "Agenda 2030 in my municipality" handbook, the first step in communication is to raise awareness of sustainable development goals, in which all stakeholders understand and engage in a wide-ranging and inclusive dialogue. (Prorok, Todorović, Pichler, Ivanović, Rücker & Pejčić 2019). From a municipal point of view, the first task is to inform the municipal staff and elected officials about sustainable development goals to understand and be aware of the value of the goals and believe in their benefits and added value for the community. Only then will they indeed share their commitment and enthusiasm with the citizens. (Prorok et al. 2019). Mirroring this step to the ISO 26000 standard, we can see that the first step always starts with internal stakeholders, including in the Agenda 2030 work.

Prorok et al. (2019) write that the next step in communicating sustainable development goals is their full integration into the municipality's communication tools and methods and external communications. The scope and format may vary, for example, by communicating measures that support the goals or by adding general information, links, or illustrations of sustainability goals. In addition to this, Agenda 2030 needs to be communicated directly to the community.

The third phase of the handbook deals with the launch of a wide-ranging dialogue, which, together with the partners, allows for open discussion and supports joint commitment and participation. This process requires interaction and transparency from all municipal operators. (Prorok et al., 2019).

The final step is to set up permanent partner groups in the municipality. The partner groups consist of members from the private, public and civil sectors and representatives of the municipal administration. This phase provides the basis for the handbook's goal of locating sustainable development goals and setting common goals. (Prorok et al., 2019).

The Global Taskforce, the United Nations Habitat Program and the UNDP have developed a roadmap for locating, implementing and monitoring sustainable development goals at the regional level. The roadmap consists of four parts. The aim of this tool is 1) to raise awareness and the involvement of local operators in locating sustainable development goals and 2) to support them in making decisions that contribute to sustainable development goals. (Global Taskforce, UN Habitat & UNDP, 2016).

The four parts of the roadmap are awareness-raising, advocacy, implementation and follow-up. The first three parts provide extensive examples, ideas, and guidance on how sustainability goals can be communicated and incorporated into an organisation's corporate responsibility communication (Global Taskforce, UN Habitat & UNDP, 2016). However, the monitoring phase does not include indicators for the communication itself. It presents at a general level how the organisation can choose the most significant sustainability goals for itself and use the indicators to monitor sustainable development work.

At a general level, the UN Guidelines for Reporting on Sustainable Development Goals refer to an advocacy plan as a strategic tool in which communication promotes organisational, societal, or policy change and desired behaviour. Effective communication is seen to get authorities and institutions interested and excited to act. This plan is very similar in content to any communication plan: it sets goals and objectives, defines target groups, communication channels and key messages, and places communication tasks on a timeline. The guide encourages open, inclusive and transparent communication, which is an encouraging and empowering way to involve all stakeholders. The guide places a strong emphasis on the success of corporate responsibility communications. The same document contains a checklist of the elements of the reporting phase, and section 5 describes the communication steps (Figure 3 SDG reporting checklist).

5. Communicating	☐ Identify key target audiences
	☐ Draft a plan to reach the media
	☐ Plan/hold outreach events: campaigns, seminars, workshops, data hackaton etc.
	☐ Plan/hold pre-launch activities
	☐ Plan launch
	☐ Consultation with selected stakeholders on main messages
	☐ Incorporation of various comments and suggestions
	☐ Translation in main local language(s) (if different than official language)
	☐ Press kits and dissemination material
	☐ Printing and publishing
	☐ Media launch and other presentations for information and debate
	☐ Decision on the dissemination
	☐ Dissemination of report/review, including media launch
	☐ Production of visual materials (brochures, posters, etc) to help draw public attention to the SDGs

Figure 5: SDG reporting checklist (United Nations, 2017)

In conclusion, the UN Sustainable Development Goals work consists of broad goals with a transparent approach and monitoring. The indicators of the objectives are also not completely concrete, so their interpretation depends heavily on their interpretation. Although Agenda 2030 does not provide concrete guidance, its purpose and message are easy to internalise and integrate into the organisation's daily life. The challenge is to concretise, manage and monitor the work.

2.4.3   Responsible marketing

Many see marketing as part of the cause of negative phenomena in our society, such as heavy consumption, unnecessary demand and greenwashing. Marketing has helped create many unsustainable habits, but it can also serve as a solution to make new and sustainable alternatives desirable and well-known. We can help promote more sustainable consumption levels and patterns through sustainable marketing. (Danciu, 2013). We can effectively and quickly reach many people, help them with their choices, and influence their behaviours with marketing. From an organisational perspective, effectiveness can be achieved at the regional, local, and global levels by increasing handprint work.

Sustainable marketing is a management concept that considers environmental and social requirements, ultimately turning them into competitive advantages by generating value and customer satisfaction. It is guided by the principles of sustainable development, leading to better companies, better relationships and a better world. (Danciu, 2013). It can positively contribute to combating climate change and promote the growth and achievement of own handprint-work while minimising the carbon footprint. It must bring out market-based, consumer-driven and individual choice-based solutions, not just a regulatory debate. (Lillberg & Mattila, 2020).

The first goal of sustainable marketing is to create and expand markets for sustainable products and services. To achieve such a goal, we have to identify and stimulate demand for sustainable products. It all depends on recognising the enduring efforts of the organisation. (Danciu, 2013).

Organisations need to stimulate demand by creating a market for sustainable solutions. Furthermore, the attractiveness of this market must be increased through open and transparent communication so that customers understand and learn how environmental and social values organisations are taking into account in their operations and supply chain processes. (Danciu, 2013). According to Juholin (2013), marketing communications generally focus on products and services, and the public sector on behaviour. However, we live in a millennium where companies and public organisations have realised that responsible marketing must go even further. It is about creating dialogue, empowering customers, supporting sustainable lifestyles and cooperating with customers and other organisations.

Appropriate market segmentation may be another strategic choice to stimulate demand for sustainability. The goal here is to identify those customers who naturally want and acquire sustainable products and services. (Danciu, 2013). In addition, the primary tasks of marketing are to influence, persuade and bring about changes in attitudes and behaviour (Lillberg & Mattila, 2020). However, marketing is full of empty promises without sustained habits and deeds, making organisational marketing part of the problem and not the solution.

"In sustainable marketing, brands take responsibility for combating climate change, promoting the protection of natural resources, a resource-wise economy, and building a social atmosphere based on less confrontation and more on common goals and solutions." (Lillberg & Mattila, 2020). Marketing must be achievable, inclusive, engaging, considerate and require the cooperation of several associates, as sustainability is difficult to build and promote alone.

The result of sustainable marketing is its positive impact on economic, social and ecological sustainability, increasing positive effects on society. When people are not behaving rationally, marketing efforts are needed to gather and analyse data about segments and create engaging

messages about how an organisation and individual can tackle local and global challenges, generate value, and meet their needs.

2.4.4   Communication and marketing in the municipality

Communication and marketing are still difficult for many public sectors to manage. They have not played a significant role in the management and execution of an organisation, which means that the communication and marketing role is not as important from a strategic point of view. The municipal organisation does not know how to outline the opportunities and potential of communication and marketing to benefit both the organisation and the community. For example, municipal organisations face the challenge of keeping up with the market and communication is not seen as strategically important. (Arolainen 2018).

In municipal law, the communication section states (translated from Finnish, appendix 2):

"Residents, service users, organisations and other communities must be informed about the municipality's activities. The municipality must provide sufficient information about the services provided by the municipality, the finances, the matters being prepared by the municipality, the plans concerning them, the handling of the matters, the decisions made and the effects of the decisions. The municipality must inform how it can participate in and influence decisions.

The municipality shall ensure that the information necessary for public access to the information on matters to be dealt with by the institutions is made available on the public information network once the agenda has been completed. In its online communications, the municipality must ensure that confidential information is not exported to the public information network and that personal data processing is protected.

Communication must use clear and comprehensible language and consider the needs of different groups in the municipality." (Kuntalaki 10.4.2015/410).

The Municipal Association's Guide to Municipal Communications contains instructions for the municipality's management and employees on how to implement communications in the municipality. It also provides interpretations of sections of the law when discussing the communicative measures binding on the municipality.

In the municipality, the council creates opportunities for communication through the budget, action plan, strategy and governance rules. The City Board is responsible for implementing communications and marketing by approving, for example, the communications program and guidelines. The role of trustees is vital in value and line discussions and in creating an open communication atmosphere. However, preparatory and final communication must be systematic, correct and consistent. The role of policymakers includes visioning and

commenting from their perspective. The municipality can assist the political council groups in, among other things, the practical arrangements for communication. It is also good to remember that political trustees act in the employer's role, which is significant in staff motivation. (Kuntaliitto 2016, 18).

The practical responsibility for communication lies with the executive management and communication personnel. Management is ultimately responsible for day-to-day service and decision communications and occasionally involves implementing communication activities. However, it is always a good idea for a leader to be supported by a communications manager who, in larger organisations, acts as a very independent communicator in practice. The Municipal Association recommends for an organisation have a designated communications manager. The organisation's communications manager must be involved in the management team's work. This way, communication can be planned well in advance, and communication can also address current issues immediately. The communications manager must have an independent role in implementing the communications policy. The communications manager should also work as a mentor or a coach for managers and directors to support professional communications issues. The communications manager coordinates and develops the organisation's other communications and participates in the municipal communications networks. (Kuntaliitto 2016, 19).

If we reflect on what we have learned so far, responsibility communication, responsible communication and marketing require leadership, ownership, goals, monitoring and commitment throughout the organisation.

2.4.5   Leading and managing marketing and communications

Socially responsible management begins with the responsible operation of the organisation and its governance (Törnroos 2011, 38). We can say that responsibility should be part of an organisation's strategy, processes, goals, and values. The big guidelines always come from the management, and it is their responsibility to ensure that responsibility is reflected and implemented in the organisation's daily life. The challenge, however, is that responsibility issues are often scattered across the organisation's various functions and focus only on easily verifiable metrics. Here, responsibility should have a clear communication strategy that is part of the organisation's brand. From a communication perspective, we should emphasise cooperation with various stakeholders, strong content to make it easy for all employees to communicate boldly and consistently, and build an image through responsible marketing. A responsible brand also acts openly and honestly in crises, admits mistakes and takes responsibility. (Koipijärvi & Kuvaja 2017, 75-76).

From a personal perspective, the book "Lead a meaning" (original name: Johda merkitystä) is a good description and explanation that an organisation should provide meaningful work, as

meaningfulness is a part of our societal structure that cross-cuts individuals' lives and community's operations (Aaltonen, Ahonen & Sahimaa 2020, 40). That is, meaningfulness serves social responsibility and environmental and economic responsibility. Aaltonen, Ahonen and Sahimaa (2020, 56) describe that an employee who finds their work meaningful is more efficient, committed, well-off, more creative, healthier and happier. In addition, an excellent note by these authors, which we believe reflects social and corporate responsibility, reads as follows:

"One good reason to talk about meaningfulness is that we need measures that will radically change our economic system, business, and societies. We need measures to ensure that our operations are sustainable in terms of the planet's resources and the well-being of future generations by the principles of profit with purpose. This idea has also begun to be emphasised by more and more people in power."

How does it to lead meaningfulness? According to Aaltonen, Ahonen and Sahimaa (2020, 167), leadership is meaningful communication. Communication can consciously and unconsciously affect people's feelings, thoughts and reactions. It is about interaction, sharing things, creating community and emotion, and leadership. However, a good drawback is that communication professionals are needed, but they never replace personal supervisor communication. It usually takes a lot of repetition to get a message across. Studies show between 10 and 20 repeats (Jojarth 2016).

As we have learned this far, leadership starts with genuine leaders who know how to build trust and earn respect, require many skills and are constantly put under the microscope. Nevertheless, how marketing and communications should be led?

Marketing and communication should be part of a larger whole and not a detached activity that is only addressed when felt or compelled. People need to feel ownership and responsibility for communication and marketing and commit to acting to avoid getting caught up in other activities.

Results begin to emerge when we manage communications and marketing appropriately, planned and efficiently. (Greus 2019). As mentioned earlier, communication and marketing should be part of the organisation's strategy and require clear responsibility from management. Likely, the role of communication is often overlooked due to other workloads. The challenge is possibly one's interest and commitment to communication or simply a lack of knowledge and skills.

Kotter (2012, 92) provides key elements of effective communication: *simplicity*, where all jargon and technobabble are eliminated, *metaphor, analogy and example*, where a verbal picture is worth a thousand words, *multiple forums*, where no matter the size or importance

of a meeting, formality or informality are all effective platforms for spreading the word, *repetition*, because ideas take time to sink in and require to be heard many times, *leadership by example,* because behaviour has to be aligned with the vision and strategy, *explanation of seeming inconsistencies*, because unaddressed inconsistencies undermine the credibility of all communication, and last, *give-and-take*, where two-way communication is always more powerful than one-way.

When we look at the ISO 26000 standard and the UN's Sustainable Development Goals, there is really much work to be done. Thus, we can state that the organisation must have a straightforward process and responsibility that guides strategic communication and marketing. It must support the entire organisation so that responsibility communication and responsible communication occur regardless of the staff's competence or level. In addition, marketing should not be considered a separate activity, as marketing should speak the same language that employees use. This will strengthen the position of the organisation when everyone is telling the same story. Sustainable marketing and responsibility communication aim to provide input, increase dialogue, and promote organisational responsibility.

2.5 Synthesis of the theoretical framework

We have looked into leadership, strategy, organisational culture and the role of communication. The topics are interconnected, and many theories point out their importance in organisational change or change management in general. Based on the theory, various entities, themes and factors related to the phenomenon have been brought together.

We have learned that everything starts with a clear vision and strategy, but they require strong leadership. A leader should understand the culture and clearly communicate what is expected from the employees to reach desired goals and minimise unnecessary speculations and rumours, which can damage and prolong the change process. In summary, the knowledge base theories and their interrelationships can be illustrated by the theoretical framework synthesis shown in Figure 4.
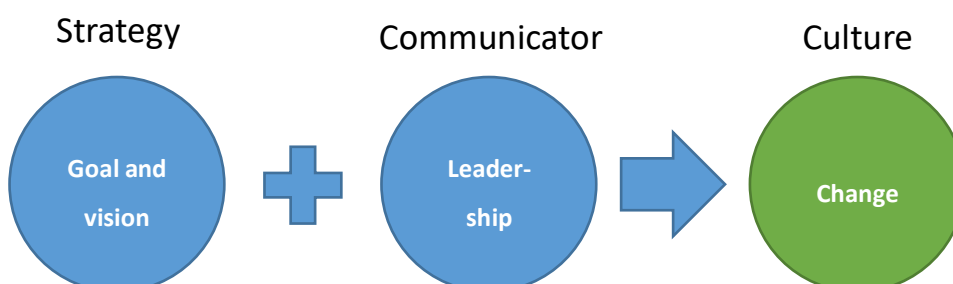
Figure 6: Synthesis of the theoretical framework

3 Development setup

As the old saying goes, a good question is already half of the answer. The main goal and challenge set for this thesis are to find out how the Centre of Excellence for Sustainable Development should organise its leadership to communicate sustainable development and make sustainability communications stick as part of everyday operations in the entire city organisation. The question is the guiding idea of the thesis, which is specified by sub-problems, also known as the research questions that help us view the main challenge multidimensionally. The guiding idea is important because it guides the whole subsequent work: the search for sources, the choice of theory, the acquisition of material and the evaluation of the final result (Hirsjärvi, Remes & Sajavaara 2004).

The research questions for this thesis are (1) how the organisation should lead its strategy, so it can succeed in achieving its goals, (2) how the organisation should lead sustainable development, so it can learn to communicate about it effectively and (3) what kind of organisational culture is needed to implement strategic communication and sustainable development. The answers to these questions help us assess the topic from the leaders' point of view.

The development setup (Figure 6) of this work takes place from the need of understanding how an organisation should lead and promote sustainable development. The organisation faces challenges in leadership in cross-organisational sustainability communication to enable effective and timely capabilities in promoting sustainable development for various stakeholders. The aim is to develop a solution to these challenges.

The organisation has set strategic targets on carbon neutrality by 2030 and achieving UN sustainable development goals by 2025 (The Espoo Story 2022). These targets require an organisation-wide understanding of how they will be achieved and what they mean for employees, partners, and residents.

We interviewed people working in the case organisation in various positions and departments for this research and development work. However, we narrowed the target group to staff members of the centre of excellence for sustainable development, communications department and strategy department. This decision is because they have a role in implementing and succeeding in the strategic work and sustainability issues.

This work aims to develop a step-by-step development plan with guidelines and tools suggestions. The aim is to provide the organisation with clear instructions on what it should implement to achieve desired goals. The development work aims to help understand crucial organisational roles and activities that drive change.

Figure 7: Development setup

Development setup includes four main themes, the goal the case organisation is trying to achieve through communication and marketing leadership, the challenge regarding leadership, experience and planning, the method for discovering ways of tackling the challenge and finally, the solution.

4   Research method

As an approach, this research development work uses service design, one of the qualitative methods. The qualitative method helps us approach the phenomena from different perspectives with an aim for more diverse and complementary results and a deeper understanding of the phenomenon under study. (Ronkainen et al. 2013, 45-47.) The starting point in qualitative research is to describe real-life situations and find multifaceted relationships. There are many types, trends, and approaches in qualitative research. The most typical main features of qualitative research are:

1. The study is a holistic acquisition of information, and the material is compiled in natural, real situations.
2. Preference for people as an instrument for data collection.
3. Use of inductive analysis, i.e. the disclosure of unexpected facts. Therefore, the aim is a complex and detailed examination and not an examination of a theory or hypothesis.
4. Preference for methods that bring out the perspective and voice of the subjects, such as interviews and participatory observation.
5. Selection of the target subject appropriately, not using the random sampling method.

6. Formation of research plan during the research, i.e. the research is flexible, and the procedures may change.

7. Treatment of cases as unique and interpret the material accordingly. (Hirsjärvi, Remes & Sajavaara 2004).

Service design is described as a process that offers a perspective, method, and tools that help designers to create sustainable solutions, optimal experiences and ways to deal with internal and external challenges (Reason, Flu & Lovlie 2015). Service design aims to improve service quality, efficiency, delivery, and design the right thing. It is about creating value for the users as well as the party delivering it. Service design is used to solve problems as it offers a powerful alternative to usual analytical and deductive tools by providing a generative and creative approach to finding solutions (Reason, Flu & Lovlie 2015).

Service design helps create services based on the genuine insight of the users. This way, the services have the resilience to changes and performance. The true benefit of service design lies in fulfilling and satisfying customer experience and needs while also improving, optimising and aligning the effectiveness of used resources such as capital, natural and HR (Polaine, Lovlie & Reason 2013). It creates a win-win for both the service provider and the service user.

Service design, like any design, starts with design thinking. The British Design Council illustrates design thinking as a Double Diamond. It is not a tool but a framework that offers clear instructions for the design process's phases. The phases are "discover, define, develop and deliver" (What is the framework for innovation? Design Council's evolved Double Diamond 2021). Designers can utilise various tools that support the design process in each phase.

Utilising the double diamond framework, we have defined the research process into smaller, clearer steps (Figure 7). First, we had to identify and frame the current challenge we aimed to solve. Specifying the challenge gives us insights into who needs to be involved in the process and what supportive data and literature we need to use. This stage created an overall understanding of the thesis. The challenge and the topic were discussed between the author and the Director of Sustainable Development. The second step was topic research, which required the most time throughout the process. A literature review is essential to understand the challenge and issues involved. We can also learn more about the topic and information we need to gather during the double diamond process. Entering the first diamond requires self-study that prepares the author to learn about the qualitative methods, plan the interview executions and questions, and deepen knowledge about the challenge. We need to conclude these steps to understand who has the answers to our challenges and the best way to approach them.
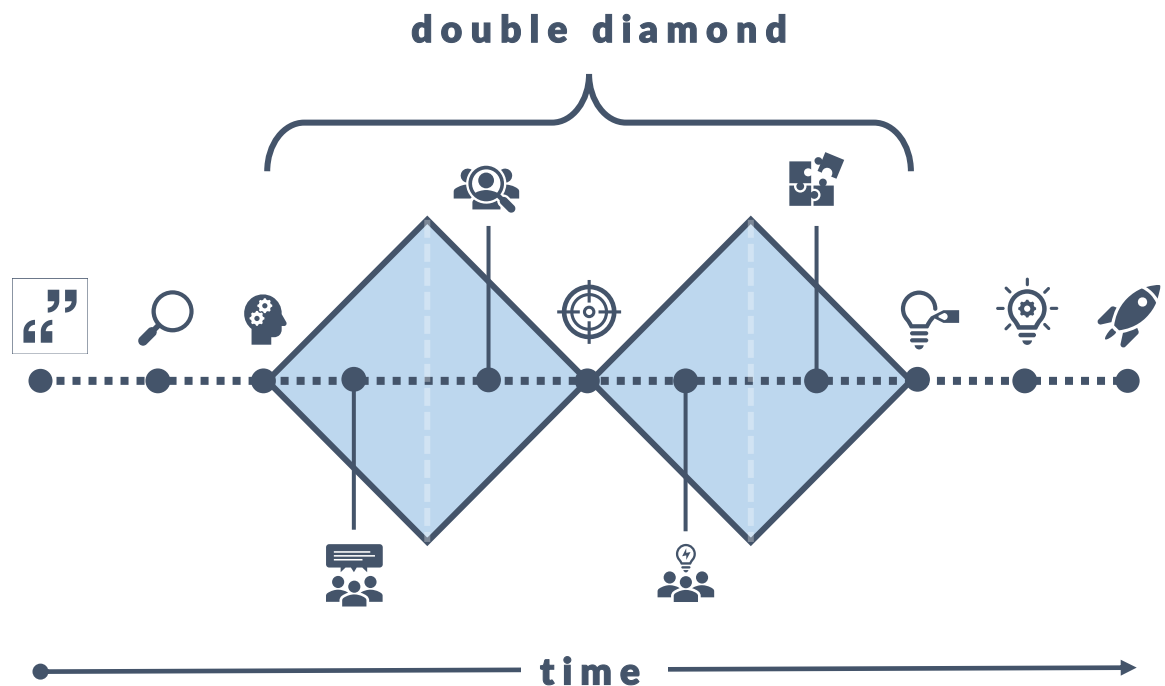
Figure 8: Progress of the development progress (according to Design Council 2019)

The first step of the double diamond is the "discover" phase, which helps us understand the insights. We used interviews to gather information and authors' personal experiences and insights regarding the topic. For avoiding biases and heuristics, the author has studied and explored behavioural economics and decision making.

Interviews help us find out what people are thinking, feeling and believing. We chose interviews as part of the research method. After all, it is a unique data collection method because it interacts directly with the subject. One major advantage is the flexibility to collect data as required by the situation and the respondents. (Hirsjärvi, Remes & Sajavaara 2004).

An interview allows to regulate the topics and gives space for interpretation of the answers. It is a great way to clarify the answers and deepen the information by asking additional questions to justify the expressed views. (Hirsjärvi, Remes & Sajavaara 2004).

However, the interviews also have a downside. They take much time, among other things, for careful planning and training in the role and tasks of the interviewer (Hirsjärvi, Remes & Sajavaara 2004). It requires the so-called facilitation expertise.

We used thematic interviews in this study. The invitee was provided with information on the thesis topic, what topics are included, and a draft of questions. Respondents were informed that questions might change and would be targeted differently to different interviewees.

The second half of the diamond includes defining and analysing the insights. We identified and framed critical insights and filtered through various information during this phase. During this step, we can see hidden opportunities.

In the problem definition, we can finally see the target we aim to hit and what we will try to solve. This required summarising the research from the double diamond discover and define phase.

Entering the second diamond, we are starting to see potential solutions. It is advised to work with an external auditor or do member checking. Because this is a thesis, the author has discussed the topic with the thesis supervisor and presented it during a biweekly thesis seminar to get feedback from peers. This stage involves a lot of multi-disciplinary work for creating as many creative ideas for solving the problem as possible. The ideas need to be desirable, viable and feasible. We combined frameworks and patterns to fit the case organisation for this stage. The second part of the diamond includes cheap and fast ways to create a prototype to improve and adjust the solution. Since we are not conducting an actual test, we present development plans in different forms on managing communication.

The last three stages include defining and summarising a solution, publishing and sharing the results and putting the solution into practice. In other words, submission of the development plan, publication of this thesis, and the case organisation to start using the tools and methods provided.

We expect to receive in-depth results on how the Centre of Excellence and management-level implements the strategy, how they manage and implement communication that aims to drive change and strategy, and what kind of solutions interviewees see applicable when it comes to the resources, knowledge and experience in the case organisation and Centre of Excellence.

We understand that the municipality operates according to the parties who have majority seats, so we expect to discover whether this affects communication, organisation culture, and leadership in the case organisation. In other words, does the city operate according to the city strategy that is set together with the city officials and residents or is there something pulling back the change and leadership capabilities?

5   Implementation of the applicable study

This thesis aimed to use theory and interview results to provide a case organisation with a development plan for promoting sustainable development through communication and marketing. The entire study had four main phases: a collection of theories to give a sense of direction and base for the interview questions, the interviews of directors and experts for a better understanding of what the organisation is currently doing, and what challenges and opportunities they see, the analysis of the interview answers utilising the theoretical framework, and finally drafting a development plan. In this chapter, we will review the interview answers provided by the case organisation.

5.1   The interviews

Human beings use conversation to obtain knowledge, and it is no surprise that qualitative interviewing has become one of the key methods of conducting research. It is a verbal face-to-face discussion where the interviewer attempts to elicit information or expressions of opinion or belief from another person or persons. (Brinkmann 2013, 1-2).

For this thesis, we interviewed six people, although overall, we sent eight interview invitations. We selected the interviewees based on their role and area of responsibility in the case organisation. Those who responded to the interview invitation were the sustainable development manager, development manager of climate roadmap, project manager of Agenda 2030 work, Sustainable Espoo communicator, strategy director and development manager of city strategy. Those who did not respond to the interview were the director of sustainable development and communications director.

The invitations for the interview were sent simultaneously to all recipients with initial questions and additional information regarding the interview process and thesis topic (Appendix 2). The questions were categorised into four main themes: leadership, strategy, sustainable development and communication. We conducted the interviews via Teams-meetings, and each interview lasted for about 40 minutes. The interviews were held in the Finnish language.

For each interview, we selected specific questions that applied to the interviewee. The questions were worded so that there were no yes or no answers possible to give. The interview structure was informal and casual to enable open discussion and the opportunity to ask more specified questions when appropriate. The interviewees had a chance to share their observations and experiences related to the topic. At the beginning of each interview, we provided a short description of the interviews:

-    how the interview will be conducted,

- what to expect, and
- what happens after the interview.

The interviews were recorded as a backup as the primary data were the notes and summaries taken during the interview. Interviewees were told by the interviewer that the recordings were used only for the study and that all recordings were destroyed after analysis of the material. To ensure the anonymity of the interviewees, all direct and indirect identifiers have been removed from the results. There were fifteen pages of notes that were later analysed and categorised. Although it is recommended to transcribe the interviews, not all researchers do so. Some transcribe only selected parts, and some keep the recordings as a primary data source. (Brinkmann 2013, 62).

5.2   Reliability, validity and ethical considerations

The study received permission from the organisation's sustainable development director. For maintaining the anonymity of respondents, their names and direct interview answers are not mentioned in the study. The interviews were performed with ethical considerations in mind. Interviewees were told of the purpose of the study, its goals, and how data will be managed and published. These are important ethical considerations in addition to maintaining confidentiality and anonymity.

Prior to each interview, the study's author informed the upcoming research. The author provided the necessary information about the study, degree programme and study topic, and questions to expect in the interview invitation. The interviewees were kindly asked to accept or decline the interview. In this study, six out of eight interviews were conducted.

The validity of an assessment is the degree to which it measures what it is supposed to measure. So the validity of this study is based on the circumstances of the interviews, the time spent, possible distractions, misinterpretations, interview questions and the researcher's self-assessment of the situation. (Hirsjärvi, Remes & Sajavaara 2004). The interviews took place remotely, and each interview lasted for approximately 40 minutes. There were no distractions, delays or poor network connections. The researcher accidentally logged out from the online meeting for a minute during one interview. This situation is recorded since the recording did not stop even though the host was not there due to having interviews on a mutual MS Teams host service.

During the interview, the interviewees were further informed orally that participation was voluntary and that the respondents' identities would not be revealed at any stage of the study. Respondents were informed that the interviews would be recorded and the tapes discarded upon completion of the study. In all study phases, efforts to respect the privacy of

the persons who participated in the interviews were made. The author of the study collected and analysed the results alone.

Reliability is an essential requirement. Reliability was examined in terms of credibility, confirmability, reflectivity, and portability. In credibility, attention should be paid to the study's credibility and results. This is influenced by the researcher's commitment and the trust gained from the target group.

The interviewees spoke extensively about the topic. During the interviews, both the researcher and the interviewees could ask more specific questions — efforts to improve credibility by familiarising themselves with change management literature. The researcher did not guide the interviewees in any way in their answers. Interviewees were able to talk about the phenomenon under study in their own words. When assessing reliability, it must also be taken into account that the researcher was an employee of the case organisation during the interviews. This strengthened the reliability, as the interviewees and the researcher had already established a confidential relationship, which helped the interviewees give more in-depth information on the subject.

5.3   The results

The study is not completed when the results are grouped or analysed as the researcher must interpret the results. The researcher tries to understand and learn something new about the topic in the interpretation. We can base interpretations on previous theories and research, and in this case, we will reflect on the theoretical framework.
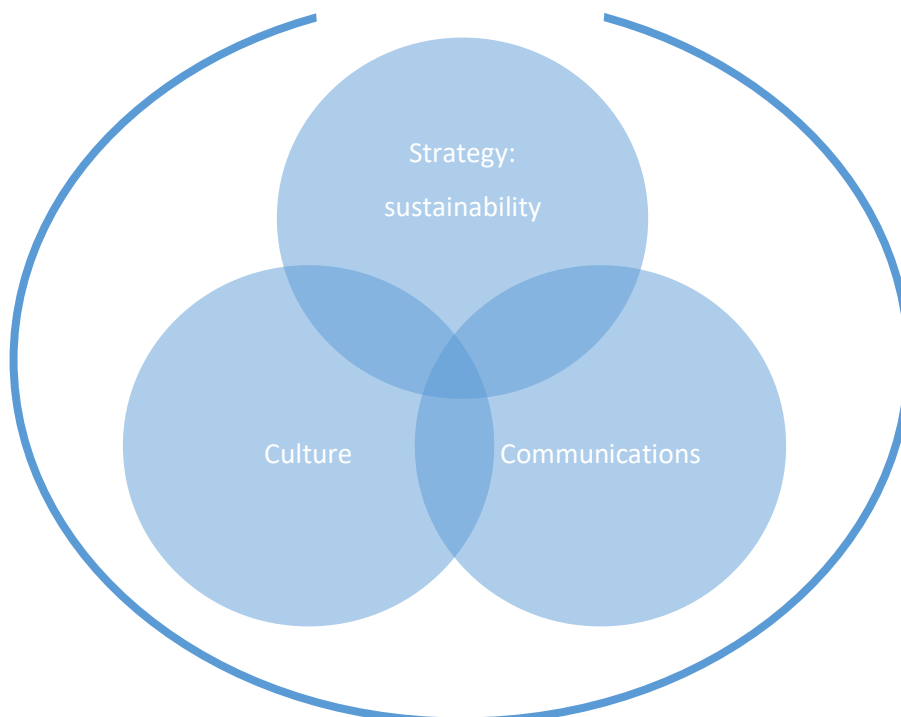
Figure 9: Interview results were categorised into three equal groups

We categorised the results into three main groups linked to one another: strategy, culture and communications (Figure 8). All three are needed and are equally important, as we have learned through theories earlier.

After identifying the categories, we divided the content into three parts: current state, challenges and opportunities. Sub-categorising helped analyse the interview answers, facilitating the processing of the material. The answers had to be further analysed to find what the interviewee said and what they emphasised.

This chapter summarises the interview results. The three categorised groups include thoughts and opinions on leadership and management roles, challenges and the interviewee's development ideas and suggestions. The section also contains the author's views from the employee's perspective.

5.3.1 Strategy in Espoo

Through interviews, we found out that the city of Espoo was a pioneer in introducing strategy in the eighties. The interviewed employees see Espoo as driven to develop and be a pioneer in many fields, and the strategy written for the city is not an exception. Finnish municipal law introduced the strategy in 2005. The excerpt of the Local Government Act on strategy states:

Each municipality must have a municipal strategy in which the local council determines the long-term objectives for the municipality's activities and finances. The municipal strategy must take into account:

1) *advancement of the well-being of the municipality's residents;*
2) *the arrangement and provision of services;*
3) *the service objectives laid down in acts on the functions of municipalities;*
4) *ownership policy;*
5) *personnel policy;*
6) *opportunities for the residents of the municipality to participate and exert an influence;*
7) *development of the living environment and vitality of the area.*

The municipal strategy must be based on an assessment of the municipality's current situation and of the future changes in the operating environment and the impact of these on the performance of the municipality's functions. The municipal strategy must also define the process of assessment and monitoring of the strategy's implementation.

Provisions on taking the municipal strategy into account in the preparation of the
municipality's budget and financial plan are laid down in section 110. The municipal strategy
shall be reviewed at least once during the term of the local council. (Local Government Act
410/2015 Section 37).

Along with the municipal budget, a strategy is crucial for setting common goals, priorities,
and vision for almost 15 000 employees in Espoo. Many municipalities use a balanced
scorecard (BSC) as a strategic tool. A *balanced scorecard* is a strategic management
performance metric that helps companies identify and improve their internal operations to
help their external outcomes (Traver, 2021). Espoo has developed its strategy into a more
participative and information-based document that tells the city's history, present, and future
and gave up using BSC. The new strategy gives the city a better sense of direction and
purpose. In other words, it is a roadmap that helps the city navigate where it wants to go. If
there are no standard views and topics related to own work, it is difficult for the
management to stay in line with how the organisation operates and where it is heading.

Earlier, the strategy was written and strategised amongst the management and directors. It
used to stay only on the top level and not shared amongst the employees. Between 2011-and
2012, the Mayor wanted to shift how strategy is implemented and created. Since then, the
strategy has been something where the input of residents, employees and other stakeholders
was seen as value-added. It also helped to put more focus on the councils' role. The strategy
department added participation in the preparation of the strategy through surveys, polls and
involvement of targeted groups who are otherwise difficult to reach. However, how people
and partners are involved is still very superficial. If the city truly engages residents and city
operators with the strategy, we would see a more significant move in the desired direction. In
other words, things would happen, and residents would genuinely feel like they are part of
the city's development.

Strategy drives long-term commitments and shared understanding of what residents want and
need and the organisation's capabilities and resources to answer those wants and needs.
However, one of the challenges with the strategy-work in Espoo is that it lacks sharpness and
requires making real and tough choices because strategy cannot be everything. The strategy
includes many wants, but it also requires teamwork and cooperation of everyone who works
and lives in Espoo to develop and go where people vision it to be. Also, the political debate
and councils party groups take the discussion and priorities according to their action plans,
making some topics more visible than others, which means that some voices are muted or
ignored deliberately.

Another important consideration is that is there a moment when an organisation can finally
declare that participation was successful and that enough people know and understand the

strategy? Some of the raised topics included that strategic work requires more motivation and new approaches to strategic work. People and employees need to be interested in developing the entire city. The city needs visionary leaders and managers who can create tactics and progress.

After the Mayor introduced the new strategy model and the strategy itself, directors and managers spread the word about it throughout the organisation. Espoo wrote the strategy as a story, making it easier to communicate and read. However, strategy is still led top-down by the directors and managers, and there are no custom or specific messages, as the main goal is for reaching larger audiences at once. From a communication point of view, trying to reach everyone ends up not reaching anyone.

Employees are encouraged to view the strategy from their perspective and roles. They continue to spread the word to their departments, residents, and other stakeholders. However, this is more like a guideline and something directors talk about. There are no plans, tactics, or metrics for implementing the strategy and its communication in the city. The only metrics included are departments' yearly goals which reflect the strategy in their operations. In addition, the main emphasis on understanding the strategy relies on partners and operators, not so much on the residents. Nearly all interviewees agree that the city requires new approaches, metrics, and communication to inspire and be goal-oriented.

In the new strategy set for the current council (2021-2025), sustainable development has a more powerful and more explicit role, not to mention that city's famous slogan is "Europe's most sustainable city". However, it leans more on the ecological aspect. Economic and social sustainability are included in the strategy but are not defined directly. Meaning it is up to the reader to concentrate and find the purposes within the text.

In the future, it is more likely that there will be better participation opportunities and reform of how the organisation creates and implements the strategy because new approaches and motivations are needed. Even though the strategy process in Espoo is fast and efficient, the dialogue on what the city indeed requires regarding content is inefficient. In upcoming years city wants to develop indicators and procedures to monitor the implementation and success of the strategy, but at the moment, it is just a plan.

To summarise the interviews regarding strategy in Espoo, we can agree that the city's strategy, the Espoo Story, is well managed as a process even though it requires some bold new methods in the development processes. How the strategy is later implemented and shared also needs updating since many topics are too difficult to internalise and promote, especially if there is a lack of exemplary behaviour at the management level. Even though the direction for the city's strategic work is on the right track, the leadership should be multidisciplinary and empowering to act according to the strategy.

5.3.2   Organisational culture and sustainability

When we look into Espoo's sustainability values, they concentrate on hard values such as how the city is perceived, enabling a sustainable future through local and global partnership, and increasing the city's image as the most sustainable city. The soft values receive less attention, such as being better and doing good and looking into people's lives and mental well-being. Because of this imbalance, it is harder to understand what employees see as valuable through sustainability communication. The better the city will strengthen the us-spirit, the more it increases effectiveness and impact, meaning that organisation should bring the lesser value to the same level.

Other departments and units would be happier if they were invited and allowed to be a better part of sustainable development topics and issues. However, to make sustainability stick and easier to understand, more examples are needed to show sustainability in everyday life and work because people cannot categorise their responsibilities and choices under the sustainability umbrella. Another challenge is that sustainable development is challenging to balance between sociocultural, economic, and ecologic points of view. In addition, the city organisation considers that it is no longer needed to write and use words describing sustainability as they believe there is no longer unsustainable development. Even though some parts of sustainable development are not found word-to-word in the strategy, they are still included. In general, sustainability work requires continuity and stability. Creating continuity and stability is where the centre of excellence for sustainable development and the sustainable Espoo programme has an advantage through projects that enable the promotion and development of the sustainability work.

Interviewees also agree that it is no longer enough to know what strategy and sustainability are, as people must learn to link their doing into both. Understanding how own work links to strategy and sustainability will make the organisation more capable of implementing the strategic work. However, a unifying factor is missing. One option is to use Agenda 2030 SDGs for a common framework, metrics and language, but first, we need to understand how to begin the process. Another perspective is the terms and descriptive words on sustainability that can confuse, cause uncertainty, and ultimately indifference. The city should learn how to communicate to understand each other and what they are saying through sustainable and sustainability topics. The challenge is that as an evolving topic, there is always something new waiting around the corner, but the more we speak about sustainable development and bring it closer to people, the greater shared understanding. Employees, managers and directors, and external stakeholders need to confront their biases regarding sustainable development.

Espoo's culture leans more toward sustainable development and responsibility issues, and this topic is backed by the council members and residents in general. However, there are many flaws in operative and strategic decisions. People expect more basic actions and activities to support sustainable development in one's own environment or work on the operative level. On a strategic level, more complex decision-making aims to increase the entire city's effectiveness; therefore, changes are more often invisible on the operative level. The challenge is that many expect fast and short-term solutions that are visible. Culture and attitudes remain unchanged and do not evolve because there are no changes in how the work is carried out or how an employee can support sustainable development by own actions at the workplace.

5.3.3   Communicating sustainable development

As employees in Espoo city, everyone is responsible for communication, and the communication cannot be outsourced. Several interviewees see that the city is never fully ready with communications, so it is crucial to be merciful. However, communication is essential for increasing effectiveness and transforming strategic actions into a common language.

Espoo concentrates on doing an excellent job that employees and managers commonly forget to tell and show the results and outcomes and give positive feedback. The employees are intensely focused on execution and performance and do not always see communication as necessary. This is an error within municipalities because communication could help to generate change, especially in every sustainability issue.

The excerpt of the Local Government Act (410/2015 Section 29) on communication states:

(1) *Residents, service users, organisations and other corporate entities must be informed about the municipality's activities. The municipality must provide sufficient information on the services it arranges, the municipality's finances, matters under preparation in the municipality, plans concerning these, the processing of these matters, the decisions are taken, and their effects. Municipalities must provide information on how to participate in and influence the preparation of decisions.*

(2) *Municipalities must ensure that the necessary information about preparatory work concerning matters for consideration by decision-making bodies is given out in a public information network once the meeting agenda is ready in order to satisfy the general need for information. In their online communications, municipalities must ensure that information required to be kept secret is not released in a public information network and that privacy protection is observed in handling personal data.*

(3) *In communications, clear and comprehensible language must be used, and the needs of the municipality's different groups of residents must be taken into account.*

The government act does not guide the communication but states the minimum requirements. It is up to the municipality to plan and execute any other communication activities. Some political groups have criticised using resources for activities that are not specified by the law. However, especially in Espoo, directors and the council expect better visibility and more communication regarding sustainability topics. The organisation has to be consistent and stick to the main messages it tries to raise for sustainable development. However, there is no main message, and political debate sets priorities. In this case, we have goals set in the city strategy but no shared understanding because everyone interprets the goal themselves.

It is believed that interactive, two-way communication adds value and encourages everyone to get involved genuinely. When it comes to communicating strategy and sustainability, there are no joint operations, metrics, or goals. Not having them does not mean the city does nothing, more that it is not systemic or pre-planned. Espoo is very traditional when it comes to communication and communication opportunities. Interviewees do not see the city as an active interlocutor. Communication needs a more decisive and more concrete orientation, in addition to consistency and perseverance, maintaining motivation and clear focus. However, the Mayor's office offers a good asset for sustainability work, promotion and development. The more dialogue and shared language between departments and specialists, the better connection to other departments, partners and residents. Together with the sustainable Espoo programme, the centre of excellence for sustainable development is further ahead with cross-organisational operations. However, the role and the way these two entities do things should scale and develop throughout the entire organisation, as it is not enough that only one entity is pushing the city forward - everyone's input is needed. When it is not just talking, but also walking the talk.

Today, the city organisation has more explicit operating instructions for communicating and promoting sustainable development and pushing sustainability topics in general: the sustainable development programme and the centre of excellence for sustainable development. They have a mandate for sustainability work, but the scope and resources create uncertainty because they are mostly externally funded. Also, sustainable development, in general, should be on everyone's agenda within the organisation and not be limited to organisational structure or hierarchies. Interviewees believe that the centre of excellence should lead and coordinate the main messages and shared understanding of sustainable development, but the work should be carried out in partnership. Also, many expect the centre of excellence to lead by example and provide necessary knowledge and assistance to other units.

6   Development suggestions and plan

This chapter will shortly present development suggestions and an attached development plan created for the centre of excellence for sustainable development (Appendix 3). We started the development plan to be used as a tool and enable modification for other departments for implementing the strategy, communications and sustainable development work.

We have learned that city already has sustainable development as part of its strategy, and it is on the directors' and city chancellors' agenda. However, there is a lack of unified message and understanding because sustainable development is spread into unmanageable pieces that are difficult to communicate throughout the organisation. The development should begin from a shared understanding that change in communication towards sustainability goals is needed and distribute information on how this will take shape. The communication must be broad and preferably for internal and external stakeholders to show that the city organisation is serious about this. It is about the increasing level of motivation and starting point of cultural change.

First, the city of Espoo should name a person or entity who focuses on the planning, implementation and monitoring of strategic communications and marketing and concentrate on sustainable development as a whole. It is not enough for directors, managers, and employees to promote only parts of sustainable development because it requires shared understanding. Additionally, that entity should help the entire city promote sustainability, as it is not enough that only part of the city's employees is engaged. This entity requires strong leadership skills, ready to develop its skills and learn how the organisation and different departments operate. However, the entity does not require director or manager status, as we have learned from the theory and Centre of Excellence for Sustainable Development. It can be a person or a team who inspires, listens, walks the talk and is ready to lead. If the organisation lacks such skills and suitable leaders, it should prepare designated people for the task. It is enough that motivated and strategy-oriented people take the lead, train themselves, and help organisations shift. They need enough power, so the progress cannot be blocked, expertise to make intelligent decisions, credibility and a good reputation so they are taken seriously by other employees, and proven leaders to drive change progress (Kotter 2012, 59). Furthermore, the organisation should not waste its talents and help employees achieve their full potential.

Once the responsible person or entity has been selected and trained, comprehensive communication and marketing planning begins in a strategy-oriented manner. The plan should mandate implementing communication and marketing measures to both internal and external stakeholders without hindrance. However, the decision-making should stay at the top management level to emphasise the importance of the work and form a linked coalition of

managers and directors. The decisions should come directly from the top and not the other way around. This way, the involvement of managers and supervisors is crucial if the person or entity in charge is not directly in a leading position. It may be a challenge for a hierarchical organisation. Nevertheless, people with good and genuine leadership can overcome even this challenge. Directors and managers should trust the work done by the entity and allow digging deep and learning how the organisation really operates and communicates to make sure the first steps that will drive the change are implanted correctly.

Announcing at the top level that the goal is to communicate responsibly and about sustainable development does not guarantee that the city will achieve this goal if no one is monitoring the progress. Currently, there are no metrics or indicators to follow up with the work. Therefore, the selected responsible entity should also have the responsibility to ensure that responsibility communication, sustainable marketing and responsible communication are also implemented and supports the city's strategy. In other words, clear goals, indicators, and operating models must be set for monitoring, data analysis, and development work. Around 25% of 14 000 employees currently working for the city are required to take the initiative and commit to change and go beyond standard procedures. That is engaging and leading 3 500 employees towards organisational change. Additionally, 75% of management overall needs to believe that change is absolutely essential. These are rough estimates presented by Kotter (Kotter 2012, 37; 51).

Many tools help leaders and managers define the challenge or problem that needs improvement, such as project charter, communication plan, SIPOC or a high-level process map. Since we aim to engage the entire organisation, enhance motivation, and show transparency, a clear roadmap with steps and goals visualised on a single page could work as a kickoff. It is also crucial to know the level of commitment change requires, who has to be committed, what employees are required to commit and how to build commitment. The entity must use data from surveys or other sources to understand the starting point.

The planning must first focus on developing internal responsibility communication and responsible communication. When the organisation has internalised what is at stake and can consistently communicate the city's responsibility work throughout the organisation, the communication and marketing resources and efforts can be transferred to external stakeholders. Based on the literature review, we can also summarise that marketing will need fewer resources as employees begin to volunteer as messengers and ambassadors for corporate responsibility communications. Inclusion, dialogue, feedback, accessibility and cooperation must be an essential theme and a prerequisite for success in sustainability communication and sustainable marketing. In addition, it must support and address social, ecological and economic sustainability. The entity should help managers and directors to keep

an open discussion, support employees with sustainability communication, provide feedback and reward and appraise those who do a good job.

As the city aims to achieve the UN Sustainable Development Goals by 2025, the selected entity should base the plan on Agenda 2030. However, the ISO 26000 standard provides guidelines on making responsibility communication more effective, so it is desirable to utilise the entities presented in this work during the planning phase. UN SDG, however, provides a needed framework, materials and common language on sustainability. Integrating a sustainable development framework into all communications, such as documents, internal and external websites, and presentations will begin the transition to recognising and remembering what the city is trying to accomplish and what sustainable work includes. However, it is crucial to explain why SDGs are in use in the city, and their real purpose as the goal is not to tell about UN SDGs but the sustainability work in Espoo and to communicate responsibly.

Last but not least, the entity should strategise, visualise, and plan what it means when we want the organisation to communicate and promote sustainable development, what the organisation is trying to achieve doing so, and the benefits for internal and external stakeholders. The vision must be imaginable, desirable, feasible, focused, flexible and communicable. The entity should also identify resistance levels and begin participation from those groups and departments that need help the most and not cut corners. Long-term work will require concentration, hard nerves, and flexibility.

Sustainable development needs to be seen and heard clearer and broader. It is not enough that sustainability topic is carried out at the highest level, as sustainability should have a meaning at any level. Therefore, the centre of excellence should help organisations' employees to see through examples of what sustainability is and how everyone can experience sustainability topics even though it is not directly affecting them. There is a needed role as a translator of the city strategy into the language of sustainable development so that no one has to look for the message and significance of sustainable development themselves. Communication will require as presented by Kotter (2012, 92):

- Simplicity
- Metaphor, analogy and example
- Multiple forums
- Repetition
- Leadership by example
- Explanation of seeming inconsistencies
- Give-and-take.

To summarise, here is a quick overview of what organisation should develop and promote in order to make sustainability communications effective and stick:

- Create a sense of urgency that sustainability communications require significant changes. Make sure there is a clear explanation of how the change will happen
- The management level has to be on board and serious about the need of change. If the management level is not committed and engaged, the change is never going to succeed. No matter how much input employees on lower levels put in
- Name an entity that will coordinate, plan, implement and monitor sustainability communications. There has to be a clear understanding of who is in charge and whom to contact
- It is crucial to engage the entire organisation, not just parts of it. The entity should recognise pain points and help those struggling the most. Not go there where the fence is the lowest
- Increase shared understanding of what sustainable development is and what it means to the organisation and its operations
- Unify sustainability communication throughout the organisation, do not leave it only at the top level.
- Create messages employees can understand and share
- The organisation should constantly develop and train its employees to lead sustainability and help them become the messengers. The organisation should not waste its talent
- Sustainability communication and marketing should take a strategic lead and plan how it will cover the entire city, not just parts of it
- The plan should include metrics, SMART goals and indicators for following up the progress and support of the city's strategy
- Work should be transparent, and steps shared with the organisation
- Own house should get in order first before moving to external stakeholders. Resources should not be wasted and spread around
- Sustainable development has to be integrated into all communications. Such as visuals, documents, publications and presentations.

7   Conclusion and final words

The objective of this thesis was to create a development plan for the centre of excellence for sustainable development to enable organisational change to promote sustainability through communications and marketing. The aim was to study literature on leadership, sustainable communications and marketing and interview city staff on strategy, leadership and

communication. Following the objectives of the thesis, the research questions were formulated as:

1. How the organisation should lead its strategy so it can succeed in achieving its goals,
2. How the organisation should lead sustainable development, so it can learn to communicate about it effectively,
3. What kind of organisational culture is needed to implement strategic communication and sustainable development?

We have learned that Espoo invests in its strategy and the work around it. However, some operations are outdated or do not provide a suitable basis for the implementation and communication of the strategy. The elements exist, but no one directly monitors them or follows progress. It is challenging to say whether the organisation requires more leaders or managers for successful leadership and achieving goals. However, it requires better communication measures to make sure people understand the strategy, what it is for, and everyone's role in implementing it.

How the city carries out, sustainable development also requires some changes. Although the city is on the right path, it has also taken some steps back. As we have learned, shared language and understanding are needed. Also, sustainable development as a whole is difficult to understand. Failure to communicate concretely creates confusion and possible resistance. Defining and emphasising all sustainable development aspects is one aspect the city should consider when a new strategy will take place after 2025. UN SDGs and ISO 26000 provide information that the city should implement in planning and executing sustainable and sustainability communications. However, it is crucial to understand the organisation first before creating an action plan.

Because communication is something everyone is expected to carry, the city should ensure no obstacles or punishments when topics regarding sustainability arise. The city should help and support employees towards strategic communication and make sustainable development the main message. There are possibilities of motivating and engaging employees through examples, nudges, participation, and dialogue. As we have pointed out, "the own house needs to be in order before the organisation outsources communications to other stakeholders".

Own perceived experience and opinion of the study and research on the topic were successful, even though many fields are still to be clarified and researched. The literature and interviews provided a lot of new information on how leadership is carried out in theory and how it is actually implemented. Also, the views of the interviewers were fruitful, giving insights and ideas on how sustainable development communication and strategy, in general, should be implemented in the city.

However, the research material does not provide enough information on how well the city is implementing the strategy, how the staff perceives and sees sustainable development, and what leadership skills the city needs. It could have been helpful to conduct a questionnaire to get more insight into the research to get a bigger picture. We aimed, however, to concentrate on the specific challenge within the Centre of Excellence. For further research, it would be advised to conclude a broader analysis of the city's operations and organisational culture.

Another observation is that we did not explore tools and means to measure, monitor, and develop leadership and teamwork but focused on the role of leadership. It would have been good to examine the management-level tools that guide decision-making processes and find the most suitable one for this case.

In conclusion, the topic was still too broad to study, even though we have narrowed it to sustainability marketing and communication. Too many factors influence public organisation processes, strategy, and communication. The goal was too ambitious, but the study provided very fruitful insights that can help to take the development work even further.

Suppose the city wants to continue to be seen as the most sustainable city in Europe. In that case, it should have more flexibility and ability to learn and share information, promote open dialogue and accept that there is still a long journey ahead. Sustainability matters should not be characterised in their own boxes, dividing them between departments, as the sustainability work should be done simultaneously and together.

This study was conducted before Russia invaded Ukraine. People and organisations had a wake-up call to why sustainable development is not only a socio-cultural, ecological and economic issue but also overall safety and resource issue. Countries are pulling out their businesses and operations from Russia, and the entire political field has brought in more concrete examples of why we need to reduce the use of fossil fuels and transform our economy to prefer renewables. Now more than ever, we need to communicate the meaning of sustainable development and why changes are required. We are in a momentum where people realise that significant changes are required.

The downside and ethical questions are how many organisations and politicians use this war for personal gains or how we need to communicate without it being at someone else's expense. There is a thin line between these two and a vast amount of opportunities to communicate with people without the need for threats or accusations.

Great leaders can communicate not only to their closest subordinates but also to a larger crowd. Ukrainian president Zelensky has touched many hearts because of his brave and bold communication skills. He has shown that he is not afraid and that he is like any one of us. He

is respected for fighting against disinformation and has created a phenomenon for people in Ukraine to be more active in spreading information and openness. He has proven to be a great modern example of leadership (Figure 9).
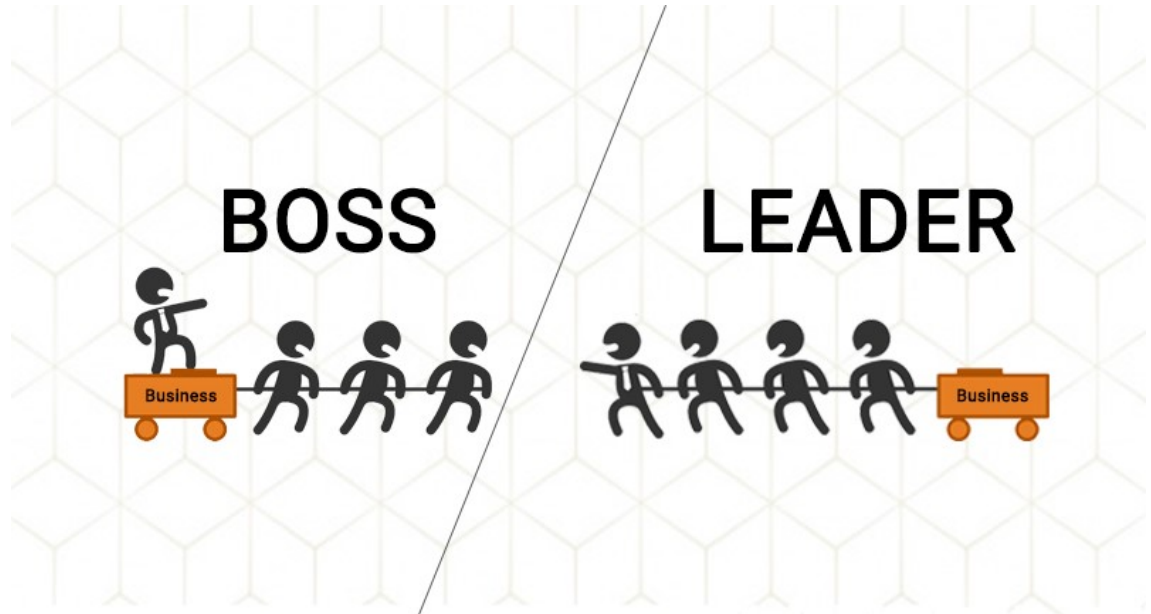

Figure 10: Boss vs Leader (Neetu 2022).

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Figures

Appendices

Appendix 1: Five factors of successful change by Valpola 2007, original

Muutos-tarpeen määrittely	+	Yhteisen näkemyksen luominen	+	Muutos-kyvystä huolehti-minen	+	Ensimmäi-set toimen-piteet	+	Ankkuroin-ti käytän-töön	=	**Onnistunut muutos**
Puuttuu	+	Yhteisen näkemyksen luominen	+	Muutos-kyvystä huolehti-minen	+	Ensimmäi-set toimen-piteet	+	Ankkuroin-ti käytän-töön	=	Viimeisenä työlistalla
Muutos-tarpeen määrittely	+	Puuttuu	+	Muutos-kyvystä huolehti-minen	+	Ensimmäi-set toimen-piteet	+	Ankkuroin-ti käytän-töön	=	Nopea alku, joka kuihtuu pois
Muutos-tarpeen määrittely	+	Yhteisen näkemyksen luominen	+	Puuttuu	+	Ensimmäi-set toimen-piteet	+	Ankkuroin-ti käytän-töön	=	Ahdistu-neisuutta, Turhautu-neisuutta
Muutos-tarpeen määrittely	+	Yhteisen näkemyksen luominen	+	Muutos-kyvystä huolehti-minen	+	Puuttuu	+	Ankkuroin-ti käytän-töön	=	Satunnaisia ponnisteluja Vääriä alkuja
Muutos-tarpeen määrittely	+	Yhteisen näkemyksen luominen	+	Muutos-kyvystä huolehti-minen	+	Ensimmäi-set toimen-piteet	+	Puuttuu	=	Syvä pettymys ja kyynisyys

Appendix 2: Interview invitations

Hei,

lähetän tämän sähköpostin samanaikaisesti useammalle henkilölle, joten pahoittelut että puuttuu personoitu ote viestiin.

Haluaisin kysyä, jos voisin haastatella Sinua opinnäytetyötäni varten, mielellään tämän vuoden puolella.

Haastatteluun menisi noin 40 min Teamssin välityksellä.

Opinnäytetyöni käsittelee muutosjohtamista ja organisaatiomuutosta, jossa pyritään edistämään kestävää kehitystä viestinnän ja markkinoinnin keinoin. Opinnäytetyöni tulee olemaan englanninkielinen, mutta pidän haastattelut suomeksi.

Alla on alustavat kysymykset, johon voit tutustua.

Jos haastattelu sopii, voit kuitata minulle OK:n niin lähetän kokousvarauksen. Jos koet, että olet väärä henkilö haastateltavaksi, voit myös ehdottaa kaupungista toisen henkilön, niin olen häneen yhteydessä.

Jos haastattelu ei onnistu, mutta haluat kuitenkin vastata kysymyksiin, voit toki vastata alla oleviin kysymyksiin sähköpostitse, mutta saatan joidenkin vastausten kohdalla olla yhteydessä mahdollisia lisätietoja varten.

Kiitos paljon etukäteen!

Suoritan opintojani Laurean ammattikorkeakoulussa muutosjohtamisen maisteriohjelmassa (koulutusohjelman nimi: Masters Degree Programme in Leading Transformational Change).

Alustavat kysymykset:
1. Mikä on strategian (Espoo-tarinan) rooli kaupungissa?
2. Miten strategia kommunikoidaan asukkaille ja työntekijöille?
3. Kuka johtaa strategiaa (ketä henkilökunnan on tarkoitus seurata ja kenestä ottaa mallia)?
4. Kuka varmistaa ja pitää huolen, että ihmiset ymmärtävät strategian ja heidän roolinsa strategiassa?
5. Miten viestintä ja markkinointi näkyy strategiassa?
6. Mitkä ovat strategian tärkeimmät viestit asukkaille ja mitkä työntekijöille?
7. Onko strategialle olemassa täytäntöönpano- ja viestintäsuunnitelma? Kenen vastuulla nämä ovat?
8. Mitä toimenpiteitä on olemassa varmistaakseen, että strategiasta tiedottaminen ja sen viestintä on tehokasta?
9. Mitä viestintä- ja markkinointimittareita käytetään ja miten niitä käytetään strategian viestimisessä?
10. Miten mittaat strategian onnistumisen ja vaikuttavuuden?

11. Miten kestävä kehitys näkyy strategiassa?
12. Mitä Espoo yrittää saavuttaa viestiessään kestävästä kehityksestä?
13. Miten kestävän kehityksen viestintää johdetaan tai tulisi johtaa?
14. Miten mielestäsi kestävästä kehityksestä tulisi viestiä henkilökunnalle ja asukkaille? Entä mistä aiheista?
15. Miten varmistetaan, että kaupunki viestii kestävästä kehityksestä (mitä toimenpiteitä tarvitaan)? Kenen vastuulla on kestävän kehityksen viestintä (ja sen onnistuminen)?
16. Miten kestävän kehityksen markkinointi ja viestintä tuo tai voi tuoda Espoolle ja espoolaisille lisäarvoa? Millaista lisäarvoa se tuo?
17. Mitä kanavia käytetään kestävästä kehityksestä viestimiseen ja mitkä niistä ovat mielestäsi tärkeimpiä?
18. Mitä toimenpiteitä mielestäsi tarvitaan, jotta kestävän kehityksen viestintä olisi vaikuttavampaa ja tehokkaampaa?
19. Miten kestävää kehitystä ja sen viestintää tulisi mitata ja miten sitä arvioidaan tai tulisi arvioida suhteessa Espoon strategiaan?
20. Kuka on mielestäsi onnistunut kestävän kehityksen viestinnässä, voitko nimetä esimerkkiorganisaation tai kaupungin?

Ystävällisin terveisin

Tereza Dickson

Appendix 3: Development plan

Organisational change that communicates sustainable development

Create sense of urgency

Find reasons why change is necessary. Reasons have to be understandable and memorable. Create an environment where employees are aware of an existing problem and see a possible solution. Generate a platform for discussion and open dialogue.

Form a powerful coalition

Assemble an effective team or name an entity of leaders committed to realising the change. Assign responsibilities to teams members to spread messages, support, help direct others. The team requires a range of skills, experience, and people from different areas to maximise effectiveness.

Create a vision

Establish a vision of how things should be in the future and create a clear strategy that guides transforming a vision into reality. Vision has to be easy to understand and valuable throughout the organisation that inspires and motivates employees, managers and directors.

Communicate the vision

Share and tell people about the strategic vision to gain support and reduce resistance. Highlight why sustainable development is essential in everything the organisation does. Utilise internal networks and make communication continuous, systematic and sharable.

Empower others to act on vision

Identify the barriers that block the change and break them down. Encourage and empower employees to participate in the process and be part of the vision. Give them reasons to cooperate.

Plan for and create quick wins

Create quick wins and establish achievable goals that help employees to stay motivated. Ensure progress by visible improvements that demonstrate advantages. Short term targets help to maintain a sense of direction. Wins help justifyinvestments, and effort can help to re-motivate.

Sustain acceleration

Track the progress, measure success and evaluate the change. Try to use objective numerical data. Sustain and cement the change after accomplishing the work by setting new goals and analysing what could be done better. Continue to apply improvements.

Make it stick

Make sustainable development and sustainability communications part of the organisation's core for lasting effect. Keep directors, councillors and residents onboard, encourage new employees to adopt the new culture and reward individuals who make, promote and enable change. Make sure new ways are anchored for sustainable benefits.

ESPOO ESBO

Source: Kotter J. (2007)

Stage	What are the goal / Objectives	What has to be done first / Actions	What are the obstacles / Change management	Success measure / Metrics and indicators	Time-frame	Review / Action update
Create a sense of urgency / Create a shared understanding of the meaning	Employees know that change is needed and see how the change will be implemented. Getting managers, directors, employees and chancellors on board.	Examine organisational behaviour, and analyse the environment. Communicate results. Begin a dialogue throughout the organisation, and create a discussion forum.	Communication is top-down and bottom-up. Getting employees to volunteer towards the change while increasing the level of motivation.	Surveys, management level presentations and employee participation.	N/A	
Form a powerful coalition	Seek commitment and promote team building.	Choose bold and motivated employees to lead the process and work together outside the hierarchy. Create a linked coalition of managers and directors who will support the team.	The team requires enough power and influence to lead the change effort. The power coalition is for support, not a takeover. Teams role has to be communicated effectively to prevent gossip.	Commitment and cooperation with managers, supervisors and directors.	N/A	
Create a vision	The organisation has a clear vision of how sustainable development is communicated and implemented in the city.	Create a compelling vision of the future to guide the direction of the change. Determine values are driving the change. Develop strategies that turn vision into reality.	There is no one size fits all. Strategies need to meet various departments and teams' needs.	Actions and methods are presented and discussed.	N/A	
Communicate the vision	Sustainable development, sustainability and responsibility is the main topic of discussion.	Create a communication plan with clear goals and actions. Multi-channel and continuous plan.	Guiding coalition to lead by example. Using informal channels to communicate the vision through people in the organisation.	Communication plan and its goals.	N/A	
Empower others to act	People encourage and support each other to communicate on sustainable development.	Allow and encourage new ways of working and promote results and actions of others. Promote self-leadership and skills development.	Identify and remove obstacles, and change systems or structures—use mandate for change. Create a culture and vision map – not an organisational structure map.	New experiments, campaigns and established ways of working.	N/A	
Plan for and create quick wins	Sustainable development is recognised and defined by employees.	Create visible quick wins that motivate and are recognised due to the change. Reward change agents.	Recognise when employees act on the vision and influence when change is not visible. Keep supervisors, managers, directors and chancellors as goal setters.	Short-term goals and achievements.	N/A	
Sustain acceleration	Make sustainable development and communication a strategic goal for the entire organisation.	Find, recruit and promote employees who can implement the vision. Create new targets and stay ambitious. Create patterns and models for employee participation and commitment.	Use credibility to change policies and procedures that don't fit the vision. Ensure relationships, sharing information, mutual trust, and encouragement stay on top priority.	Department's plans and actions.	N/A	
Make it stick	Sustainable development and sustainability communications are a part of the city's strategic work and have a long-term vision for the city's operations.	Continually articulate the connections between present and past. Integrate new culture into leadership development and strategic work. Continue to communicate top-down and bottom-up. Do not break the chain.	Ensure that change, sustainable development and communications are talked about. The balance between formal and informal communication.	How sustainable development and communications are articulated in city strategy and scorecards.	N/A	