

Redesigning the Integration Process for New Unit Leaders with the Means of Service Design

**Enabling strong and confident leaders in the field of social
and health care to retain and attract new employees**

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Abstract

This Master's thesis project was a design research for a non-profit organisation active in the field of social and health care. The aim of the project was to redesign the integration for new unit leaders with the means of service design. By redesigning the content of the integration process, one strives to increase confidence among leaders so that they can work proactively with the intention of creating a lucrative workplace in the tough competition to attract and retain talent.

By adapting service design thinking methods and tools such as interviews, learning diaries, empathy mapping, personas, and co-creation workshops, the project aimed to provide answers to what support is needed to effectively integrate new unit leaders. The project involved key stakeholders such as sector leaders, new and senior unit leaders, and the HR department.

The project resulted in a test version of an intranet page for unit leaders based on an assessment framework with five critical tasks to be performed in the first crucial months. These five tasks represent the key areas that require the most attention during the integration process to ensure the successful integration of a new leader. The first version of the intranet page was tested by unit leaders involved in the project, to ensure that the structure and functions of the page met expectations.

The result of the test page has led the commissioner to commit to further developing the intranet page for unit leaders. The development will be aligned with their handbooks and comply with the organisation's quality management system, the European Foundation for Quality Management (EFQM).

Language: English

Key words: service design thinking, leadership skills, integration, employee experience, assessment framework

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1 Introduction

This Master's thesis project is a design research for a non-profit organisation active in the field of social and health care. The aim of the project is to redesign the integration of new unit leaders with the means of service design. The commissioner believes that the unit leaders have a significant role in retaining and attracting new talent. They, therefore, want to ensure that they have a solid integration process that supports the unit leader in understanding their role, and that the support the commissioner provides includes the tools the unit leaders need to retain and attract new talent.

A good leader is crucial in today's tough competition of talents, as a good leader is the key to bringing out the best abilities in team members and motivating them to work together to achieve a common goal (Ward, n.d.). Failing to invest in a well-designed and up-to-date integration for new unit leaders can have a significant impact on how successful the company is in retaining and attracting new talent (Keller & Meaney, 2023).

There is a growing competition for talent in the social and health sectors, and the Finnish Ministry of Economics Affairs and Employment recently confirmed in their report, focusing on the current availability of labour by occupation. The report showed that the health and social services is one of the occupations that are most vulnerable in Finland right now (Valtioneuvosto, 2023). Something that the commissioner has been experiencing for some years already, and they have worked hard to meet the tough competition for talent. The tough competition has changed the relationship between employees and employers, from having been the employer's market to being employee's market. There is a need to focus on moving from creating workplaces where employees need to be, to creating workplaces where employees want to be (Morgan, 2017).

By redesigning the content of the integration process, one strives to increase confidence among leaders so that they can work proactively with the intention of creating a lucrative workplace in the tough competition to attract and retain talent.

“Leaders play a critical role in shaping the employee experience. Their interactions with employee, the culture they create, the values they espouse, and the “talk they walk” significantly impact employees' well-being, engagement, and productivity. Creating a positive employee experience ensures positive outcomes” (Ward, n.d.).

1.1 Commissioner and problem

This Master's thesis project was carried out as a commission for company X, which is a subordinate of a larger organisation that acts as a service provider, expert organisation, and citizens' movement. The commissioning company is the company within the organisation that manages service production and provides services in the fields of social and healthcare. The company requested to remain anonymous and will, therefore, be referred to in the report only as commissioner or company X. The commissioner has a staff of around 1000 people, of which about 60 are unit leaders. Some of the commissioner's services are sold directly to private individuals, while others are provided by municipalities for their inhabitants through public tenders. The commissioner provides a wide range of services in Uusimaa, Åboland and Ostrobothnia. The commissioner's service palette includes services for children, families, and elderly, such as early childhood education, shelters and child protection, housing, and services for elderly, etc.

The commissioner is now living in a time where there is a lot of competition among workers, and several unit leaders are facing retirement in the coming years. The commissioner is also seeing a change in the structure of the workforce and a trend of employees preferring to work as temporary workers rather than working on a permanent working contract. The commissioner, therefore, sees a great need to update the content of the integration process to ensure that the leaders have the right tools and support to manage this change.

The mother organisation is developing a new employee introduction process where the focus is on developing a clear integration process with online courses to learn about the entire organisation's history, strategy, values, and policies. This Master's thesis project will, therefore, focus on what support a new unit leader needs and how to clarify the process to be as effective as possible and provide the best possible outcome. To review what is currently missing from the integration from a leadership perspective, what should be included to better support the leaders in their daily work, and how the integration should be conducted. The commissioner started a project at the beginning of 2022 to digitalize the integration process for new unit leaders with the means of service design. A prototype for an online course was created. However, it became quite quickly clear that it is not just an online course that needs to be developed, but the entire programme needs to be reviewed, from the content to how it is delivered to the key people involved in the integration. The commissioner wants to continue the project by reviewing what the integration needs to include, to meet the demands that employees place on the workplace today.

In the organisation they talk about introduction, the author of this thesis has chosen to talk about integration, as this is seen to be a more ambitious goal – making sure that a new person becomes a highly productive employee of the organisation as quickly and smoothly as possible (Byford, Triantogiannis, & Watkins, 2017).

1.2 Aim, research questions, and approach of the thesis

The aim of this Master's thesis is to study what tools and support a new leader needs and how an organisation needs to redesign the integration process for new leaders to encourage better communication, productivity, and employee experience to retain and attract talent. To find an answer to this, the study aims to answer the following research questions:

1. What skills and mindsets are necessary for today's and future leaders to succeed in Company X?
2. How should the integration of new unit leaders be conducted, and what should it include to bring more value for the leaders in Company X?

Sub question:

How can organisations use service design thinking to improve integration?

By answering these questions, the study aims to redesign and update the integration programme for new unit leaders to help the commissioner strengthen the leadership within the organisation and retain talent. The study will focus on unit leaders in the field of social and healthcare services.

1.3 Frame of reference

In this Master's thesis, the researcher aims to redesign the integration process for new unit leaders with the means of service design thinking. To do so, the author will review the service design thinking process in the chapter theoretical background. The author will also review future leadership skills and more specific leadership skills in healthcare to create a better understanding of how to redesign the integration programme to fit the demands of future leaders in health care. Leadership has a great impact on and shapes the employee experience and is, therefore, an essential part of this Master's thesis project. The employee experience will be reviewed in the theoretical background, both from the perspective that integration is an important part of the employee experience and from the perspective of the impact leaders

have on the employee experience. Finally, the author will review what aspects are important in an integration process and what is important when integrating a new leader into the new role. Service design thinking, future leadership skills, leadership skills in healthcare, employee experience, and integration for new unit leaders create the frame of reference (Figure 1) of this Master's thesis project.

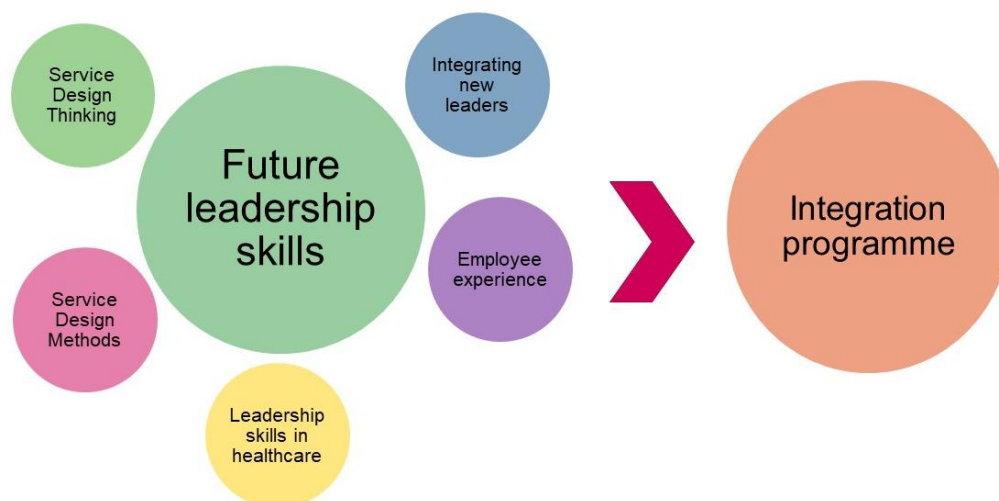


Figure 1. Frame of reference

1.4 Timeline of the Master's thesis project

The Master's thesis project started with the empathy phase in December 2022 with a kick-off discussion with the commissioners. After the discussion, a research plan was created in the form of a thesis paper that was then approved by the commissioner and later presented at the first thesis seminar in January 2023. Then, desk research and interviews were conducted, and learning diaries were completed from February to the end of August 2023. The data gathered during the empathy phase was then analysed during the define phase of the design process using an affinity diagram, an empathy map, personas, and a service blueprint from August to the beginning of October 2023. Proceeding with the ideation phase and the second obligatory seminar in mid-November 2023. During the ideation phase, an ecosystem map was created to understand who all the stakeholders are that are involved in the integration process and what their influence on the process is. Furthermore, two co-creation workshops were conducted with the aim of developing an intranet page for unit leaders in a so-called test environment. Once the workshops were completed and analysed, the design process entered its fourth phase, the prototype phase, which was conducted in

December 2023. A sketch of an intranet page for the unit leader was created in Figma. The sketch was then presented and discussed with the commissioner. Based on the discussion, small adjustments were made, and then the intranet page was created in the intranet test environment. The final phase, the test phase, and the final phase of the design process began at the end of December 2023 and lasted until the end of January 2024. During the final phase, the intranet page was tested by unit leaders involved in the project. Once the unit leaders had tested the site and given their feedback by answering a feedback questionnaire, it was the commissioner's turn to test the intranet page and give feedback. The Master's thesis was then finalised, and the result was presented at the final mandatory seminar at the end of January 2024. The timeline and the design process steps of the Master's thesis project are visualised in Figure 2.

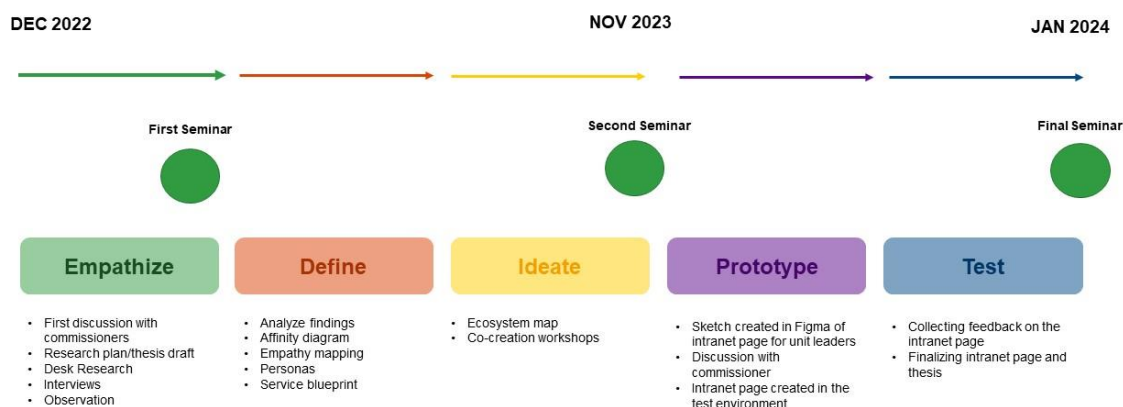


Figure 2. Timeline of the Master's thesis project

1.5 Ethical aspect

Since the author of this Master's thesis has been employed by the commissioner and thus has a deep knowledge of the integration process, it was important to consider the ethical principles and guidelines, outlined by TENK (Finnish National Board on Research Integrity, TENK, 2021) to ensure that the study was carried out responsibly and ethically. In this study, it was important to consider that the author's views and preferences did not influence the outcome of this Master's thesis. In addition, it was crucial to respect the commissioner's wish to remain anonymous and ensure that no confidential data was shared. This was taken into account by referring to the commissioner in the text as commissioner or company X. All

data collected was saved on a Microsoft Teams channel that the commissioner had created for the project and destroyed after the thesis was completed. Those who participated in the project were informed that their participation in the research was voluntary and that their opinions and experiences would be kept confidential, i.e., no names or other personal details would be mentioned in the text (Finnish National Board on Research Integrity TENK, 2021).

2 Theoretical background

To create a deeper understanding of the research process and of the factors that affect this project, service design thinking will be reviewed, as well as what the process consists of. Leadership, integration, and employee experience will also be presented to gain a better understanding of the things that affect this Master's thesis project.

2.1 Service design thinking

Service design thinking has been described as a holistic, customer-centric approach that uses design principles, tools, processes, and an emphatic understanding of the end users' needs to design services that deliver a noticeable difference that customers consider a positive value proposition. Service design thinking is a creative way to refine and innovate existing services solutions and to creatively innovate new solutions. Service design thinking is all about designing solutions based on the end-user experience (Schlebis).

Service design thinking is a non-linear activity of creative actions that unleash people's fullest creative energy, with a human-centred approach. It is a messy activity with clear stages. Service design thinking is all about emphasizing and collaborating with the end user/customer to solve problems. Service design thinking allows you to understand the end user, and how we can develop the end users' experience by collaborating with the end user throughout the development process (Clatworthy, 2017).

This Master's thesis project adapted the design thinking model from the Hasso-Plattner Institute of Design at Stanford, which includes the following steps: empathy, definition, idea, prototype, and test.

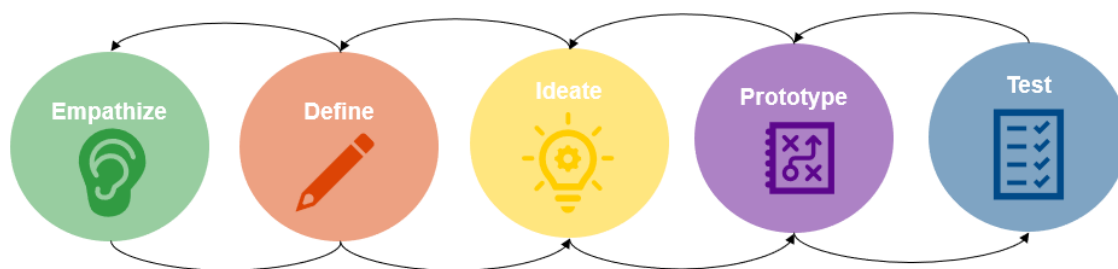


Figure 3. The service design thinking process (adapted by the Hasso-Plattner Institute of Design at Stanford)

Service design thinking is not just different phases. Service design thinking is a non-linear process, where you jump between these different phases, as shown in Figure 3, to evolve the end-user experience. To achieve the best outcome, you continue to listen to the end user by listening and iterating as shown in Figure 3 (Sheppard, Edson, & Kouyoumjian, 2017). What each phase means and includes will be further presented in the research part in chapter 3.

2.2 Leadership and future skills

For this Master's thesis project, it was important to get an understanding of what qualities a leader needs now and in the future to plan an effective and successful integration process that strengthens these qualities. According to Sean McPhee, leadership skills are more than the tools, behaviours, and capabilities that you need to successfully motivate and direct others. Leadership is about the way you help people to grow and master their abilities. Shortly put, the most successful leaders are those leaders that guide others to reach their own success (McPheat, 2010). As Jacob Morgan wrote in his book “The Future Leader”, which is based on interviews with over 140 CEOs and a survey of over 14,000 employees, he sees the current and future leaders as lighthouses, who guide their employees and organizations, away from the rough shores that might otherwise compromise their progress (Morgan, 2020). Morgan emphasises the notable 9 (Figure. 4) in his book that is essential for future leaders, including 4 mindsets and 5 skills.

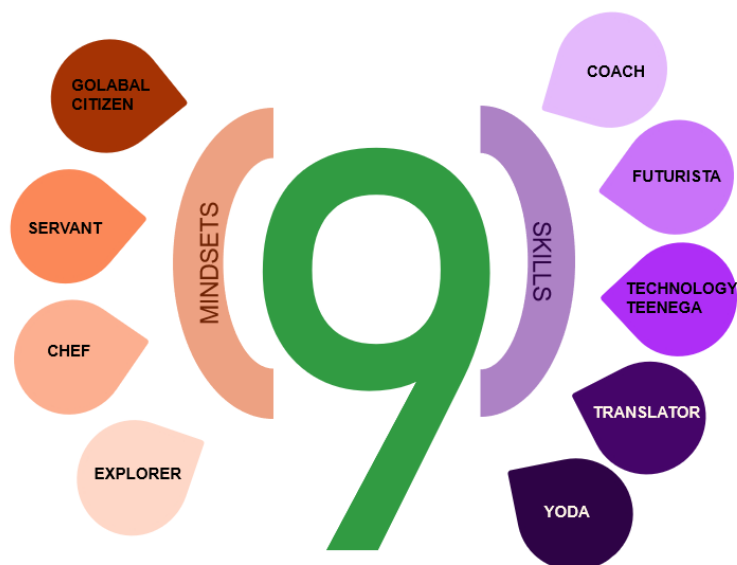


Figure 4. The notable nine: mindsets and skills (Adapted from Jacob Morgans book *The Future Leader*, 2020)

The four mindsets in the notable nine are:

1. **Global citizen:** Encourage diversity in your team and focus on a broader perspective.
2. **Servant:** Support your leaders, your colleagues, your customers, and yourself by showing humility and openness.
3. **Chef:** Find the best combination of human elements and technology.
4. **Explorer:** Embrace lifelong learning, embrace your curiosity, and prioritise flexibility and adaptability (Morgan, 2020, pp. 103-176).

These mindsets can be summarised by stating that to be an effective leader, you need to encourage diversity, support the key people around you, combine human elements and technology, and embrace your learning journey to be agile.

The five skills in the notable nine are:

1. **Coach:** Inspire and engage others while building high-performing teams that are diverse across locations and age groups.

2. **Futurist:** Anticipate and navigate upcoming trends and challenges by being forward-thinking and innovative.
3. **Technology Teenager:** Be technology curios and adapt it into your work
4. **Translator:** Enhance your abilities in active listening and effective communication.
5. **Yoda:** Provide guidance and wisdom through emotional intelligence and empathy (Morgan, 2020, pp. 187-243).

As a leader, it is not only important to master these five skills yourself – coach, futurist, technology teenager, and translator – but it is also crucial to teach this skill to your employees (Morgan, 2020, pp. 245-246).

Leaders are expected to achieve the strategic goals of the organisation and to do this a leader needs to take a more holistic approach to their leadership. Leaders need to surround themselves with people who are different from themselves and see the bigger picture. The competence that Morgan also recognised in his notable nine as the global citizen. Workplaces are becoming more diverse, and this is putting a great demand on the leader's skills. It is not only seeing the different personalities and knowing how to handle them, but it is also acknowledging the cultural differences and recognizing how to understand, appreciate, and interact with people from cultures or beliefs that is different from one's own. To succeed as a leader in today's workplaces, you need to develop cultural competence. Harvard Business Review published an article: "Great Leaders Who Make the Mix Work, based on 24 interviews with CEOs, who work/worked for companies known for embracing employees with different backgrounds (Groysberg & Connolly, 2013). In brief, the CEOs agreed that an inclusive environment, where people can be themselves and are embraced for who they are, creates a sense of belonging and thus success. The article additionally identified eight organizational approaches to creating such a culture:

1. Measure diversity and inclusion.
2. Hold managers accountable.
3. Support flexible arrangements.
4. Recruit and promote from diverse pools of candidates.
5. Provide leadership education.
6. Sponsor employee resource groups and mentoring programs.
7. Offer quality role models.
8. Make the chief diversity officer position count (Groysberg & Connolly, 2013)

These components have significant potential for creating an inclusive environment for business. And especially in Finland, that is becoming more dependent on the immigrant workforce (Pylkkänen, 2023), diversity in teams offers a wide range of benefits. Diversity in teams not only helps to attract and retain talent, but as the Harvard Business Review article also points out, it helps competition, as people with different backgrounds and lifestyles tend to challenge each other more, and therefore cultural competence is an important quality for leaders (Groysberg & Connolly, 2013).

Considering the purpose of this Master's thesis project, with the aim of redesigning the integration of new unit leaders and future leadership skills, one needs to consider which of these mindsets and skills need to be strengthened in the process to have effective leaders that attract and retain employees.

2.3 Leadership skills in healthcare

Since this Master's project focuses on redesigning the integration for new unit leaders within healthcare, it is also important to consider what specific characteristics a healthcare leader need. Leadership in healthcare will become increasingly complex over time as the availability of personnel becomes more and more difficult (The Finnish Institute for Health and Welfare, 2022) and as technology evolves, organisations in the healthcare sector need to start preparing training models and leadership development to prepare the next generation of leaders (Marr, 2022).

Leadership in healthcare is very demanding from the point of view that healthcare is governed and regulated by laws that are prepared and implemented by the Ministry of Social Affairs and Health. In addition, social and health care providers are supervised by The Regional State Administrative Agencies and The National Supervisory Authority for Welfare and Health controls, monitors and manages the licensing administration in social and health care (Government and ministries, 2023).

To lead a team within the healthcare sector, requires a diverse range of technical and administrative skills as well as leading skills. Leading a team in the healthcare sector requires that you are updated on the latest laws and that you are on top of the latest healthcare developments and have a solid knowledge of daily work activity. Healthcare leaders needs to be able to manage and utilise a large amount of information to lead in the best possible way (Hamm, 2019). According to Johnson & Wales university that trains health care

professionals, there are 10 different skills (Figure 5) that are needed to be an effective leader in healthcare.

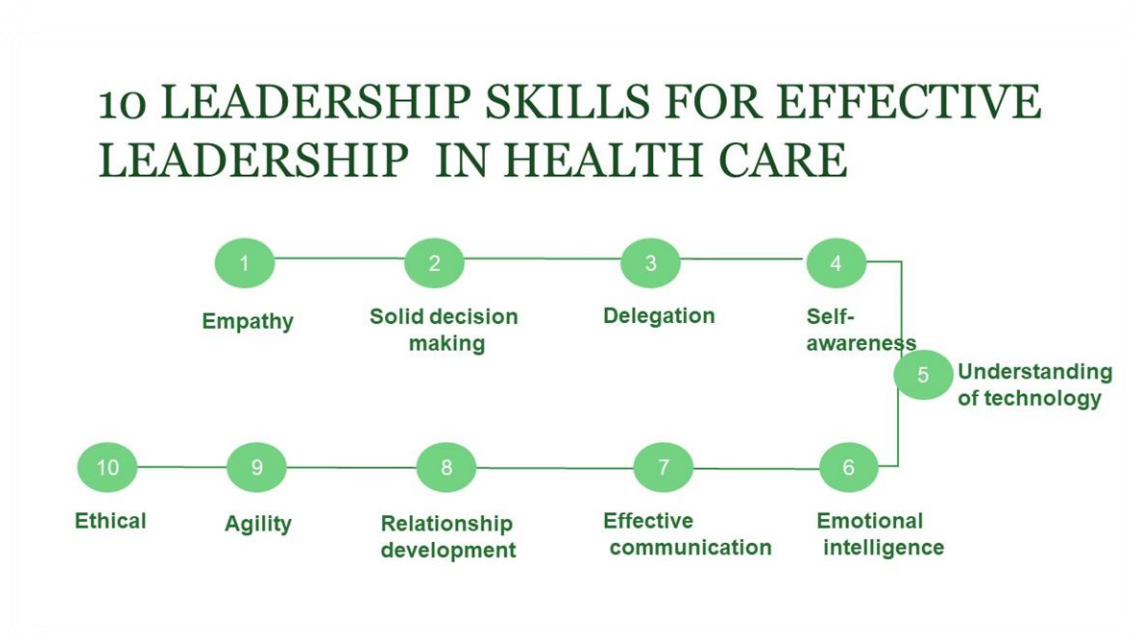


Figure 5. 10 leadership skills for effective leadership in health care (Adapted from Johnson & Wales University, 2023)

Empathy is an essential competence in the healthcare sector, as it enables leaders to recognise the reactions of not only the personnel, but also patients and other stakeholders in challenging situations. Empathy has a significant impact on employee engagement and increased productivity and profitability (Johnson & Wales University, 2022). While the healthcare sector requires an emphatic leader, there is also a strong need for a leader who can make solid decisions. Solid decision making is an important part of healthcare leadership and requires the ability to compile and utilise data from different sources. The most skilled leaders base their decisions on research, employee input and personal ability (Johnson & Wales University, 2022).

When leading large teams of personnel, delegation is a crucial part. The best leaders see their personnels competence and interest and distribute responsibility accordingly, to increase personnel confidence in different skills. To delegate, you also need self-awareness. Self-awareness is valuable for leaders in healthcare to continually improve. This means, daily reflection to find weaknesses and opportunities for growth, both personally and

professionally. Leaders need to be open to feedback from the personnel to increase self-awareness and foster development (Johnson & Wales University, 2022).

Embracing technology, especially AI and machine learning, is fundamental for leaders in healthcare. Embracing these innovations can lead to important improvements in performance and innovation. In healthcare, where one does not only communicate with employees, but also with individuals, who can be extremely vulnerable, it is important to hold on to the human contacts. Therefore, emotional intelligence is important for leaders in healthcare. Emotional intelligence includes skills, such as empathy and the ability to interpret social behaviours, including tone of voice and body language. It enables healthcare leaders to understand the deeper meaning of interactions, including those seemingly straightforward situations. Developing emotional intelligence helps leaders to understand and connect with the wide range of professionals they work with. This in turn helps them to adapt their leadership style more effectively. Emotional intelligence allows you to communicate effectively and is also a valuable skill for leaders in healthcare. Effective communication involves clearly communicating task goals, key outcomes, inspiring employees and providing feedback. Communications methods can be written, oral or through body language, and the approach varies depending on the purpose of the interaction. Effective communication in the healthcare sector helps the leader to evaluate and improve different aspects of care and operations. With effective communication you develop strong relationships with employees in different roles, HR representatives and administrator, that is essential for consistent and streamlined processes. Regular check-ins and active listening are essential to ensure that everyone feels heard and respected. Valuable employees can be found at all levels and in different departments, and it is, therefore, crucial to build relationships on all level of the organisation (Johnson & Wales University, 2022).

In the fast-evolving healthcare sector, agility is key. This means adapting to technological innovations, legislative changes, developments in the healthcare sector, and new demands from the customers, among other things. Agile leadership is about the willingness to quickly change strategies and predict future trends in the sector. This requires that the leader is well informed to make proactive adjustments and remain competitive. Although one should strive for agile processes, ethics is also important to remember in the rapidly changing world of work. A good leader should act as an ethical role model. In the modern era, ethics has become even more important. Leaders in healthcare are responsible for creating an environment where ethics is at the forefront. Meaning, the leader consistently follows clearly identified

organisational values, while promoting ethical practices among employees at all levels (Johnson & Wales University, 2022).

As a new generation of healthcare leaders appears, they must develop a range of leadership skills. These 10 skills are key components when developing leadership in healthcare and understanding what makes leadership effective (Johnson & Wales University, 2022).

There are many commonalities in the leadership of the future, just as there are in the leadership of the healthcare sector. What can be seen as essential for this Master's thesis project to consider when redesigning the integration process for new leaders in healthcare, is empathy and emotional intelligence. Empathy helps you to not only support your employees but also to communicate with other important stakeholders, such as customers who are in a vulnerable life situation. Emotional intelligence helps leaders understand those they work with and around on a deeper level and, therefore, lead more effectively.

2.4 Employee experience

As the workforce shrinks and competition for employees becomes tougher, it requires employers to take a different approach to employees. The relationship between employees and employers has moved from being the employee's market to the employee's market. There is a need to focus on moving from creating workplaces, where employees need to be, to creating workplaces where employees want to be (Morgan, 2017).

As an action of the change in the relationship between the employer and employees, organisations have begun to improve the employees' experience, instead of focusing narrowly on employee engagement and culture. To do so, they have invested in supportive tools, such as pulse feedback tools, wellness and fitness apps, and employee self-service technologies (Flynn & Mazor, 2017).

But what is employee experience exactly, and what contributes to a positive employee experience? From the employee perspective, the employee experience is everything that happens during his or her journey with the company (Flynn & Mazor, 2017). Jacob Morgan has concretised the employee experience as shown in Figure 6, that is, regardless of the company type, geographical location, or size. The employee experience consists of three fundamental aspects: the physical environment, the cultural environment and the technological environment. (Morgan, 2015)

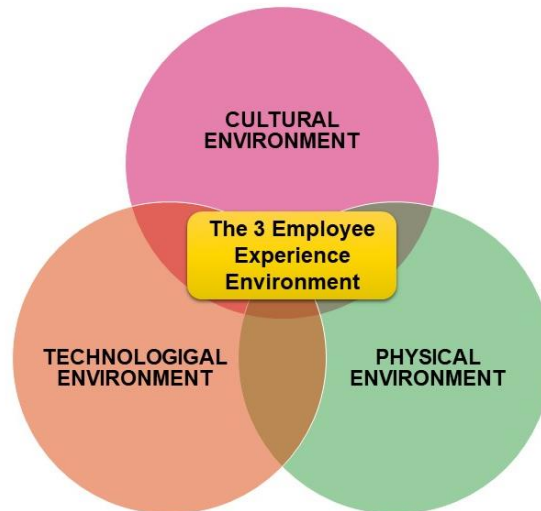


Figure 6. The Three Employee Experience Environment (Adapted from Jacob Morgans book The Employee Experience Advantage, 2017)

The cultural environment can be described as the feeling the company gives, or as Jacob Morgan describes it: “it is the vibe you get when you walk in the door and it’s the mood and the tone the workplace sets”. The cultural environment is the attitudes, values and practice that can be observed within a company (Morgan, 2015).

Whereas the cultural environment is what we feel, the physical environment is what we can see, touch, taste, and smell. The physical environment is where you carry out your work, it is the business office, furniture, and office supplies. And the final environment, the technological environment, are the tools used to get the job done. It is mobile phones, laptops, desktops, video conferencing solutions, apps, software and internal social networks. All three of these environments; cultural, physical and technological, have an important interaction and influence each other. Organisations that focus on all these three environments will most certainly have a greater impact on the employee experience (Morgan, 2017).

But who owns the employee experience at the company? As shown in Figure 7, the employee experience is owned by the people team, also known as the HR team, but it is important to note that everyone in the organisation affects the employee experience: employees, managers, the personnel team, the CEO, and the executive team.



Figure 7. Employee experience ownership ripple (Adapted from Jacob Morgans book *The Employee Experience Advantage*, 2017)

As we can see in Figure 7, the CEO and executive team are the ones who start the employee experience, the people team owns it, managers drive it and, everyone champions the employee experience. Which means that everyone has a key role in influencing the employee experience (Morgan, 2017, pp. 217-219).

However, for this Master's thesis project, it is important to understand how a leader influences and leads the employee experience as the goal of the project is to have an effective integration for new leaders to be able to retain and attract new talent. A leader or a manager oversees driving and creating the employee experience. To effectively lead employees, a leader needs to identify critical touchpoints that can significantly influence how their employees feel and behave. The leader needs to see and understand the employee, to help the employee to understand that they need to provide feedback and speak up to create the wanted employee experience. The leader's part in creating the employee experience has two sides, one is to create the desire for employees to show up at work, and the second is to help their employees to achieve greater success than they have achieved themselves. (Morgan, 2017, pp. 220-221).

There is a great anticipation on leaders to be a driver of and create an amazing employee experience. To see the employee as a whole and to create personalised experiences, requires leaders to have skills, such as self-awareness and emotional intelligence. An important part of creating the desired employee experience, is having leaders who are trained and have competences in being aware of their own skills and biases, to see things through the eyes of

their employees and be able to act accordingly to create the desired employee experience (Morgan, 2017, pp. 220-221).

It can be summarised that when designing an integration programme, it is extremely important to focus on the employee experience in the three environments: culture, technology, and physical environment. By considering these three environments, you have a greater opportunity to influence the employee experience. You are the employer that the new employee wants to continue to show up at. Another important aspect of the integration and this Master's thesis project is that the new leader has an important role in driving the employee experience, so it is crucial to support the new leader in driving it. To do so, the employer needs to train and support the leader in self-awareness, as this helps the leader become aware of his or her own skills and biases and see things through the eyes of their employees to understand and create the desired employee experience.

2.5 Integration – the transition to new roles

Failing to invest in a well-designed and up-to-date integration programme for new leaders can have a significant influence on the course of the performance of the workplace. It is, therefore, crucial to focus on the entry of new leaders (Keller & Meaney, 2023). Integration is key for the learning and development within the organisations today. The Harvard Business Review published an article during 2017 by Mark Byford, Michael D. Watkins, and Lena Triantogiannis, "Onboarding Isn't Enough", where they brought up the fact that many businesses think they have an excellent integration for new leaders, but the reality is something else. Mostly the integration for new leaders focuses on the administrative basics, rather than preparing the leaders for dealing with problems connected to relations between co-workers and facing the challenge of unfamiliar cultural values and expectations (Byford, Triantogiannis, & Watkins, 2017).

The main obstacles that leaders meet according to a global survey with 588 executives, who had recently transitioned to a new leading role, nearly 70% pointed out that, the lack of understanding about values and practices was the main obstacles, and not far behind was the poor cultural fit (Byford, Triantogiannis, & Watkins, 2017).

	BASIC ORIENTATION	ACTIVE ASSIMILATION	ACCELERATED INTEGRATION
Assuming operational leadership	Operational plans	<ul style="list-style-type: none"> Structured introduction to key business areas Introductory visit to key company locations 	<ul style="list-style-type: none"> Opportunity to sit in on critical business meeting before day on Immersive experience in unfamiliar areas of the business
Taking charge of the team	Career histories for key team members	<ul style="list-style-type: none"> Performance and/or assessment data on team members Briefing to provide confidential insight on team members 	<ul style="list-style-type: none"> Briefings on team dynamics and history Facilitated workshop with team (e.g., new leader assimilation)
Aligning with stakeholders	Relevant organizational charts	<ul style="list-style-type: none"> List of key internal stakeholders Introductory meeting with internal stakeholders 	<ul style="list-style-type: none"> List of key external stakeholders Briefings on stakeholders (e.g., their agendas)
Engaging with the culture	Statement of company philosophy and values	<ul style="list-style-type: none"> Briefing on culture and ways of "getting things done" Structured events to attend in order to understand culture 	<ul style="list-style-type: none"> A "cultural interpreter" to provide insight Assessment to highlight differences between current and former cultures
Defining strategic intent	Business plans	<ul style="list-style-type: none"> Strategic plans for the business (e.g., vision and long-term priorities) Conversations with key stakeholders on strategic challenges 	<ul style="list-style-type: none"> Opportunity to participate in an off-site strategic meeting Dedicated workshop on strategy and existing plans

Figure 8. Assessment framework for integrating new leaders (Adapted from Harvard Business Review, by Byford, Triantogiannis and Watkins, 2017)

According to Byford, Triantogiannis and Watkins (2017), the key to integration is to integrate the new leader safely, and they have, therefore, created an assessment framework (Figure 8) for helping businesses to better understand how leaders need to integrate and own the role as a leader in the company. The assessment framework is based on five major tasks that leaders must undertake in their first few critical months, and these five tasks are the areas that the integration needs to focus the most on (Byford, Triantogiannis, & Watkins, 2017):

1. Assuming operational leadership
2. Taking charge of the team
3. Aligning with stakeholders
4. Engaging with the culture

5. Defining strategic intent

According to Byford, Triantogiannis, and Watkins' assessment framework, assuming or taking over operational leadership emphasises the importance of the new leader to jumping on and addressing operational issues, solve urgent problems to show credibility and an understanding of the business. Gaining a reputation as an effective leader is crucial for taking over the lead, and to do so, the new leader needs to make good first decisions (Byford, Triantogiannis, & Watkins, 2017).

Taking charge of the team is another big challenge that new leaders need to take control over early on. Building an environment for feedback and understanding, to be able to make important decisions is key to successful leadership. As a new leader, it is not only the team you need to build relationships with, you also need to align with other stakeholders. Building support from stakeholder, such as superiors, peers, and employees is a must if you want to succeed as a leader. New leader must focus on building relationships with these stakeholders and show the importance of relationships. This means showing key stakeholders that you understand their expectations and creating a plan to connect with them. It also requires learning the organisation's decision-making processes, management dynamics and centres of influence (Byford, Triantogiannis, & Watkins, 2017).

The framework also underlines the importance of engaging with the culture. New leaders must quickly understand the organisation's culture, including its values and norms. Missing these signals can affect how others view the leader. Leaders should balance adapting to the culture, while considering possibilities for change (Byford, Triantogiannis, & Watkins, 2017).

Finally, the new leader should start shaping the strategy, either by utilising their abilities or by developing and implementing a new one. This may involve changing parts of the organisation, such as its structure and talent management processes. Transparency about the way forward is essential (Byford, Triantogiannis, & Watkins, 2017)

Failure in any of these transition tasks can have undesirable consequences. To succeed in these transition tasks, leaders need to understand what progress is needed in each area before they take on their new roles. This allows them to have clear goals and to better prioritise what needs to be done to achieve those goals (Byford, Triantogiannis, & Watkins, 2017).

For this Master's thesis project, the assessment framework that Byford, Triantogiannis and Watkins created is most helpful as it highlights which parts are important to focus on when

integrating new unit leaders and provides a measurement tool for how to evaluate the success of the new integration process. The assessment framework can be used to assess the effectiveness of support by marking each column which elements are included in the current integration process. You then add up the marks in each column to see the score for basic orientation, active assimilation, and accelerated integration. Then you add the marks in each row to see the score for how well you support each of the major tasks. Finally combine the row totals to calculate the total score. If the score is low or non throughout the board, there is a lot of room for improvement (Byford, Triantogiannis, & Watkins, 2017).

3 The service design thinking process and research

To gain the needed information and to redesign the integration process for unite leaders, the service design thinking process was used. In the following chapter, the process and findings will be presented.

3.1 Empathise

The service design thinking process starts with empathy, which is understanding of the world from another person's experience, to see what they see, feel what they feel, and experience things as they do. During the empathise phase, you engage in activities such as observation, interaction and adaption to gain an in-depth understanding of the end-users' experience. In this way, you learn about the difficulties people face, find out their needs and desires to explain their behaviours (Dam & Teo, 2020).

During the empathy stage of this Master's thesis, various methods were used, including desk research, semi-structured interviews, and a learning diary. These methods were used to gain insight into the commissioner's leadership and how the current integration process for new leaders is conducted.

3.1.1 Desk research

Desk research is when you collect and examine data from existing resources. During the desk research, you aim to learn more about the research challenge by examining existing data. This method is useful for gaining insights to the current state of knowledge on the topic and identifying relevant trends or patterns. It is however important to note that desk research builds on previously collected data, which may have limitations in terms of relevance or timeliness to the research context. Data that is collected for other projects or purposes can

provide valuable insights, but researcher should be aware of potential biases or gaps in the information (Stickdorn, Lawrence, Horneß, & Schneider, n.d.).

The desk research phase for this Master's thesis project was conducted during February-August 2023. During this phase, the company's current integration steps were reviewed, and materials from a previously completed project were used to develop the integration process. The company had also recently conducted a future survey that addressed various personnel matters. In addition, the author was given access to the company's latest personnel survey, which is a pulse survey that measures the employee's engagement. Both surveys were analysed to gain more insight into the existing situation. In the text that follows, the findings from each source will be presented.

Reviewing the current introduction steps, it was clear that the company is lacking a clear plan to follow for newly hired leaders. The current introduction is a common introduction process for all employees, which is good, but considering the influence and importance of the leaders in leading the company's employees and driving the employee experience, there should be a more comprehensive integration programme for new leaders. The integration steps for the current integration can be found on the common intranet for the whole organisation and include the following steps that are summarised by the author from the commissioner's intranet:



Figure 9. Summary of the current introduction steps on the commissioner's intranet

In addition, there is another intranet page called "This is how I work at company X" to support the introduction of employees. On this page, information on practices and guidelines

applicable within the organisation is gathered. There you will find, for example, information on equality, measures in case of inappropriate behaviour and harassment, handbooks, etc. However, as mentioned in the commissioner's presentation, this section is being clarified and digitalized within the administration of the mother organisation. This section, called "Introduction for new employees at organisation X" will be a digital information course divided into modules, where the organisation will be presented, including its history, values, strategy, and objectives. The digital course will also include information about the organisation's IT, HR (human resources), finance functions, the occupational health service, and how the communications department works. This is an important aspect for this project to consider so that there is no overlap.

In 2022, the commissioner conducted a project to create a digitalized introduction course for new unit leaders with the help of service design. The project resulted in a prototype for an online course. When the commissioner started implementing this online course, it became clear that there was a lack of a clear introduction process, which they felt they needed to complete and implement the online course. The commissioner considered that there were important findings from that project and, therefore, shared the project report with the author for this Master's thesis project. From that report, the most important findings can be summarised into two themes: what is missing from the current introduction of new unit leaders and important things to include in the introduction. The findings from the project conducted in 2022 are summarised according to these themes in Table 1.

Table 1. Summary of insights from earlier conducted project

What's missing from the current process	Important things to include in the process
<p>Comprehensive Introduction: The introduction process lacks comprehensiveness and an opportunity for open questions. The atmosphere should be conducive to asking questions.</p>	<p>Mentorship: The inclusion of mentors who have experience with similar tasks can be highly beneficial for new unit managers.</p>
<p>Structure and Clarity: The process lacks clear structure and an organized location for all relevant materials. It's important to know where to find information and ensure nothing essential is overlooked.</p>	<p>Planned Introduction Time: Allot specific time for the introduction process to ensure it is comprehensive and addresses all relevant aspects.</p>
<p>Peer Support: The support system for unit managers, particularly for new leaders, is lacking. Peer conversations and collaboration are necessary for a well-rounded leadership experience.</p>	<p>Clear Information Platform: Create an organised and easily accessible platform where all materials and information are available, possibly in an electronic format with links to sub-tasks.</p>

The integration is missing comprehensiveness, structure, clarity, and a system for peer support. The integration needs to include a mentor who has experience of similar tasks, a schedule for the integration, and a platform for material that is easily accessible.

The future survey was conducted during February-March 2023 and had a respondent rate of 38,4%, which means that the answers can only be indicative. The aim of the survey was to hear the employees' views on the future of the company and what they think of the company's vision and strategy for the coming years. The survey consisted of seven statements, where the respondent was asked to evaluate whether they were true and 27 questions, where the respondent was asked to state how important each statement was to the respondent. In addition, there were three open-ended questions where the respondent could freely write their thoughts and opinions about the statements, and finally, the survey ended with five background questions to better analyse the answers.

The first part of the survey dealt with the company's strengths and whether the respondent thinks the company is good in the following areas: if the company has a clear vision and a clear strategy for the work, if the company has a good leadership culture, if the company enables employee development, if the company has clear processes, etc.

The second part of the survey had different statements, and the respondent was asked to take a stand on how important the different statements are, and whether they affect employee retention. The third part dealt with what employees think is important in terms of personnel initiatives in the coming years, and the last part dealt with what employees think is important when mapping the future direction and activities of the company.

The results of the survey were generally positive, but the things that can be mentioned for this Master's thesis project are that employees would like to see more investment in targeted training, recruitment, and mental well-being. One of the things that was rated lowest was that they have a good leadership culture, but this also got 3.6 out of 5. To stay with the employer, employees rated at the highest a good working environment, good work colleagues, and a supportive leader.

The second survey that the commissioner shared with the author was the employee survey, which measures employee engagement based on 46 questions about twelve different drivers. The grading scale for the survey was 1-5 and anything above 3 was considered a good result. The survey was a pulse survey that is sent out four times a year. The survey that was shared for this project was conducted in March 2023. The survey showed that the overall engagement at that moment was 3.7/5.0 and the highest and lowest drivers can be seen in Figure 10.



Figure 10. Result of highest and lowest rated drivers

The highest scores for this questionnaire are meaningfulness and participation 4.1, goals and goal fulfilment 3.8, and relationship with colleagues 3.9, while the lowest ratings are health 3.4, workplace and tools 3.5 and autonomy 3.5. What can be concluded from the results is that even the lowest-rated drivers were rated above 3, which can be considered a good result, and the difference between the highest-rated and lowest-rated drivers was less than one. It can also be added that the relationship with the leaders received a good result as well, 3.8. Feedback and communication was also one of the lowest-rated drivers and received a result of 3.5. Even if these are not bad results, it is good to keep in mind that health, workplace and tools, autonomy, and feedback and communications are rated the lowest, when designing the integration for unit leaders in terms of what is important for them to be trained in.

3.1.2 Interview

A semi-structured interview is an interview technique, where you use a blend of close- and open-ended questions, often followed by follow-up questions such as how or why questions. Semi-structured interviews are a good alternative for the exploration of attitudes, values, beliefs, and motives, and enable probing for more information and clarification of answers (Interaction Design Foundation, 2017).

The semi-structured interview technique allows the researcher to be flexible while interviewing, as it gives the researcher the possibility to ask follow-up questions to really dive deeply into the respondents' insights and perspectives. When conducting semi-structured interviews, the researcher should define the research questions and what the aim of the research is. After that it is time to create an interview guide, this includes the open-

ended and closed-ended questions that will guide the research through the interview and gain the information needed. It is good to test the interview guide before, so that the questions are clear and easy to answer. The participants should then be recruited, and the interviews scheduled. The interviews are then carried out, and to ease the analysis of the interviews, the respondent is asked for permission to record the conversation (Interaction Design Foundation, 2017).

Semi-structured interviews were conducted to find out what the integration looks like right now and what tools and support the organisations offer their unit leaders now. The author also wanted to find out how the organisation looks at the rapid change in the work structure and how workplaces affect the leadership at their organisation. To ensure that these questions were addressed, an interview guide (Appendix I) was created according to the following themes: background questions, integration, and leadership.

Totally three semi-structured interviews were conducted during June-July 2023 online via Microsoft Teams. The interviews were conducted with two sector managers and with one person from HR. These key persons were chosen based on a prior project that had already interviewed unit leaders, and the commissioner had provided the data from that project. Therefore, the author decided that at this stage, it would be valuable to interview stakeholders involved in delivering the integration, the sector leaders and HR, to gain their insights into and experience of the integration process.

The interviews were recorded with the consent of the respondent, and then transcribed and analysed using the thematic analysing method (Hvas Mortensen, 2023). To make the analysis easier, Figma, a collaborative design tool was used. The analysis began by picking out everything that was considered important to redesign the integration for new unit leaders. Then all the data was grouped according to the following themes (Table 2 and 3): general, what is missing from the current integration, key persons, tools, leadership skills, and future aspects.

Table 2. Interview analysis part 1

General	Missing from current process	Key persons	Leadership
<ul style="list-style-type: none"> • Easy access to the service manuals and contacts relevant to your own activities • I start the interview with about half an hour of talking about the company, our sector, the unit • The introduction varies as I make a new introduction plan each time. • Most important things that should be improved: <ul style="list-style-type: none"> • a centralised material bank • List and meeting with key people 	<ul style="list-style-type: none"> • Systematic onboarding program, with timetables, follow-up feedback, measuring impact. • We need simple get started manuals, something that is missing now • Training materials are gathered in one place for example on the intranet. 	<ul style="list-style-type: none"> • who are the contact persons in the welfare areas? • We need contact person for HR and payroll, finance, occupational health services • Key people: CEO; Management team member, HR, all admin should have some part, e.g. invoicing, bookkeeping, discussion with recruitment staff, etc. • teams meeting with those responsible for HR, payroll and finance, the main contacts for this and putting a face to them. 	<ul style="list-style-type: none"> • We are transparent; if something is going on, we tell you about it, which contributes to resilience. • When you become a leader in our organisation, you have the opportunity to keep your hobbies active. • Leaders need a Helicopter perspective • Communication at different levels • Through our leadership, we enable work to be meaningful, manageable and understandable. • We have a management that keeps track of what is happening, that there is someone who listens. We keep up with what is happening. • We recognise what works and strengthen our employees' sense of coherence. • We have a salutogenic leadership. salutogenic leadership means that we work from a culture of responsibility

Table 3. Interview analysis part 2

What to include part 1	What to include part 2	Tools	Future aspects
<ul style="list-style-type: none"> • All our policies are very, very important. Our Handbooks are important plans, not to mention self-monitoring plans. • Well-being at work and our ta till tals process, how and when do you resort to work discipline measures • Mentoring as a module of onboarding. • What is Company X, how do we look at the company, greetings from the Corporate CEO, Company CEO, Sector Leader. • Important to optimise the time spent with the former leader • The sector meetings are very important introductory occasions, because that's where you know and learn about our processes. • Physical meetings are very important • Starting from the introduction of the organisation level to the sector level to the unit level • Training materials are gathered in one place for example on the intranet. • Introducing to colleagues, A lot of the introduction also comes via colleagues • Training package for unit leaders • Systematic onboarding program, with timetables, follow-up feedback, measuring impact. 	<ul style="list-style-type: none"> • 2 weeks working side by side with the previous unit leader who introduces then to the unit's activities. • Voluntary part of the onboarding programme to get to know different functions within the company • Key processes: HR issues, payroll, finance, contracts and the customer. everything from occupational health care to finance and payroll and other administration. • All information should be located somewhere so that the person has access to it. • The person who has introduced the new leader and the person themselves check that the various points in the introduction plan have been reviewed. • Important: data security, IT programmes, well-being at work and our ta till tals process • Easy access to the service manuals and contracts relevant to your own activities • We need simple get started manuals, something that is missing now • Interactive system • Systematic onboarding program, with timetables, follow-up feedback, measuring impact. 	<ul style="list-style-type: none"> • Titania, Mepco, M2. Raisoft, Hilikka. Y mappen, intranet and the webpage. IT programmes • FPM with all this budgeting and especially this budget follow-up. 	<ul style="list-style-type: none"> • In the future, I hope that we will have more internal recruitment, that there will be a career path and we will have regrowth. • Our employees' values and way of looking at work will be totally different than before. • Customers' demands will rise and they are increasingly quality-conscious and want the best. • I see threats in AI development • We will be faced with this multiculturalism and being able to adapt many different cultures to each other in a workplace, lack of language skills, etc.

From the analysis, the following key insights were made: When designing an integration programme for new leaders, it is important to create a systematic approach with specific modules and timeframes. Key considerations during this process should include data security, IT programmes, and employee well-being. The company places great importance on fostering a culture of accountability. A comprehensive integration plan should include meetings with HR, payroll, and finance representatives to ensure a smooth transition. Since the company expects to encounter multiculturalism, it is important to empower leaders with the skills to effectively lead diverse teams. Leadership qualities that are highly valued include a love of people and curiosity. In addition, there is a commitment to continuous improvement and the deepening of knowledge in the company. Simple, user-friendly manuals will be necessary to facilitate the integration process effectively. The company also anticipates significant changes in employees' values and perspectives on work, emphasising the importance of open communication to foster resilience. To adapt to these changes, there will be a need for different leadership models in the future.

3.1.3 Learning diary

Learning diary or diary study is a research method, where participants are asked to record and report on a specific set of data over a defined time frame. The diary can be either paper format or digital format and is used to reflect on themselves, while using the service or product. The participants are asked to record specific information or to take photos and videos. The diary study can help to analyse actions and daily behaviours that we do not usually focus on (Service Design Tools, n.d.).

For this Master's thesis project, two newly employed unit leaders were asked to fill in a learning diary from employment day one to three months as employed. The learning diaries were handed in in August 2023. The aim here was to get valuable input, such as what they have learned from the current integration and what the best way is for them to learn new things. The learning diary (Appendix II) included the following questions:

1. Please describe briefly how your integration has been so far. (what information have you received/ who have you met, etc.)
2. What are your thoughts on the unit leader integration programme?
3. What emotions did the integration raise? (e.g., Frustrations? Excitement)
4. What was good about the integration?

5. What would you have wanted more of during the integration?
6. What would you have liked less of during the integration?
7. How do you best learn new things?

The diaries revealed that both had the opportunity to work with or shadow the former unit leader at the beginning of the integration process. However, one stated that the integration with the former unit leader had been challenging and rather unstructured, and pointed out that there was a lack of an effective integration framework. In the diaries, it was also mentioned that they had met other unit leaders in the same sector and took part in the company's strategy day for unit leaders, which was appreciated and considered valuable for the integration process. Both also asked for the possibility of having a place, where you could look up things and learn on your own and not have to depend on other people and ask questions. They felt that there was a positive and warm atmosphere and that all contributors were helpful and open to questions, but the lack of a structured integration programme led to feelings of frustration and uncertainty. It was also mentioned that a lot of time was spent meeting people, but that it was impossible to remember so many new faces as they often lacked context. There was a suggestion for a person or a mentor who you know you can ask questions to, and this would lower the level of contact with the person. What was also emphasised was the need for clarity and the possibility of influencing the integration process yourself to support the learning. There was also a request for a place to write down important things you hear and important people to know. Since they felt that you learn best by listening and writing things down.

3.2 Define

Once empathizing with the user, it is time to define the challenge. Defining the problem and interpreting the result gained from the empathy stage. This stage is about analysing and defining the observations to define the core problems. What does the service feel like to the end user and what are the pains for the user (Dam, 2023).

When defining the problem, one should use a human-centred problem definition. That is, the focus should always be on the user, rather than the needs of the company. The broader the problem definition, the more room for innovation and creativity there is for the next stages of the design thinking process (Dam, 2023).

For the define phase of this Master's thesis project, the author chose to use an affinity diagram, an empathy map, personas, and a service blueprint. The process of the define phase will be explained in the following text.

3.2.1 Affinity diagram

Affinity diagram is a way of helping to organise a large amount of data collected during the empathy phase of the service design process. It can be data from desk research, ideas from brainstorming, user opinions, user needs, insights, etc. Affinity diagram is useful for understanding research findings and structuring ideas. To create an affinity diagram, you collect the data on post-it notes and arrange them on a wall or whiteboard. Then you start grouping the post-its according to similarities. When you have grouped all the data on the whiteboard you analyse the groups and give them names that represent the content. This will then help you define a problem or help you to the next phase of the design process (Dam & Teo, 2022).

The affinity diagram method was used for this Master's thesis to help clarify and identify commonalities in the data collected during the empathy phase. The process began by compiling data from desk research, interviews, and learning diaries. This was done using colour coding, with pink for interviews, blue for desk research, and yellow for learning diaries. After that, all the data was grouped according to similarities. Finally, each group was named according to the same themes as in the analysis of the interviews, as these seemed to be usable for this data as well: general, what is missing from the current integration, key persons, tools, leadership skills, and future aspects (Appendix III).

Based on the affinity diagram, the most evident insight was that the data collected from the different sources confirmed that there is a need for structured integration that includes time for reflection and processing of information, to ensure the new leaders have a thorough understanding of their roles. The new leaders want quick answers, and the importance of knowledge sharing and information availability is evident. New leaders feel that they are welcomed and supported from the start, but the lack of structure in the integration process causes confusion. The lack of digital tools to support learning during the integration process, was also confirmed by the data. The new leaders want an interactive integration process through which they can influence themselves.

From the data, it could be concluded that there is an expectation of transparency and clear communication from the leader. These two are essential for building resilience. Leaders

should be open about what is happening in the organisation and ensure that employees are well-informed. A culture of regular feedback and support is considered to contribute to a positive working environment in the company. The competence to lead a diverse group of employees is also a leadership quality that is considered important. Leadership is recognised as an ongoing process, where you grow and develop both personally and professionally. Leaders must continuously adapt and learn from their teams. Leadership is a balance between administrative tasks and people management. These are the leadership qualities that could be recognised from the data and they are important to consider when redesigning the integration.

Based on the data from the affinity diagram, it could be confirmed that there was a correlation between the different types of data collected that could be summarised according to the topics shown in Figure 11.

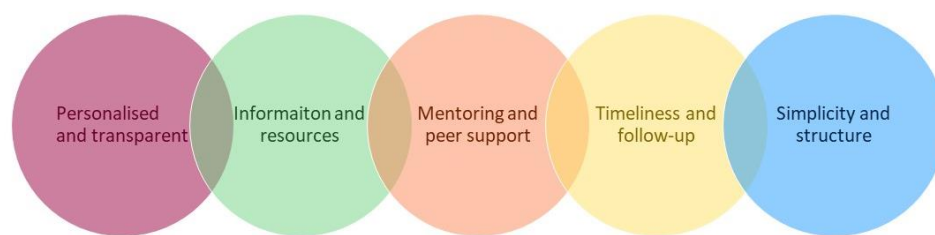


Figure 11. Key insights from the affinity diagram

The integration should be tailored to the new unit leader's background, and there is a need for a clear, structured, and easily accessible integration plan that includes essential information. There is a clear need for comprehensive and up-to-date information. The data revealed a partial or total lack of information, such as manuals, policies, and training materials. These is a wish for these to be easily accessible on the company intranet, to help newcomers understand the organisation and its processes. Mentoring and peer support are considered valuable for the integration experience, as this is essential for asking questions, seeking guidance, and fostering a sense of belonging. The integration should be well-timed and provide a balance between structured learning and opportunities to ask questions. Follow-up feedback and regular check-ins with the new leader are essential to ensuring that

the integration process is effective. There is a desire for a systematic integration programme with clear timetables and a process that is straightforward and uncomplicated.

3.2.2 Empathy mapping

Empathy mapping is a way to characterize your target user to align a deeper understanding of the end user. Empathy is our ability to see the world through other people's eyes, to see what they see, feel what they feel, and experience things as they do (Dam & Teo, 2020) During the empathy stage you observe, engage and interact with people to understand their experiences and motivations. You learn about the difficulties people face, and uncover their needs and desires to explain their behaviours. An empathy map is a useful tool to facilitate empathy and summarise the observations from the interaction with the end user. The empathy map is a template that helps identify what the end user: said, did, thought, and felt (Dam & Teo, 2023).

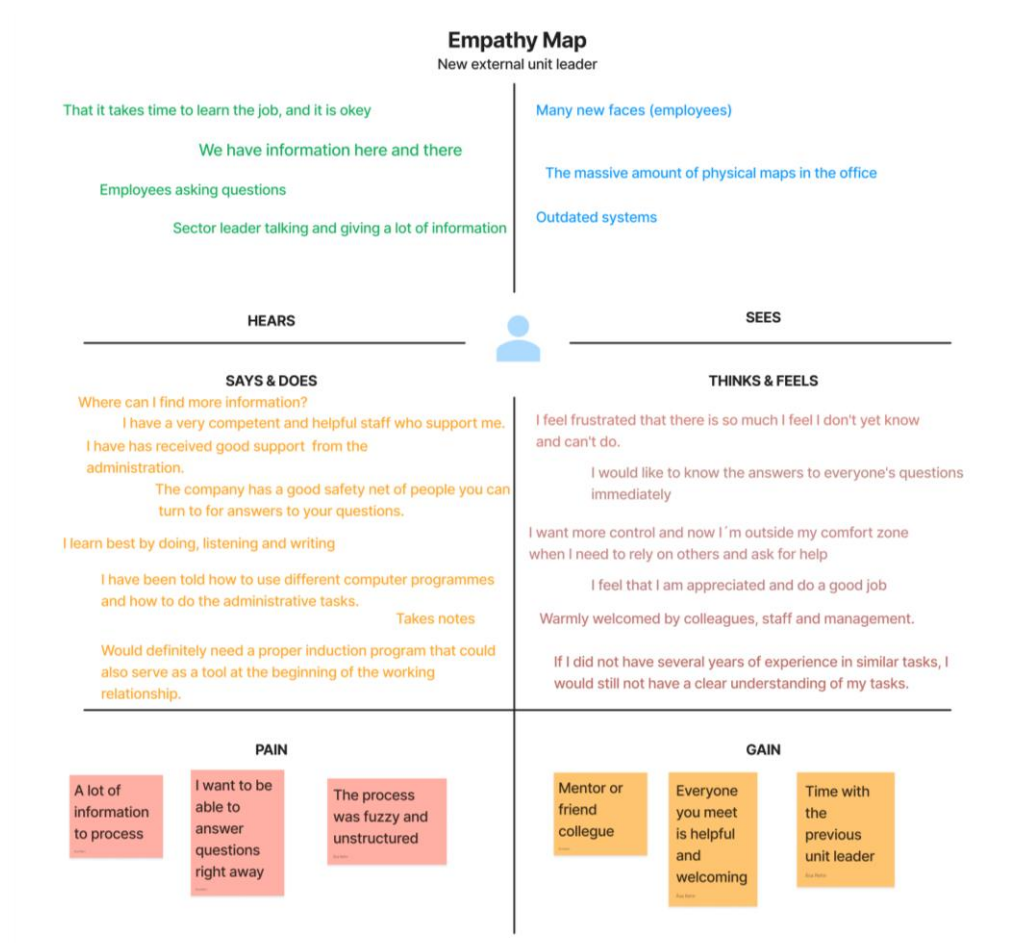


Figure 12. Empathy Map

The aim of creating an empathy map for this project was to create a more comprehensive understanding of what the newly recruited unit managers see, hear, say, does think and feel during the current integration process. The empathy mapping was based on the data from the affinity diagram. What could be determined from the empathy map (Figure 12) was that even if there is an understanding from the employer that it takes time to learn everything, new leaders find it frustrating not to have the answers to their employees' questions immediately and that they are not able to quickly search for information and find an answer. However, there is a lot of information to dive into, but the information is not gathered in one place and is, therefore, hard to find. The learning process for the new leader is very much dependent on the sector leader talking and giving a lot of information, which can get frustrating when there is such an overwhelming amount of information that you need to take in and process in a short time. As a new leader, you are also faced with workspaces filled with old material that has been collected over the years and that no one has gone through, and you have to start tidying up after your former colleague, which did not feel very welcoming. Despite this, they still feel appreciated, as everyone was helpful, when asking for advice or help. It was also evident that if you did not have several years of experience, it would be challenging to understand the role and expectations. New leaders consider that they have a very structured way of working and, therefore, also expect a structured integration programme with clear goals and a timeframe that allows you to take notes and process the information, as this is considered to be the best way of learning. There is also an expectation of an integration programme that works as a tool to support the learning process.

3.2.3 Personas

A great way to understand the users' needs, experience, behaviours and goals, is to create fictional characters, also called personas in the design process, based on the findings in the research. By creating personas based on research findings, you can get a better idea of whom you are designing for, and thus create a better user experience for your end user (Dam & Teo, 2022-b).

While the empathy map helped to understand the user's attitudes and behaviours, the persona is used to understand who the user is that will use the service or process. From the data collected, two personas could be identified when the commissioner recruited for the role of unit leader. Either they are external employees, who have several years of experience of similar tasks, or they are recruited internally, giving a team leader the opportunity to develop

their career and take on the role of unit leader. For this Master's thesis project, two personas were created: Greta (Figure 13), who is a newly recruited external unit leader, and Emma (Figure 14), who is a newly recruited internal unit leader. These personas were created to understand the different needs of the external recruited unit leader and the internal unit leader, in order to better adapt the integration process to their needs.

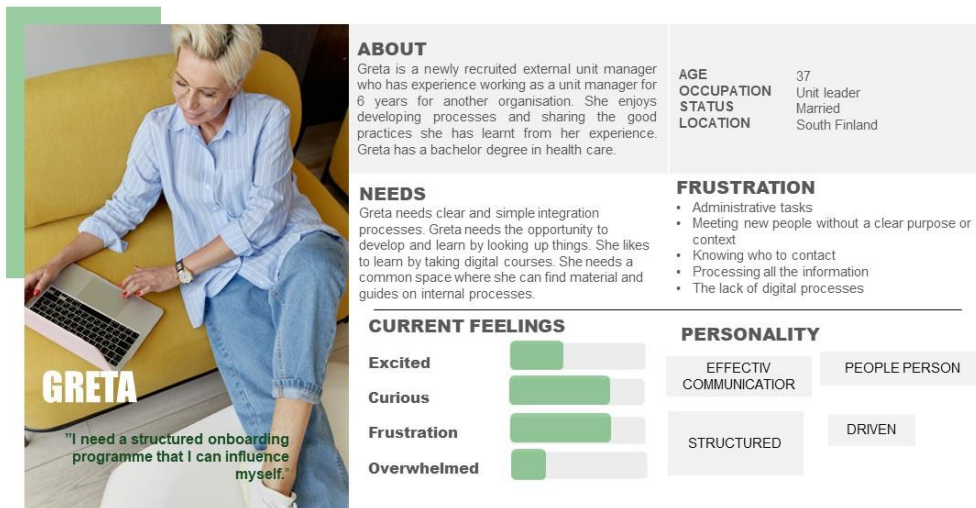


Figure 13. Greta, external recruited persona

Greta, the externally recruited unit leader, usually has several years of experience in similar tasks. Greta enjoys developing processes and sharing the experience she has gained through previous tasks and studies in health care. Greta needs a simple and structured integration with the possibility to look up things on her own, as this is a crucial part of her learning new things. Greta easily gets frustrated by administrative tasks, if the process is not clear. She thinks it is frustrating if she is introduced to new people, if there is no clear purpose or context for meeting the new person, as she thinks that you do not remember who to contact simply by meeting the person. Greta is confident in her leadership as she has several years of experience in leadership, and is excited and curious to lead her new team. She is an effective communicator, who is not afraid of making decisions. For the integration, Greta needs a supporting document or tool, where she can write down important key persons and their contact details. She needs an integration that is interactive and that she can influence herself. She needs the possibility to look up things she considers important and wants more information about. Greta cannot stand unstructured processes.

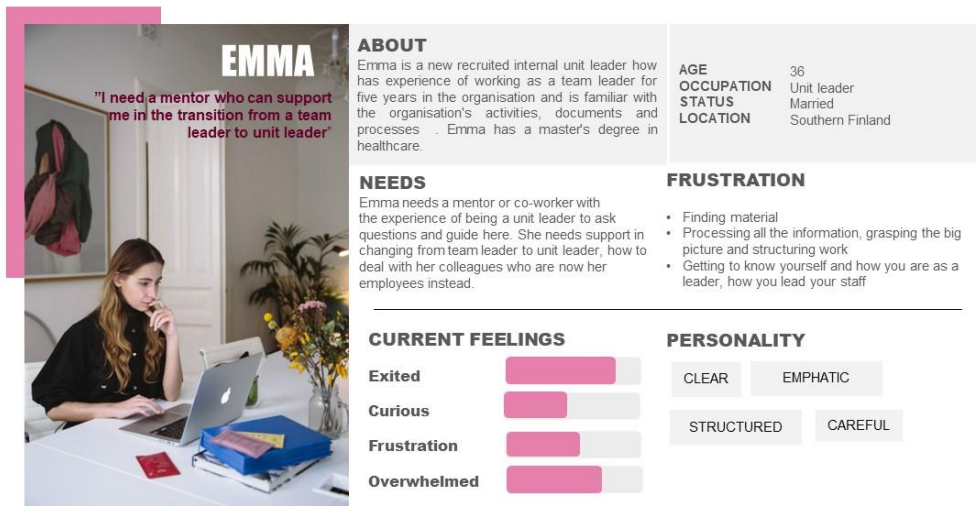


Figure 14. Emma, internal recruited persona

Emma, the internally recruited unit leader, has been working at the company for some years in the role of team leader. She is familiar with the organisation's activities and processes. Emma needs a mentor or peer with experience of being a unit leader to ask questions and guide her in her transition from team leader to unit leader. More specifically, how to deal with her colleagues, who are now her employees. Even if Emma is familiar with the organisation and processes, she still feels frustration for not finding important information and material. She requires a structured integration process that is based on the fact that she comes in as a leader from within the organisation. An integration process that helps her see the big picture and get to know yourself, how you are as a leader, and how to lead your staff. She is a careful person, who feels overwhelmed about changing from team leader to unit leader, as she has little experience as a leader. Emma is structured and efficient, which is why she requires an integration process that allows her to independently look up information. But she is excited to have been given the opportunity to challenge her skills and is looking forward to using her empathic side in healthcare leadership.

3.2.4 Service blueprint

The service blueprint is a way to visualise step-by-step how a user interacts during all the touchpoints and which stakeholders are involved in delivering the service. The process is mapped from the user's perspective and shows what happens at every stage of interaction and what touchpoints and stakeholders there are during the process. A service blueprint is a

simple, clear and graphical representation of the service as a whole. The service blueprint clarifies the process and provides an overview of the entire process, highlighting shortcomings and areas where there is room for streamlining and improvement. A service blueprint can also be used as a tool to communicate how the process works for the user and other stakeholders who require a comprehensive understanding of the entire process. (Service Design Tools, n.d.-b).

Since the goal of this Master's thesis project was to develop and improve the integration of new unit leaders, a comprehensive overview of the steps and key persons/functionality involved in the process were needed and, therefore, a service blueprint of the current integration process for external unit leader (Figure 15, and a clearer picture in appendix IV) was created from the time the recruitment of a new leader starts until he/she is integrated into the new role. The draft of the service blueprint was created in Figma, a collaborative design tool, based on all the data collected and the methods used in the empathy and define phases of this project. The service blueprint was then reviewed and fine-tuned with the commissioner's development director online via Microsoft Teams.

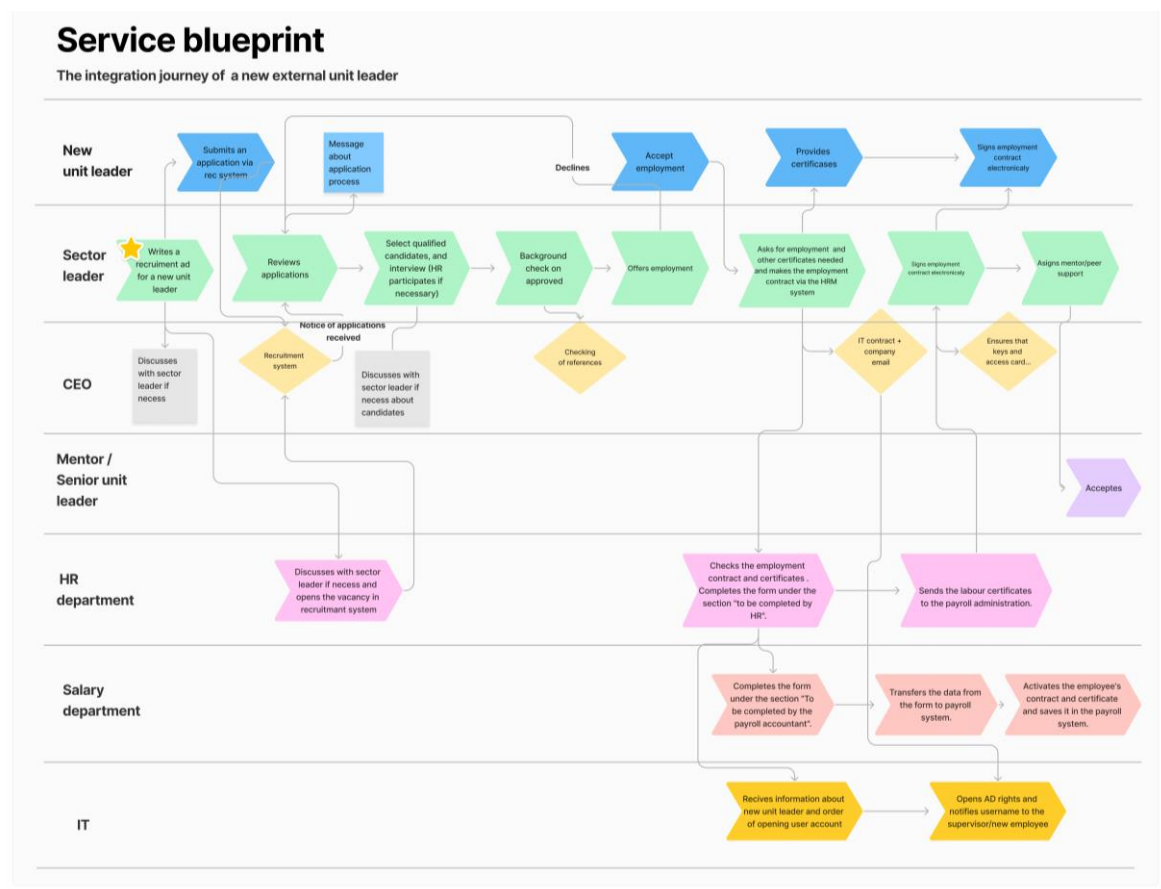


Figure 15. Service blueprint of current integration process for external unit leader

What became evident through the service blueprint, was how few digital solutions and support are currently used in the integration process. Neither to support the person in charge of the process nor the new leader, who must take in a great deal of new information. The service blueprint also confirmed that the process is very much dependent on one person, primarily the sector leader, and the possibility for the new leader to read and learn on his or her own is very limited. It also became clear that there is a need for a more comprehensive introduction from the administrative side, such as HR, finance, and payroll. The HR and payroll departments have some responsibility, but the finance department is completely absent from the current structure. The service blueprint also confirmed what was mentioned during the interviews: that there is no meeting with HR, payroll, or finance. Which emphasises that there is a need to include meetings with HR, payroll, and finance representatives to ensure a smooth transition, but also from the point of view of knowing who to contact in what matters. Providing context for the people you meet during the integration process is something that was pointed out in the learning diaries. The communications department is also missing from the current process. They also have a key role in supporting internal and external marketing to employees and customers.

3.3 Ideate

The ideate phase is the phase where you create ideas. The ideate phase creates the input for building prototypes and concepts. In the ideate phase, you create solutions for the problem that you have defined and identified in earlier phases (Hasso-Plattner Institute of Design at Stanford, n.d.).

3.3.1 Ecosystem map

The ecosystem map is a visualization defining all the key stakeholders influencing the end user, organization, and the service environment. The ecosystem map is a useful tool showing key stakeholders and what impact and connections they have with the service (Service Desing Tools, n.d.-c).

For this Master's thesis project, an ecosystem map was created to strengthen the understanding of who is involved in the integration process and to outline how the relationship with the new unit leader should be. This is to have a clearer view of key people and functions when creating the integration programme.

As shown in Figure 16, the sector leader, former unit leaders, and peers will continue to have an important and positive role in the integration process, and, therefore, the communication should be ongoing.



Figure 16. Ecosystem map for new unit leaders

Employees play an important role in building relationships and embracing the culture of the team, although it is recognised that the responsibility for a successful integration process does not lie with employees. The roles of the administration, i.e., the finance, salary, IT, communication, and HR departments, should be strengthened in the new integration process, and the communications should be streamlined. Both the new leader and the administrator should take an active role to strengthen communication and lower the level of questions. The administration has an important role in the integration process, but this contact and relationship should be based on need and does not need to be as continuous as for the sector leader and former unit leader.

3.3.2 Co-creating workshops

Co-creation workshops are a collaborative method of sustaining structured discussions, brainstorming, and ideation with stakeholders to help develop ideas, risks, approaches, and clarity for the implementation of new solutions. Involving your target group actively in a workshop is a great way to let the end users feel that they are a part of the research or development project. It also gives them the feeling that they have a chance to influence the process or service and that they feel heard (Interaction Design Foundation, 2021).

It became quite clear from the data collected during the empathy phase that there was a need for the leader to have a place, where he or she can search for information and read up on what they feel they want to delve into. It was, therefore, decided together with the commissioner that a co-creation workshop called Sailing Boat would be held with two new unit leaders and two senior unit leaders. The aim of the workshop was to create an intranet page for leaders called “This is how I work as a leader at Company X” that will support the integration process. The Saling Boat is a retrospective method that usually is used in project work to review how the project has progressed and what has worked well with the project that is, the wind in the sails. You identify possible risk and problems for the project, i.e., rocks and anchors. This workshop method enabled to strengthen co-operation with the project team and set common goals and upcoming milestones, i.e., the lighthouse (Mural, n.d.). The Saling Boat workshop was chosen to create a common understanding of what works with the current intranet in terms of support for unit leaders, what is not working now, and what else they would like to see on the intranet page for leaders. Another important aspect was to create a shared understanding of what could hinder the use of the new intranet page.

The request from the commissioner was that it should be clear, easily accessible, and easy to update. An initial meeting was held at the end of October 2023 with the people in charge of the new employee onboarding project and from two people from the communications department who are responsible for the development of the intranet. The purpose of the meeting was to plan how to develop an intranet page for unit leaders to support the integration process. It was important that those running the new employee integration project were involved so that these two projects supported each other and there was no overlap. During the meeting, it was discussed what is possible and what is important to think about when creating a new intranet page. And especially, what is important to consider when holding a workshop so that the improvements and ideas from the workshop are possible to implement.

The workshop was split into two different sessions as it was difficult to bring all the unit leaders together at the same time. The workshops were held in November 2023 online in Microsoft Teams, and Padlet was used as a collaboration tool during the workshops. The participation was voluntary, and an invitation (Appendix V) was sent to the participants selected by the commissioner. The invitation included a pre-task that asked the participant to go to the intranet and look up the following information without using the search function:

- The collective agreement
- Instructions and written agreement model for telework

After they were asked to reflect on how easy or difficult it was to find this information and how they perceived the layout of the pages. The idea behind the pre-task was to get the participants to familiarise themselves with the intranet beforehand, so that it would be easier to answer the questions in the brainwriting session. The workshop took one hour and followed the schedule planned by the author and approved by the commissioner.

The workshop started with an introduction where the background to the workshop was explained, what the purpose of the workshop was, and the structure of the workshop. After the introduction, the participants were asked to present themselves by name, what unit they work for, and for how long they have been working as a unit leader. They were also asked to tell how often they use the intranet to search for information to support their leadership, how they perceived the pre-task, and what their expectations are for the workshop, i.e. the lighthouse on the horizon.

The pre-task was considered quite difficult, as they were not allowed to use the search function. The participants thought it was hard to figure out where to find the requested documents on the intranet. Apart from that, they felt that the pre-task was a good introduction to the workshop, and they could prepare for what was to come in the workshop. The participants were rather unanimous with their expectations for the intranet page, i.e., the lighthouse on the horizon. They want a clearly structured page where they can easily find information that concerns the leadership and leading of the personnel. They want an intranet page that works as a personnel guide for the leader.

After the warm-up exercise, the current intranet was briefly presented, including how it is structured now and where the planned page for leaders is intended to be found. Then the

participants were asked to move to the Padlet wall (Figure. 17) via a QR code or a link provided in the Microsoft Teams chat to start the brainwriting session.

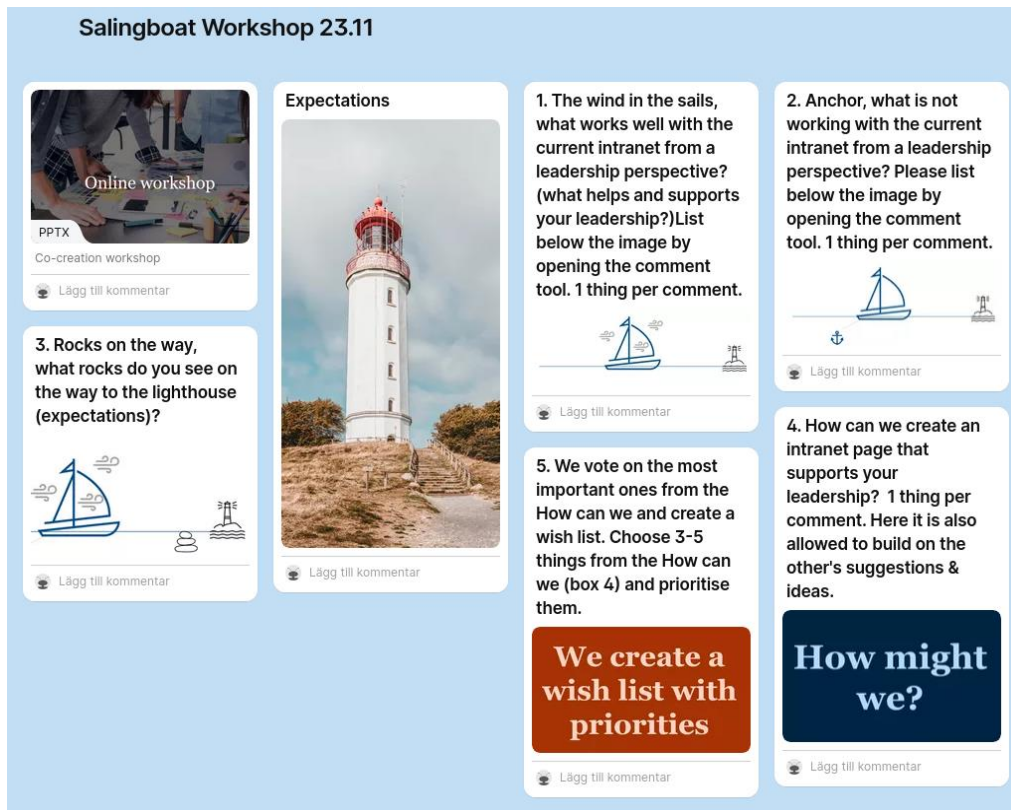


Figure 17. Workshop wall in Padlet

During the Padlet session, the participants were asked to answer the following questions:

1. The wind in the sails: what works with the current intranet from a leadership perspective?
2. Anchor: what is not working with the current intranet from a leadership perspective?
3. Rocks on the way: what rocks do you see on the way to the lighthouse?
4. How could we create an intranet page that supports your leadership?

The participants were given the opportunity to discuss the questions together, and after the discussions, they were asked to write on the Padlet wall what they had discussed and felt was important to emphasise (Table. 4).

Table 4. Summary of the data from the workshops

	Wind	Anchor	Rocks
Workshop 1	<ul style="list-style-type: none"> • Employees receive up-to-date information within the organisation via the intranet (not just on the leader's shoulders). • Tools are easily found, e.g. Alfresco • Agreements are easily found • For those with personnel responsibility - page, you can easily find agreements or other things that you are looking for. 	<ul style="list-style-type: none"> • Does not work at all • Old information • Manuals are old • Unclear which one to use, Intra or Alfresco • Information scattered in different places, hard to find • Requires many clicks before you get to what you're looking for. • Principle statements and decisions are missing on the intranet. Now depends on the person who has to remember to pass on information. • There is a lot of good information but it is not easy to find so it does not get used. 	<ul style="list-style-type: none"> • Introduction is important, if there is no introduction, it can easily become unused • Material is adequate and common to all • Customised according to the activities of the sector
Workshop 2	<ul style="list-style-type: none"> • Contact details within the organisation • Templates • Clear structure 	<ul style="list-style-type: none"> • Difficult to find and navigate • Unclear who belongs to which legal entity • Not all information is on the intranet. It is scattered everywhere (Y:folder, Alfresco, etc.). • All info in one place, not a little on intranet and a little on Y. • Updated templates. Delete templates that are no longer relevant. 	<ul style="list-style-type: none"> • Implementation around the use of intranet in the form of a training day, for example. • Easy to find via the search function and to find on the intranet. • In the beginning, HR could refer to where the unit leader can find the information/ template on the intranet so that the unit leader can search the information on her/his own

The participants agreed that what makes the current intranet work, from a leadership perspective, is that you can easily find templates and tools, and you can also easily find the latest information for employees. It was also concluded that the structure of the intranet was clear. At the same time, it was emphasised that, from a leadership perspective, some information is outdated and that the current page for leaders does not work at all. For example, there is a lack of manuals, clear guidelines, and decisions on the intranet. They also raised the frustration that important information and material is currently shared in several different places and that there is a desire to focus everything on the intranet. Although the current internet was considered to have a clear structure, it is very difficult to find information, and it requires many clicks before you find what you are looking for. It was also felt that it is difficult to know which contact person to contact. As the intranet is used by the entire organisation and all legal units have their own contact person, it is not clearly stated which contact person belongs to which legal unit.

The participants felt that for the new intranet page to work as a support for the leaders, it needs to be introduced and explained how it is structured and what can be found there. The participants suggested a short training session to ensure the successful implementation of the new intranet page. The intranet page needs to be regularly checked and updated so that the leaders can trust that the information and templates they search for there are accurate. The

participants also suggested that when creating material, search words or tags should be used to make the information easy to find via the search function.

Once the participants had answered the questions, the last task in the Padlet was to vote on the most important things mentioned in the 'How might we' question and create a wish list by choosing 3-5 things and prioritizing them (Table. 5).

Table 5. Wish list from workshop

Workshop 1	Workshop 2
<ul style="list-style-type: none"> • Material bank • Processes • Contact details • Clear navigation bars to make it easy to find what you're looking for • Instructions for different programmes • Laws • Year clock (template) 	<ul style="list-style-type: none"> • Clarity. The material is categorised. • Templates categorised by sector and common to all within that sector. • Clearly indicating to which part of the organisation the contact persons belong to • Efficiency. Search words that streamline the intranet search function

The key points from the first workshops based on the wish list were: material bank, processes, clear navigation bars, instructions for different programs, laws, and a year clock template. The key points from the second workshop: were that the material is clearly categorized, the templates are categorized by sector, it is clearly stated to which part of the organization the contact person belongs, and the search words are streamlined with the intranet search function.

After the last task in Padlet, the next steps of the project were explained. A prototype of the intranet page will be built in the intranet test environment based on the opinions and wishes of the participants. It was also communicated that participants will receive an email with a link to the test site and a link to a feedback survey for participants to complete once they have familiarised themselves with the test site. This is to help improve the site and make it as user-friendly as possible.

To summarise the workshop and take it to the next stage of the design process, the following observations were made. The new intranet page for unit leaders needs to be clearly structured, with material clearly categorized. On the intranet page, the company's templates, processes, and instructions for different programs need to be accessible. In addition, the contact persons for the different parts of the organization need to be clearly indicated so that you know which contact person each legal unit should contact.

3.4 Prototype

The prototyping phase is the phase of creating solutions that answer questions connected to the problem, and that brings the project closer to the final solution. During this phase, quick and low-resolution prototypes are created to get useful feedback from users (Hasso-Plattner Institute of Design at Stanford, n.d.).

As stated in the ideation phase, it became clear at an early stage of the research that the integration is now quite far the responsibility of individuals, instead of having a unified integration with clear responsibilities and content, and that technology was barely used to streamline the process. Based on the data gathered throughout the project, it was also clear that there was a need for a platform for the leaders, where they could look up information, and which could serve as support in the integration of new unit leaders. A place where all the important information is gathered and where unit leaders can search for information on their own and not always have to ask around to find the answers.

For this thesis project, a test page of the intranet page for leaders was designed in the company's intranet test environment. The author created a sketch of the new intranet page with the help of Figma to support the design of the intranet page in the company's intranet test environment. When designing the intranet page, it was important not only to fulfil the expectations of the end users, but also to take into consideration what is important for a leader to succeed in their role. This is where the idea was born to build the intranet page according to the Byford, Watkins, and Triantogiannis assessment framework for integrating new leaders (Figure 8). By building the intranet page based on the five major tasks, the intention is that the commissioner will also be able to evaluate the integration based on the assessment framework. Designing the intranet page based on the assessment framework also creates a clear structure for the page, and hopefully clarifies for the unit leaders what the major tasks are that he or she needs to address to be an effective leader. This was one of the expectations of the workshop participants.

The idea behind the page is to provide an introduction page for leaders that briefly describes the organisation's expectations for its leaders and the tools and support available to them. Via the introduction page, they can then navigate to subpages, where there is more in-depth information about the support and tools they want to familiarise themselves with. The introduction page was designed according to four different sections: introduction, five focus areas for leaders with subpages, contact information for support and staff functions with subpages, and training programmes, webinars, and downloadable templates (Figure.18).

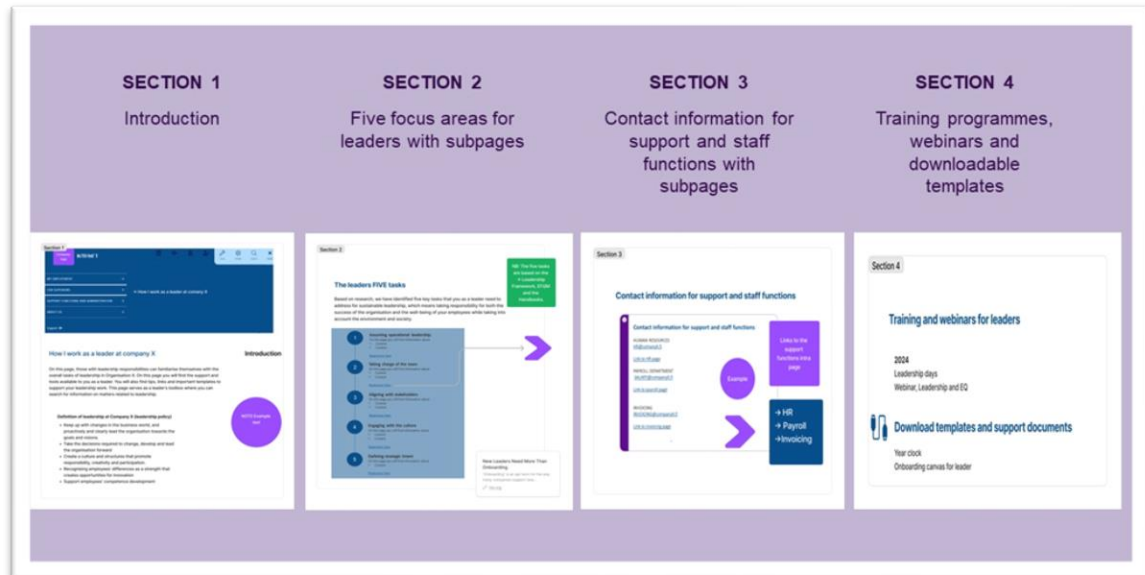


Figure 18. Sections of the intranet page for leaders

When the sketch was ready, the author first held a meeting with the development director responsible for the HR department, then a meeting with the communication department, and some final adjustments were made to the sketch (Appendix VI). Then the communications department created an intranet page in the test environment for the author to continue building and developing according to the sketch created in Figma. At this stage, the aim was to create a simple test page to demonstrate the structure of the page and for the workshop participants to provide feedback on, thus helping to make the page as user-friendly as possible. For this Master's thesis report, the author chose not to present the test page to ensure the commissioner remains anonymous.

3.5 Test

The test phase is the phase where the prototype is tested, and feedback is collected from the users. This is a chance to empathise and provide the user with a solution. The testing allows learning more about the users and the problem with a potential solution. A prototype should always be tested as if you are wrong but gives the chance to refine and make the solutions better for the user (Hasso-Plattner Institute of Design at Stanford, n.d.).

The first version of the intranet page for leaders was tested by the unit leaders that attended the sailing boat workshop. A link to the new intranet page was sent to the unit leaders by

email (Appendix VII) along with a feedback questionnaire (Appendix VIII) in December 2023. The feedback questionnaire consisted of six questions in total, of which five were selection questions and an open-ended question. The questions dealt with how the first impression of the page was, how easy it was to find information on the page, how visually appealing the page was, how easy it was to understand the layout of the page, whether they would use the page in the future, and finally, thoughts and suggestions on how to improve the page. The aim was to verify that the structure and functionality of the intranet page corresponded with the defined expectations from the sailing boat workshop.

The feedback questionnaire was sent to four unit leaders, of whom three responded. The result showed a divided perception of the intranet page. Of the respondents, one considered that the intranet page met the expectations very well, another considered that the intranet page met the expectations well, and the third found the expectations to be quite well met (Figure. 19).

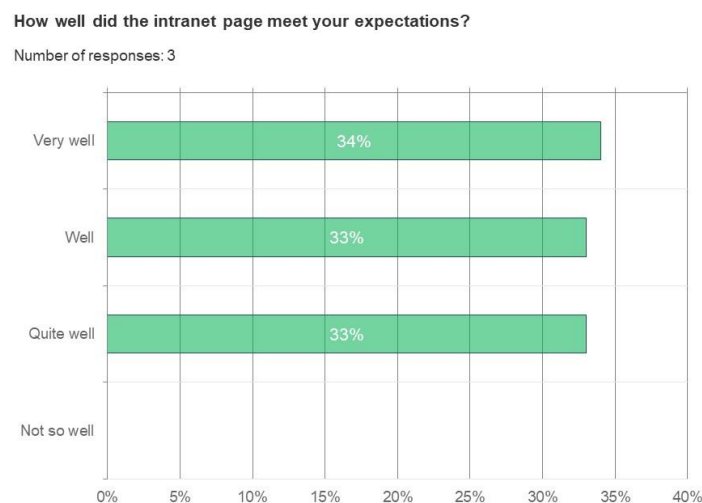


Figure 19. Respondents' answers to how well the intranet page met their expectations.

When asked how easy they thought it was to navigate on the page, one responded found it was very easy, another found it easy, and a third considered it quite easy. (Figure. 20).

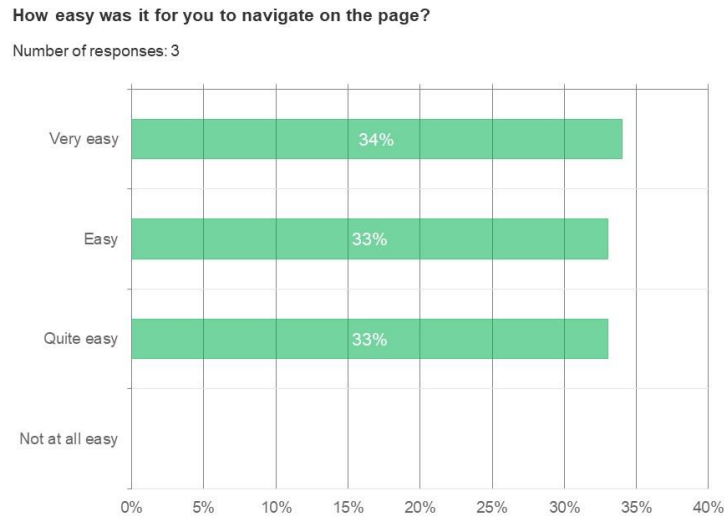


Figure 20. Respondents answered to how easy it was to navigate on the internet page.

The respondents were also asked to rate how appealing the page was; one answered that it was very appealing, another found it appealing, and a third felt that it was quite appealing (Figure. 21).

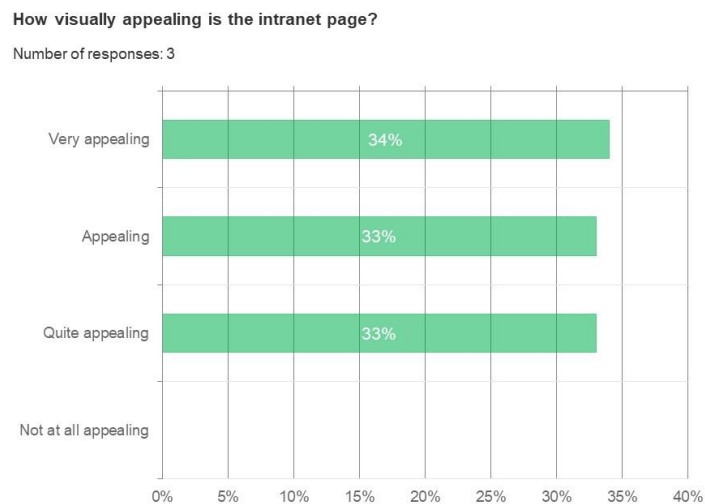


Figure 21. Respondents answer to how visually appealing the intranet page is.

An essential part of using the intranet page is to understand the page layout. The respondents were, therefore, asked to rate how easy it was to understand the page layout. One considered

it to be very easy, another considered it to be easy, and a third considered it to be quite easy (Figure 22).

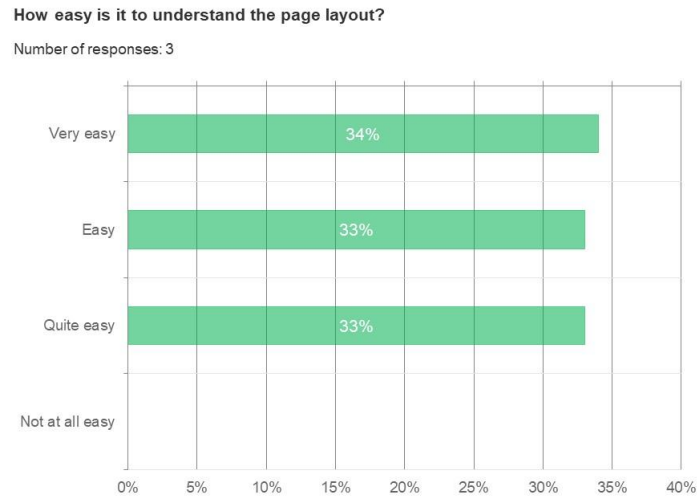


Figure 22. Respondents answer saying how easy it is to understand the page layout.

The final selective question asked the respondent to answer if he or she would consider using the intranet page in the future. Two of the respondents answered yes, while one answered perhaps (Figure. 23).

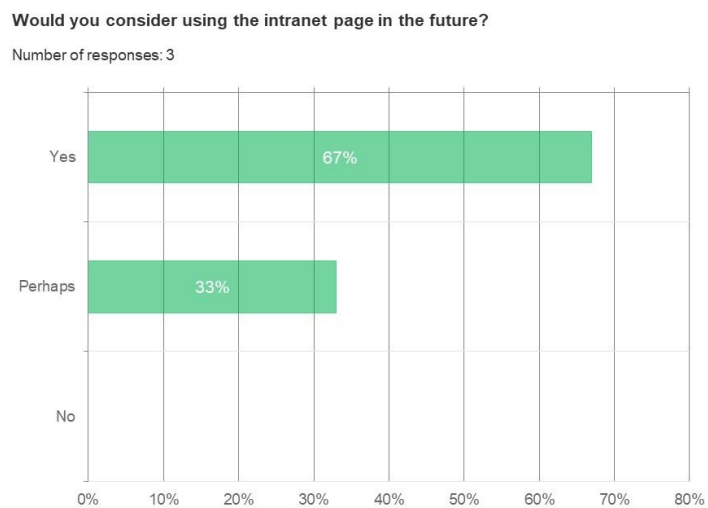


Figure 23. Respondent's answers to if they would use the intranet page in the future

The final question was an open-ended question, asking the respondent for thoughts or suggestions on how to improve the intranet page. One of the respondents answered that the first draft of the page exceeded expectations and complemented the author's work. Another respondent commented that the contact details on the page should be clarified by naming persons responsible for certain programs and processes. The respondent also emphasised the importance of the important guidelines for sick leaves and holidays that should be available on the intranet page. Additionally, the respondent commented that it is important that the intranet page serves as a handbook for the unit leader and that everybody gets the same information. There was also a comment that the layout was clear, that the page included exactly what unit leaders often need to find quickly, and that the page was very good.

The development director, responsible for the HR function, was also asked to look at the intranet test page and provide feedback on how user-friendly it is and whether it could be used on the real intranet. The development director was also asked to comment on how the five tasks that the internet page was built around could work for the integration of leaders.

The development director could see that the purpose of the intranet page is to support and help the individual leader to orientate themselves in the leadership function at company X. The five steps work well, and the focus from onboarding to integration is visible in the content. Some suggestions regarding the language use and clarifying some topics, such as that instead of saying operational leadership, one could say just leadership or daily leadership. In addition, the development of the intranet page should be aligned with their handbooks and comply with the organisation's quality management system, the European Foundation for Quality Management (EFQM). To summarise the feedback, the intranet test page was considered to be a really good page for each unit leader to start from, and it already looks dynamic, which makes it easy to use.

The feedback is of great value, and the suggestions will be applied on the intranet page. Following the valuable feedback, the intranet page was then strategically placed as a roadmap (Figure. 24) to guide the integration process for new unit leaders. A roadmap is a summary of the process and provides a visual representation of development, delivery and adaptation of process. It defines the functionalities required for a successful process (Service Design Tools, n.d.-c). This approach ensures that the page not only serves as an information platform but also plays a crucial role in facilitating the integration of new unit leaders. An important consideration is that when a new external leader is recruited, how to combine the introduction module for employees with the integration process for leaders. This is

something that can be considered when the project for the employee introduction module is finalised. Some final adjustments were made to the intranet page, and thereafter the intranet page and roadmap were handed over to the HR department with the suggestions for further development.

Company logo

Integration roadmap for new leaders

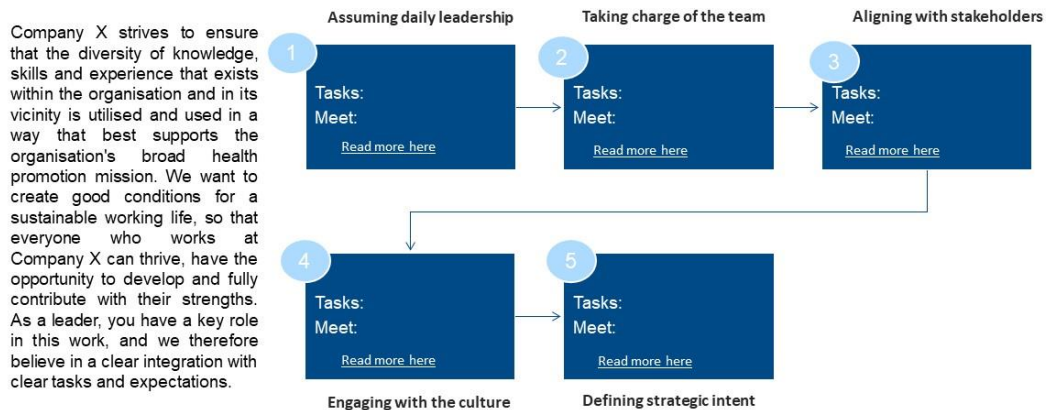


Figure 24. Integration roadmap for unit leaders

The HR department is committed to further developing the intranet page for unit leaders. The development will be aligned with their handbooks and comply with the organisation's quality management system, the European Foundation for Quality Management (EFQM).

4 Discussion and reflection

This Master's thesis project aimed to research how integration for new leaders should be conducted and what it should include, to bring more value to the leaders and the workplaces. The service design thinking process and methods were used in the commissioner organisation with the purpose of answering the research questions:

1. What skills and mindsets are necessary for today's and future leaders to succeed in Company X?
2. How should the integration of new unit leaders be conducted, and what should it include to bring more value for the leaders at company X?

Sub question:

How can organisations use service design to improve integration?

Based on the data collected during this Master's thesis project, it can be concluded that effective leadership demands a diverse set of skills and mindsets from the leader. One could see similarities in the skills and mindsets that emerged from the theoretical background and from the data collected during the research phase. The mindsets that seem to stand out the most were those that Jacob Morgan talked about as global citizen and servant in his book "The Future Leader". The global citizen is the leader, who encourages diversity and focuses on a broader perspective (Morgan, 2020). The interviewees talked about facing multiculturalism and being able to adapt to many different cultures. In other words, you need the skills of a global citizen or cultural competence. As mentioned in the introduction, the Finnish social and health care sector is becoming more and more vulnerable due to the lack of availability of labour (Valtioneuvosto, 2023). This in turn means that Finland is becoming more and more dependent on immigrant workforce (Pylkkänen, 2023). This could be interpreted to mean that cultural competence is an important attribute for becoming an effective leader. The interviewees also talked about how employees' values and way of looking is changing, which also indicate that cultural competence is a crucial skill for a leader. It also suggests that a leader needs to be a servant, who supports and is open to change. Leadership requires being flexible as well as align with the changing needs and values of the workforce.

The interviews also revealed that as a leader you need to have a helicopter perspective, meaning that you have an in-depth understanding of the organisation to make the right decisions. It was also mentioned that you need to be able to communicate on many different levels. To have a helicopter perspective and communicate effectively, you need to be responsive to employees, clients and other important stakeholders. This is where empathy and emotional intelligence are crucial. According to Johnson & Wales University, empathy is a crucial skill, as it enables leaders to observe the behaviour of their key stakeholders (Johnson & Wales University, 2022). Empathy, in turn, creates an important foundation for emotional intelligence, which in turn enables leaders to understand and connect with a wide range of professionals, allowing them to adjust their leadership style more effectively (Johnson & Wales University, 2022). This also allows leaders to communicate more effectively as they create a deeper understanding. This could be characterised as the servant that Jacob Morgan includes in his notable nine (Figure. 9). The servant is the leader, who

supports key stakeholders, both employees and customers, by showing humility and openness (Morgan, 2020).

Moving on to the second research question and how should the integration for new unit leaders be conducted, and what should it include to bring more value for the leaders at company X? The main takeaway from this Master's thesis project is that the integration for new unit leaders needs to be simple, structured with a clear timeline and transparency. A simple integration that can be personalised according to the new unit leader's experience. There is also a great need for an information platform, where the unit leader can search for information supporting the leadership, such as guidelines and processes. The possibility of self-study was also mentioned in the interviews and the learning diaries. As Byford, D. Watkins and Triantogiannis mentioned in their article "Onboarding Isn't enough", was that most organisations focus on introducing the new leaders to the administrative basics, rather than preparing the leaders for dealing with problems connected to relations between co-workers and facing the challenge of unfamiliar cultural values and expectations (Byford, Triantogiannis, & Watkins, 2017). In the commissioner's case, it was perhaps more perceived that there was a strong focus on meeting new people without a clear context that caused confusion.

In the interviews, it was recognised that the needs and the values of employees are shifting, which also was mentioned in the theoretical background in the employee experience chapter as acknowledging the shift from an employer's market to an employee's market (Morgan, 2017). Emphasising the need to create workplaces where employees want to be. This means that when designing the integration, it is important to recognise the employee experience and three environments contributing to the overall journey with the company. The cultural environment that emphasises the importance of fostering a positive workplace vibe, referred to attitudes, values, and practise. The physical environment, meaning the tangible aspects of the workplace, including the office space, furniture, and supplies. The technological environment, relating to the tools and technologies that facilitate work, such as mobile devices, laptops, software, and communication solutions (Morgan, 2015). The data gathered from this Master's thesis project confirmed that the warm, welcoming, and helpful environment was considered bringing a positive experience to the integration. It could also be seen that there was frustration with the lack of user manual for the programmes and the information sharing, suggesting that the technical environment also has an important part in creating a positive employee experience.

When recruiting a new unit leader, one needs to consider creating a positive employee experience for the newly recruited leader as well as how to prepare the new leader to be a driver of the employee experience. As Jacob Morgan stated in his book “The Employee Experience Advantage”, to create the desired employee experience organisations need leaders who are trained and have competences in being aware of their own skills and biases. This enables the leaders to see things through the eyes of their employees and be able to act accordingly to create the desired employee experience (Morgan, 2017, pp. 220-221). This means that there is another important skill to consider in the integration of new leaders, and that is self-awareness.

Continuing with the final research question, the sub-question: How can organisations use service design to improve integration? Service design can play a crucial role in improving the development of integration by focusing on creating a seamless and effective experience. Service design allows a user-centric approach through research to understand the expectations and needs of the new employee. Through service design, you can develop personas representing different types of new employees, helping to tailor the integration experience to their specific needs. As in this Master's thesis project, by developing personas, it clarified the specific needs and differences for externally and internally recruited unit leaders. Furthermore, service design helps develop a comprehensive service blueprint that demonstrates how a user interacts during all the touchpoints and which stakeholders are involved in delivering the service. The service blueprint helped this Master's thesis project to realise how few digital solutions were used to support the current integration and that the integration is quite far depending on the sector leader. The service blueprint can also help define milestones and timelines for the integration process to provide a structured and manageable experience. The service design process can be used to design communication materials that provide clear information about the organisation, its values, and the expectations for the new employee, as well as interactive guides or resources that new employees can refer to during the integration process, making information easily accessible. For example, the intranet page that was created during this Master's thesis project. By regularly collecting feedback from both new employees and stakeholders involved in the integration process, the organisations can use this feedback to iterate and develop the integration experience continuously.

By implementing service design principles, organisations can improve an integration experience that not only prepares the new employee with the necessary skills but also fosters a positive and engaging introduction to their roles within the organisation.

4.1 Key results versus prior knowledge

The result of this Master's thesis project provides valuable insight into effective leadership, integration practices, employee experience, and the role of service design in organisational development.

Failure in integrating new leaders and helping them to transition to the new tasks can have undesirable consequences. Leaders need to understand what progress is needed in each area they are responsible for, before they begin their new roles. This allows them to have clear goals and to better prioritise what needs to be done to achieve those goals. What was concretised through this Master's thesis project was that the integration process is quite far depending on the sector leader, and currently hardly any technology is used to simplify the process. The current process also lacked structure and a clear timeframe. Confirming the result of a global survey that showed that almost 70% of leader who had recently started as a leader pointed out the lack of understanding of values and practices was the biggest obstacle, and not far behind came the poor cultural fit (Byford, Triantogiannis, & Watkins, 2017). This Master's thesis project also indicated that there were several good things that the commissioner already was doing. Physical meetings and working side by side with former unit leader are important. As revealed in the learning diaries completed by newly recruited unit leaders, time with the former unit leader was highly appreciated, as well as in some cases where a mentor had been appointed and was a tremendous support.

The current leadership culture in the commissioning company is characterised by trust, confidence, and a salutogenic approach. The leaders are expected to have a love for people, curiosity, and adaptability to lead diverse teams. The commissioner has recognised that leadership is an ongoing development process that involves learning from the team, and therefore the relationship between the leader and employees should characterised by care and support. There is an understanding of multiculturalism and adapting to different cultures, but the support for how to adapt to change needs to be developed. This leads to the following topic that could also be recognised from the data collected, i.e., training and support. Effective training and leadership are valued, but there is room for improvement. The leaders need more support and focus on developing leadership skills. Training materials should be easily accessible and organised in one place. Focus on continuous learning and providing opportunities for growth is seen as important for the commissioner. The collected data also emphasised the importance of clear processes, transparency, and open communication to

build resilience. There is a need for centralised information as well as clear communication channels.

4.2 Conclusion and suggestions for further research

Considering the starting point for the project, which was initiated with a discussion with the commissioner and the given task to update the integration for new unit leaders. This Master's thesis project resulted in a more comprehensive view of the current state of the process and the areas that need to be addressed. As well as an intranet page for leaders, which aims to create a structure and understanding of the overall tasks for the new leader. There was an understanding from the commissioner that they needed to update the integration for unit leaders, but they did not have a clear plan of what needed to be done and how. In conclusion, this Master's thesis project contributed to a clearer and more holistic view of what needs to be addressed and what needs to be developed further.

When considering the result and the different research methods used in the empathy phase, the method that generate the most data in this study is semi-structured interviews. This is most likely related to the fact that the questions were specifically developed for this project. However, more interviews could have been conducted with new and senior unit leaders. Now the data from the interviews was only based on those who are in charge of the integration process, i.e., HR and sector leaders. Although the unit leaders was interviewed in a previous project and the data from that project was used in this Master's thesis project, it could have been interesting to obtain a more recent perspective from the unit leaders. The learning diaries, however, complement this bias well. It would have been useful, however, to also ask the sector leaders to complete a learning diary from their perspective.

Overall, there was a lot of data to review, and the affinity diagram was a good complement to identify similarities between the different data sources. The affinity diagram helped recognise the repeated demand for an information platform for unit leaders to search for information on. This in turn contributed to the development of the intranet page for unit leaders, with the five tasks representing the key areas that require most attention during the integration process, to ensure the successful integration of a new leader. This is a solution for creating a structure for the integration. That was also a request that emerged from the data.

Regarding the testing of the intranet page, it could have been good to also ask the sector leaders for feedback, but then again, the unit leaders are the ones, who will be using the

intranet page, and the HR department will be in charge of updating the intranet page. Making them the most relevant to ask for feedback from. While the created intranet page needs to be developed in accordance with the commissioner's handbooks and the EFQM system, there are several interesting areas that could be further explored as a continuation of this project.

An interesting area for further research would be to study how the intranet page contributes to the employee experience for leaders and how the intranet page is seen to support the leadership. After further developing the intranet page based on the commissioner's handbooks and EFQM system, the next step could be to study the effectiveness of the current leadership development practices. The study could focus on training materials, support mechanisms, and opportunities for continuous learning.

To further develop the integration of leaders, the commissioner could consider exploring the possibility of using technology to develop and improve the leadership integration process. One possibility is to evaluate the development and implementation of digital tools or platforms that can facilitate communication and training. Digital tools could be implemented to further strengthen leadership, by focusing more on strengthening the skills that emerged from the data, such as self-awareness, emotional intelligence, and cultural competence. Cultural competence leads to the next proposal. The commissioner could consider strategies for providing support for the leader in adapting to different cultures within the organisation. Implement effective programmes that help leaders navigate multicultural environments and promote a more inclusive and diverse leadership culture.

As mentoring and peer support were considered positive parts of the current integration, it could be interesting to further explore the role of mentoring in leadership transitions. How can mentoring contribute to the successful integration of new leaders and identify best practices for implementing mentoring initiatives within the organisation.

Since there is already a perception that employees' values and needs are changing, it may also be interesting to examine how leadership development strategies need to evolve in response to global changes, including technological advances, cultural changes, and the increasing need for adaptability. Explore innovative approaches for leadership training in the context of a rapidly changing environment.

Summarising the Master's thesis project, it can be considered that the project was successful from the perspective that it delivered a structure for the integration process for new unit leaders, based on the assessment framework for integrating leaders. The project also

delivered a more comprehensive view of what should be included in the integration process, as well as what skills need to be maintained and developed to foster effective leadership.

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Appendices

Appendix I: Interview guide

<p>Thank you for taking the time to talk to me about the introduction process for new unit leaders. The reason for our conversation is to gather information for my master's thesis that aims to create and update the process of integrating new unit leaders. The goal is to have a clear integration program where all important tools and support are gathered. I have about 17 questions related to integration and leadership in the organisation. The interview takes between 30-45 minutes. Everything we discuss is confidential and you remain anonymous. I am interested in your experiences, thoughts and opinions on the integration of new unit leaders. Before we start, may I have your permission to record our conversation?</p>	
<p>Background information</p>	<ol style="list-style-type: none"> 1. Who are you and what is your role in the company? 2. The new Unit Leaders that have been hired, what background do they usually have? Is it usually internal or external recruitment?
<p>Integration</p>	<ol style="list-style-type: none"> 3. Can you tell what the process looks like when you hire a new unit leader, what does the integration look like from your side? 4. What do you think would support you in the process of integration a new unit leader? 5. What do you think would support the learning during the integration process for a new unit leader? 6. How would the perfect integration look like? What should it include and how would it be delivered? 7. What is missing from the current integration? / What do we need to add to better support the Unit Leaders in their daily work? 8. Do you have any specific wishes regarding the integration program and how it should be developed? 9. Who are the key persons to involve in the integration of new unit leaders? And why? 10. What are the key processes that need to be included? 11. What tools/programs need to be introduced during the integration? 12. To summaries, what are the three most important things we need to do to improve our integration process?
<p>Leadership</p>	<ol style="list-style-type: none"> 13. If we think about the leadership promise that the employer makes, what is it in your opinion? 14. We live in a society where change is constant and happens faster and faster, how do you see employers supporting Unit Leaders in this? 15. In the coming decade, leaders will face unforeseen obstacles and challenges that current or past leaders have

	<p>not faced. What challenges do you think your sector will face?</p> <p>16. What skills and competences do you think leaders in your sector need to tackle the challenges of the future?</p>
Conclusion	<p>17. Is there anything you want to add or anything you think I need to know about the organisation's integration of new unit leaders?</p>

INTRODUCTION DIARY FOR NEW UNIT LEADERS

The purpose of this diary is to gather information for my master's thesis which aims to redesign and update the process of integrating new Unit Leaders. The aim is that we have a clear integration programme where all important tools and support are gathered. By documenting your experiences, thoughts, and opinions about the integration programme, you will contribute with important insights. The observations in this diary are confidential and you will remain anonymous.

Tell us briefly about your integration process so far. (what information have you been given/ who have you met etc).

Your thoughts on the unit leader integration programme

What emotions did the integration raise? (e.g., Frustrations? Excitement?)

What was good about the integration?

What would you have liked more of during the integration?

What would you have liked less of during integration?

How do you best learn new things?



Future aspects

In the future, I hope that we will have more internal recruitment, that there will be a career path and we will have regrowth.

Ása Rehn

Focus on the future: that me and all other employees are actively involved in the development of our organisation.

Ása Rehn

Customers' demands will rise and they are increasingly quality-conscious and want the best.

Ása Rehn

We will be faced with this multiculturalism and being able to adapt many different cultures to each other in a workplace, lack of language skills, etc.

Ása Rehn

Our employees' values and way of looking at work will be totally different than before.

Ása Rehn

I see threats in AI development

Ása Rehn

Tools

Titania, Mepco, M2, Raisoft, Hilikka, Y mappen, intranet and the webpage. IT programmes

Ása Rehn

FPM with all this budgeting and especially this budget follow-up.

Ása Rehn

Mepco
Titania
Hilikka
Intra
HailPro
Spro
Invoice Ready
M2
FPM
Teams
Raisoft
Y mappen
Alfresco

Ása Rehn

Key persons

who are the contact persons in the welfare areas?

Ása Rehn

We need contact person for HR and payroll, finance, occupational health services

Ása Rehn

Key people: CEO; Management team member, HR, all admin should have some part, e.g. invoicing, bookkeeping, discussion with recruitment staff, etc.

Ása Rehn

teams meeting with those responsible for HR, payroll and finance, the main contacts for this and putting a face to them.

Ása Rehn

Leadership

We are transparent; if something is going on, we tell you about it, which contributes to resilience.

Ása Rehn

you must have a love of people, a curiosity, a willingness to lead people, and to lead very different people.

Ása Rehn

When you become a leader in our organisation, you have the opportunity to keep your hobbies active.

Ása Rehn

We give, receive and use feedback constructively in my workplace 3,6/5

Ása Rehn

We have a good leadership culture 3,5/5

Ása Rehn

My manager cares about my opinions 3,9/5

Ása Rehn

What is missing is that it is structured and that you know where to find information and that you know that you have not forgotten anything essential

Ása Rehn

We have a management that keeps track of what is happening, that there is someone who listens. We keep up with what is happening.

Ása Rehn

Leaders need a Helicopter perspective

Ása Rehn

The feedback I receive helps me grow and develop 3,7/5

Ása Rehn

we have clear processes at work 3,7/5

Ása Rehn

My manager cares about my wellbeing, 3,8/5

Ása Rehn

I get support from my manager when I need it, 3,9/5

Ása Rehn

We have a salutogenic leadership. salutogenic leadership means that we work from a culture of responsibility

Ása Rehn

Communication at different levels

Ása Rehn

My manager is clear about his/her expectations of me, 3,7/5

Ása Rehn

leadership training 3,8/5

Ása Rehn

Support for managers. We are pretty much on our own

Ása Rehn

Relationship with manager/leader is ranked 3,9/5

Ása Rehn

Leadership is never finished, it's a bit like being a parent. You raise the children, but the children raise you too. And I think with leadership it's the same. I may be leading the team here, but the team is probably also developing me, and making sure that I have to develop all the time

Ása Rehn

We recognise what works and strengthen our employees' sense of coherence.

Ása Rehn

Through our leadership, we enable work to be meaningful, manageable and understandable.

Ása Rehn

I feel that company X already invests quite a lot in leadership training, but that it does not have any major impact or provide any added value in the organisation. Rather, invest in a flatter structure where more people can participate, e.g. in the form of workshops for working groups and teams with a focus on dialogue, etc.

Ása Rehn

I think that a lot of energy is put into the administrative part, but little into people management

Ása Rehn

leadership is much more than administration, staff, parents, municipalities. Is a big package that you manage.

Ása Rehn

The relationship between my manager and me is characterized by trust and confidence, ranked at 4/5

Ása Rehn

I get feedback often enough. 3,3/5

Ása Rehn

What to include

all our policies are very, very important. Our Handbooks are important plans, not to mention self-mentoring plans.

well-being at work and our tall tales process, how and when do you resort to work discipline measures

Mentoring as a module of onboarding.

What is Company X, how do we look at the company, greetings from the Corporate CEO, Company CEO, Sector Leader.

important to optimise the time spent with the former leader

The sector meetings are very important introductory occasions, because that's where you know and learn about our processes.

Physical meetings are very important

Starting from the introduction of the organisation level to the sector level to the unit level.

tailored to the person's background (internal recruitment or external)

lot of material for leaders, but a clear process for introducing what, when, and how, is needed

An onboarding plan can be found on the company's intranet but is outdated

Feels unnecessary to take up someone else's time when there are things I could find out/learn myself if only I could find information about it somewhere and know where to look for it (information/knowledge bank).

we have booked meetings, so here in the beginning once a week and they both via teams and physically

Short videos on how to use the different programmes, introduction and tutorials

Lists of contact persons

History. The company in a nutshell

I always have a check on what needs to be deepened.

Systematic, everyone gets a similar introduction, the information is available, and as a new unit leader I know who to contact.

Voluntary part of the onboarding programme to get to know different functions within the company.

2 weeks working side by side with the old unit leader who introduces then to the unit's activities.

Introducing to colleagues, A lot of the introduction also comes via colleagues

training materials are gathered in one place for example on the intranet.

Clear leader where everything is organised. Who to contact if it is not there.

effective training 4.2/5

There is only a common introduction plan for all employees, no specific for unit leaders

I learn best by reading and listening.

Everything must be available, how the operations work, the company, B getting to know my staff, C the whole business, processes, invoicing, framework for staff administration,

the person receive a welcome to the company package digitally.

All information should be located somewhere so that the person has access to it.

Important to know where to get support, psychosocial support

Key processes: HR issues, payroll, finance, contracts and the customer, everything from occupational health care to finance and payroll and other administration.

In the very best of introductions, all computers would work and phones and passwords would work and you can access all programs at the very first login

Someone to juggle ideas with

More structured and preferably electronic, with links to various sub-tasks.

Who responds to links, who responds to salary questions and who to thank.

A person who you know you can contact, a bit like a mentor, who knows that they have the responsibility of being a mentor so that the level of contact would be lower.

Would definitely need a proper induction programme that could also serve as a tool at the beginning of the working relationship.

The person who has introduced the new leader and the person themselves check that the various points in the introduction plan have been reviewed.

risk assessment, business planning

how to make employee agreements electronically,

we will as face the challenges that how can we leverage digital solutions to free people to be present for customers

in the future, we need different modes of leadership

Training package for unit leaders

Systematic onboarding program, with timetables, follow-up feedback, measuring impact.

We need simple get started manuals, something that is missing now

The Handbook The Laws The framework within we work Introduction checklist Job description

Annual clock. Important thing. Some time for unexpected things and some time to develop the business.

In my onboarding so far, have been informed how to use different computer programmes and how to do the administrative tasks.

There was a missing effective introductory programme

Interactive system

working as a unit leader is not the same as working as an employee here, did not dare to ask hard questions.

lack of a clear plan to follow for newly onboarded leaders.

A platform you can go to and search and read

clarity. All the material we have would be in one place and up to date

What I hope will be available on the intranet -everything you should read about the company as an organisation, what does it mean to be an employee of the company instructions on, for example, approving bills and purchases.

Follow-ups are important.

Planned time for introduction

Create a process that is clear, simple and have space for questions

The introduction is very varied, lesser comprehensive unless we have opportunities to ask questions. The atmosphere should be such that you can ask questions. Open questions to the person giving the introduction

Peer support

Planned time for introduction

The introductory form could also provide the opportunity to fill in the names and contact details of key people within the organisation.

The only positive thing was that I could influence how it turned out.

I want clarity in my work and I build my own processes to access important information quickly.

The onboarding right now causes more confusion than clarity about the role.

After the first day, I thought I'm quitting. It was then that I decided that I had to structure my introduction myself.

The induction has been quite intense and there was a lot of information in a short time.

The onboarding was okay and unstructured.

Easy access to the service manuals and contracts relevant to your own activities

Important: data security, IT programmes, well-being at work and our tall tales process

Frustration comes mostly from the fact that there is so much I feel that I do not yet know and can't

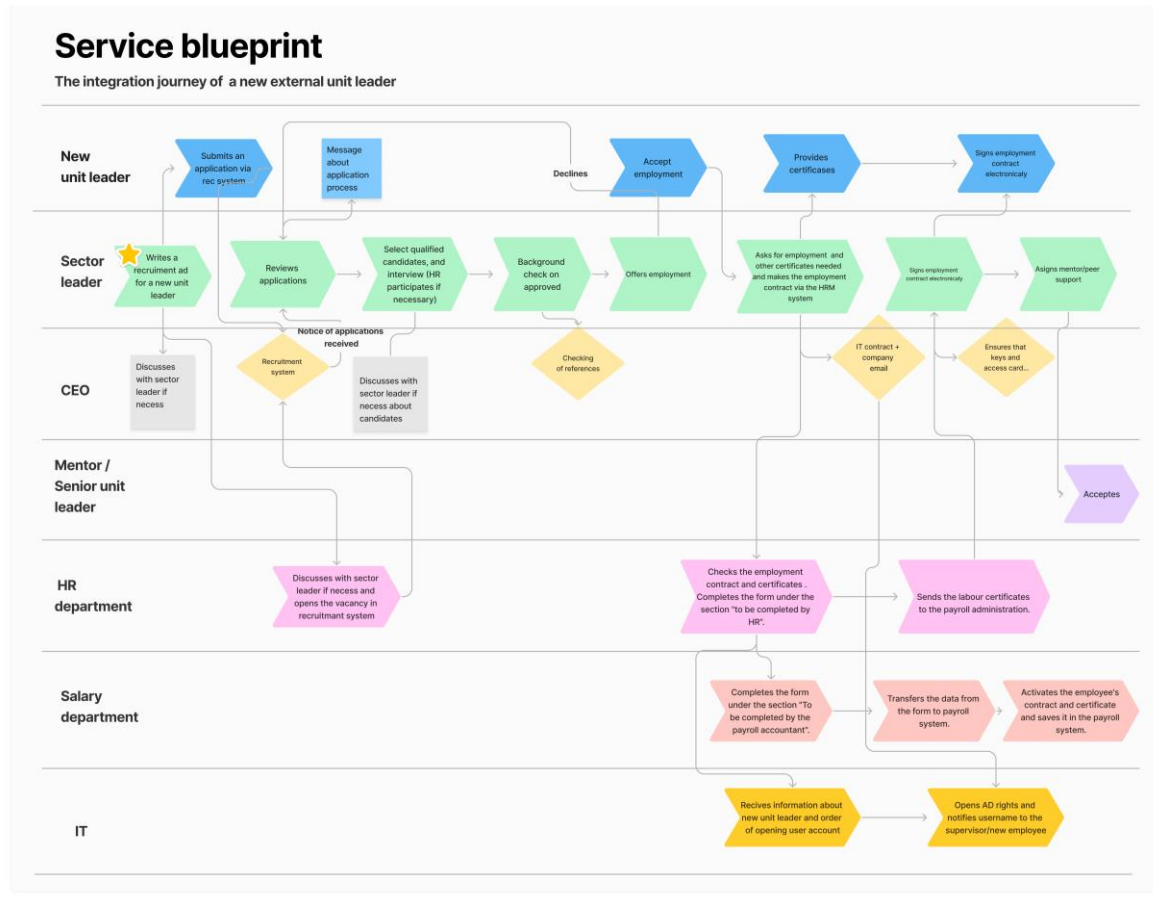
The plan contained only a few things, many of which, in my opinion, are not relevant to the introduction.

A week with the former unit leader was appreciated

I wouldn't spend a lot of time meeting new people either. Firstly, it's impossible to remember many new people, as they lack context, and secondly, it's not the most important thing at the time.

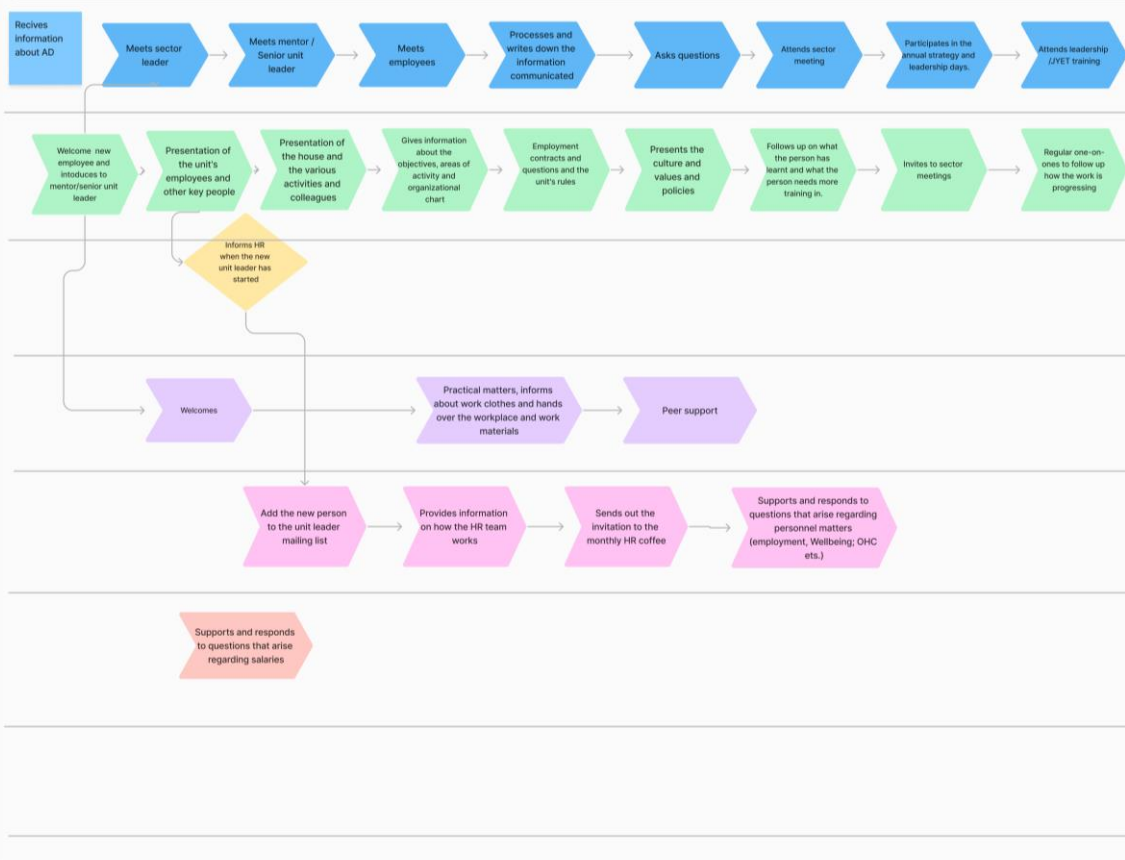
I learn best by doing it myself. Listening and writing up.

Appendix IV: Service blueprint of current integration process



Service blueprint 2/2

The integration journey of a new external unit leader



Appendix V: Workshop invitation

Dear unit leader,

You are welcome to participate in creating ideas for an intranet page for unit leaders. This workshop is part of my master's thesis that I am doing via Novia University of Applied Sciences. The goal of my master's thesis is to create an integration programme for unit leaders, including the support and tools that you need as a unit leader. A first step is to create an intranet page for new and experienced unit leaders.

We need to increase the understanding of what is needed based on the experience and needs of unit leaders, so your participation is important. The idea is to get an understanding of the needs and thoughts that exist among your leaders. Based on your ideas, I will, together with the HR department and communications department, create an intranet page that will serve as support in your daily work as a leader.

The project is a commissioned by the XXXX HR department.

Shortly about the workshop

Method: Brainwriting in Padlet

Participants: 2 unit leaders + facilitator

Time: 60 min

Location: Online, Microsoft Teams

The preliminary agenda can be found in the attachment

Pre-task

As a pre-task to prepare for the workshop, kindly navigate to the intranet and find the following information without using the search function:

- The collective agreement
- Instruction and written agreement model for remote work.

Reflect on how easy/difficult it was to find this information and how you perceived the layout of the page. Be prepared to briefly present your reflections during the workshop.

Your participation is voluntary, and the participants' names will not be mentioned in the final report.

I hope to see you online 23 November 2023 at 13:00!

Kind regards,

Åsa Rehn



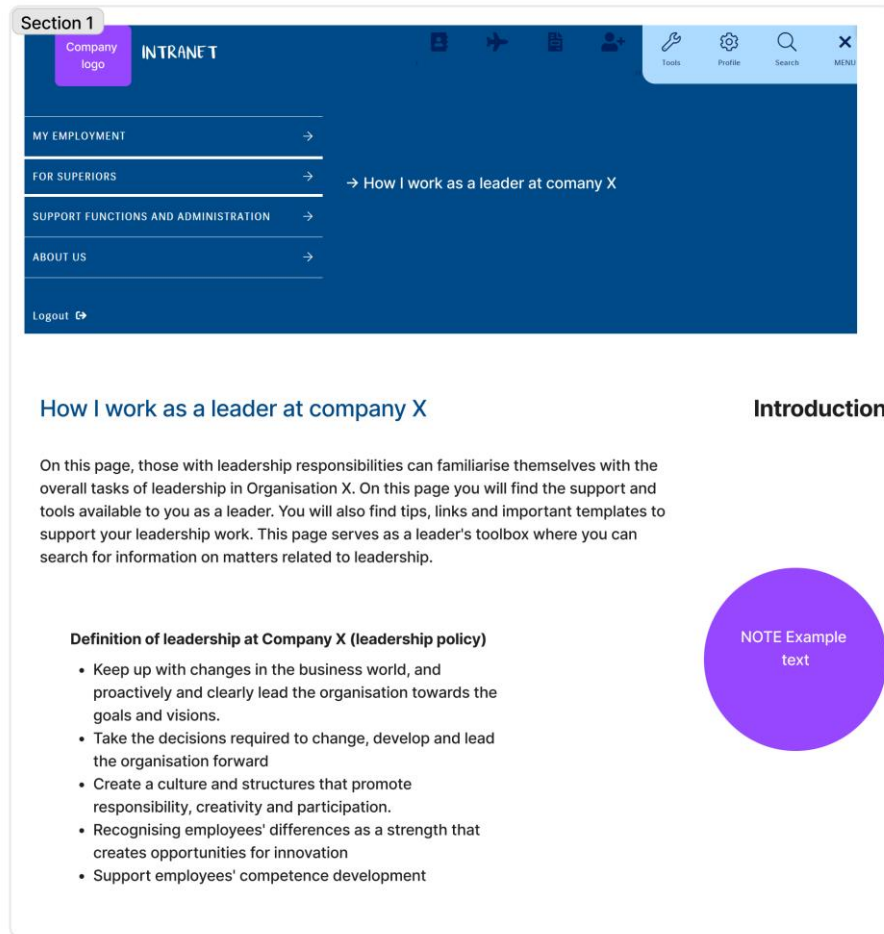
AGENDA

13.00 INTRODUCTION
13.10 WARM-UP
13.20 BRAINWRITING IN
PADDLET
13.50 WRAP-UP
14.00 THANK YOU!

FACILITATOR:

ÅSA REHN

Appendix VI: Sketch of the new intranet page



Section 2

The leaders FIVE tasks

Based on research, we have identified five key tasks that you as a leader need to address for sustainable leadership, which means taking responsibility for both the success of the organisation and the well-being of your employees while taking into account the environment and society.

NB: The five tasks are based on the → Leadership Framework, EFQM and the Handbooks.

- 1 **Assuming operational leadership.**
On this page you will find information about
 - Content
 - Content[Read more here](#)
- 2 **Taking charge of the team**
On this page you will find information about
 - Content
 - Content[Read more here](#)
- 3 **Aligning with stakeholders**
On this page you will find information about
 - Content
 - Content[Read more here](#)
- 4 **Engaging with the culture**
On this page you will find information about
 - Content
 - Content[Read more here](#)
- 5 **Defining strategic intent**
On this page you will find information about
 - Content[Read more here](#)

New Leaders Need More Than Onboarding

"Onboarding" is an apt term for the way many companies support new...

hbr.org

Section 3**Taking charge of the team**

Creating a safe and trusting environment where constructive feedback can be given and received fairly is crucial to managing your people. By building trust in the team from the beginning, you as a leader can make smooth decisions and trust that your employees will support and implement those decisions.

Development talks

An important part of building relationships with your employees is holding regular development talks. Through these discussions, you as a leader enable a structured opportunity for your employees to give feedback and vice versa. The employee development dialogue focuses on performance, strengths and areas for improvement. Goals are set and development opportunities for the employee are discussed.

More information can be found on the page [Development talks](#)

Section 4

Contact information for support and staff functions

Contact information for support and staff functions Example

HUMAN RESOURCES
HR@companyX.fi
[Link to HR page](#)

PAYROLL DEPARTMENT
SALARY@companyX.fi
[Link to payroll page](#)

INVOICING
INVOICING@companyX.fi
[Link to invoicing page](#)

→ HR
→ Payroll
→ Invoicing

Training and webinars for leaders

2024

Leadership days

Webinar, Leadership and EQ



Download templates and support documents

Year clock

Onboarding canvas for leader

Appendix VII: Email to unit leaders with link to the intranet test page

Dear unit leaders,

Thank you for participating in the online workshop in November with the aim to create an intranet page for unit leaders.

Based on your thoughts and ideas, I have now created a first draft of an intranet site for unit leaders. At this stage, I would like you to familiarise yourselves with the layout of the page and consider how user-friendly it is and whether this intranet page meets your expectations. Do not pay attention to the text and materials that are now on the page, as these are only added to create a better understanding of the pages structure. Please also note that all the links that are now on the page do not necessarily lead anywhere.

You can find the new page via this link: XXXX

Please note that this page should only be used for this purpose as it is created in a so-called test environment. Since the page is created in a test environment, it also takes a little longer to load the page content. The page requires that you are connected to the company's network.

In short, the page is now structured as follows:

1. Introduction
2. Five focus areas for leaders with subpages
3. Contact information for support and staff functions
4. Training programmes and lectures for leaders
5. Downloadable templates

In order to further develop the intranet page, I hope you will answer a short survey with 6 questions here:



I would be grateful if you could answer the survey by 8 January.

Kind regards,
Åsa

Intranet page for unit leaders

Please familiarise yourself with the internet page for unit leaders and then answer the questions below. The answers will be used for my master's thesis which aims to create an integration program for unit leaders. Your answer will remain anonymous.

1. How well did the intranet page meet your expectations?

Very good

Good

Fairly good

Not so good

2. How easy was it for you to navigate on the page?

Very easy

Easy

Quite easy

Not at all easy

3. How visually appealing is the intranet page?

Very appealing

Appealing

Quite appealing

Not at all appealing

4. How easy is it to understand the page layout?

Very easy

Easy

Quite easy

Not at all easy

5. Would you consider using the intranet page in the future?

Yes

Perhaps

No

6. Do you have any thoughts or suggestions on how to improve the intranet page?