

Creating a change management model into an existing project model

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<p>The target company of this development study is Kemira Oyj, a chemical company focused on water intensive industries. The objective of the development study is to identify the most critical project stages from change management perspective and to create the tools and methods to overcome the challenges in those stages. In practice this study aims to combine project management with change management.</p> <p>As this development study aimed to create practical solution, action research was chosen for the research strategy and quantitative survey for the research method.</p> <p>The development project began in March 2013 and ended in June 2014. Study included one quantitative survey. Development work was done partially as a member of Project Management Community, continuously reporting the progress of the survey and receiving feedback regarding the proposed future steps and directions.</p> <p>The outcome of the development study was two templates for change management tools. The templates were created based on the results from the quantitative survey showing the most critical change management steps in the project stages and based on the list of tools and methods created based on the theories of project management and change management.</p> <p>This development study is considered beneficial for the company's project management work. It managed to create the tools for the most critical project phases and listed a set of other tools for the future development work. There was no common change management templates existing before this study, so this study succeeded to create something totally new inside the company.</p>	
Keywords change management, project management, quantitative research, change management tools, change model, project model	

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1 Introduction

“A mysterious element affects every project and yet it is not often planned for. What is this phenomenon? Some call it Murphy’s Law. Some call it scope creep. Some call it change.” (Baca 2005) Organizations are acting through projects and changes are a daily part of the business. Projects have become the main channel of implementing the changes inside the organizations, and the cycle of changes is becoming faster and faster. Successful management of the change is a must to any company, in order to succeed and survive in the highly competitive and continuously changing business environment. (Todnem 2005)

Project management is considered to present the technical side of the change, by ensuring the change is designed, developed and delivered effectively. Change management is considered to present the people side of the change; it is ensuring that the change is adopted and utilized by the target group of the change. With the help of change management, people are involved to the change instead of being just objects of the change. (Prosci 2013)

Projects are the way to implement the business strategy. If companies put time and resources to wrongly selected projects, it can have devastating impact to the overall result of the company. The initial goal for projects is developing the business and processes. This means changing from the current way of doing into a new model of doing. Therefore, the outcome of most of the projects is change, and that is also the reason why these two approaches support one another and can never be separated fully. Even though these two entities go hand in hand in practice, it still very often happens that they are treated as two separate subjects with very narrow, if any, linkage with each other. (Pelin 2011, 45)

Kotter & Schlesinger stated already in 2008 (130-132), that more and more managers must deal with continuous set of new regulations, growth, new products, technological developments, changing workforce, and increased competition. They need to be able to react fast to the coming new situations. Latest changes in global economics have proven that this is still reality in 2014. The collapse of the US banking system led to

global financial crisis in 2008 and the markets are still recovering from this. As Bonner (2014) is stating, nobody saw it coming before it was reality. Now we are facing another global challenge with Crimean Crisis, which has shaken the global economics within months. Changes in the global business environment do not affect only the international companies. Export restrictions related to Crimean Crisis are tightening the competition also in the domestic markets. (Amadeo 2014; Talouselämä 2014, 8)

The key success factor of keeping up the competitiveness of the company, is the ability to respond to environmental changes. Silos are past, agile and lean way of doing is the future. That is also the reason why project management and change management should no longer be separated into two entities, but combined into one more agile entity.

2 Description of the study

In this chapter I will first introduce the sponsor company Kemira Oyj, then describe the need, the goal and the scope of the study. I will end this chapter by presenting the research problems and describing the methodology and methods of this study.

2.1 Kemira Oyj

The Sponsor Company of the study is Kemira Oyj. According to Kemira's website (2013):

Kemira is over two billion international company serving customers in the field of chemistry. Kemira provides expertise and tailored combinations of chemicals for water-intensive industries. Kemira innovates together with their customers for sustainable solutions where water meets chemistry. Kemira focuses on pulp & paper, oil & gas, mining and water treatment to best improve their customers' water, energy and raw material efficiency. Kemira drives to achieve above-the-market growth through our competent people, high-performing organization, product and service innovations, and a strengthened presence in selected emerging markets.

Kemira has a regime of using projects as a channel to implement new things. New products, organization structures, plants and applications are launched through projects. For global projects there is a separate team of project managers to support the projects. In the smaller projects people are named as project managers in the side of their daily tasks. The biggest global projects have been recently the re-arrangements of the whole global organization structure, establishing a new plant in China and acquiring new production plants in Europe and North America. All of the recent big changes have been implemented through projects.

2.2 Need, goal and scope of the study

According to different international sources (Todnem 2005, NBC 2008), up to 60-70% of the international change projects fail. This research was needed, because the usage of change management in projects at Kemira varies case by case. It is acknowledged, but it does not have the common tools and methods to be used inside the projects.

The significance of this work development project, was to create the tools for change management and to combine them with the improved project model. The composition of the work is challenging and unique, since Kemira doesn't have an official existing change management model in place and change management and project management is usually treated as two separate entities. There was a true need for this development project, since Kemira was creating the common project model at the same time.

Main goals of this development project were

- 1) identify the most critical project stages from change management perspective
- 2) create a change management model including the tools and link it with project model
- 3) create the tools to overcome the challenges in the most critical project stages and in that way help the project implementation

In practice, this study aimed to combine the project management- and change management elements into one model and through this, improve the level of high-performing organization.

Clearly defined scopes of this study were project management and change management theories. The timeframe for the development study is March 2013- June 2014. The project model draft was the frame for creating the change management tools, Kemira didn't want this survey to be separated from the Project Management Community work. Results of the study will support the findings of the Project Management Community. The aim of the community, was to create a common project model for global use in different projects launched inside Kemira.

2.3 Methodology, methods and research problem

According to Collis and Hussey (in University of Bradford 2007, 5), methodology is the beginning of any scientific research. It explains the methods which can be used within the research. Methods are the actual tools, which are used to conduct the research. Used methods form the methodology for my development project.

Due to the practical nature of the research problems, I chose action research as the research approach for my study. Action research means finding a practical solution to a practical problem. A primary purpose of action research is to produce practical knowledge, which is useful in everyday situations. When I started my research, there was several different change management methods used inside the company. The user experiences of the best practices, the most critical project stages and the improvement ideas were collected via quantitative survey. The sample group of the survey was selected by the sponsor company. (Reason & Bradbury 2007, 1- 2)

Based on the discussions with the sponsor company we formed the following research problem and sub questions:

1. What are the stages in projects which are most critical in the change management perspective at Kemira?
 - 1.1 What kind of practical tools / methods Kemira could use to make sure the change management is involved?
 - 1.2 How can the project implementation be made easier with the use of change management tools and methods?

3 Strategic meaning of project- and change management

In this chapter I will represent the theoretical background and definitions related to both main theories used in this study; project management and change management. I will also review the meaning of both theories to the business strategy and its implementation.

3.1 Project management

Projects are the way to implement the business strategy, achieve company's goals and objectives, and support the realization of the company's mission. When planning the projects, the linkage between the business strategy needs to be ensured. When projects are failing to meet the business objectives, the linkage to the strategy should be reviewed. Faulty strategy creates faulty projects which are not obtaining successful results. (Köster 2010, 34- 37; Pelin 2011, 45)

A project is a temporary entity where people are temporary adopted from the line organization to work within the project. A project has a clearly defined starting point and closing date. Every project's outcome is either a unique product, a service, or a result. A product can be a component for another item or an item itself. A service can be a new business function that supports for example sales, production or customer service. A result can be a research project that develops knowledge which can be used to develop other activities. (Project Management Institute 2008, 5)

Project management is considered to present the technical side of the change by ensuring the change is designed, developed and delivered effectively. It is the set of knowledge, skills, tools, and techniques to meet the project requirements. According to Project Management Institute (2008, 6), projects are typically divided into five phases, them being: initiating, planning, implementing, monitoring and reporting, and closing. However, I would agree more with the Lanning, Roiha and Salminen's (1999, 29) model of having the five steps including Preparations, Planning, Implementing, Closing and Follow Up. Even though their model is old, it represents best Kemira's view of the project model. Managing a project, typically includes identifying requirements, identifying and addressing the various needs, concerns and expectations

of different stakeholders, and monitoring and balancing the scope, quality, schedule, budget, resources and risk. Most of these factors are dependable on at least one or more other factors. (Project Management Institute 2008, 6-7; Prosci 2014)

3.2 Change management

Change is part of the organizational life. It is present in everyday work inside the organizations. Organizational change is part of organizational strategy and cannot be separated from that, as well as organizational strategy can't be utilized without having changes of some form. Strategy is therefore heavily linked to the changes. However, according to both Todnem (2005, 378) and IBM Global Study (NBC 2008) 60-70% of change programs fail to achieve the promised results. IBM Global Study also pointed out that the respondents who always follow structured and formal change management procedures had a 52% success rate. Those who were improvising reached only a 36% success rate. People who were defined to be "Change Masters" in the study reported 80% of success with their projects. To change the failure rate into success rate, skilled change managers are needed.

When talking about failure and success rates, it is good to remember that both depends on the way of measuring. As Eaton (2009, 37) is stating "Failure' means that the stakeholders expectations were not met to a greater degree." It is important to have a realistic measures to show the actual status of change project. Cleicher's formula (in Eaton 2009, 38) is a simple tool to evaluate if the change program will be successful:

$$\Delta = D \times V \times F > R$$

Where Δ is the probability of change success, D is the level of dissatisfaction with the current state of doing, V is the clarity of the change vision what organization is trying to achieve and its meaning to individuals, F is clarity of the first steps of change, and R is the level of resistance to change. Beckard and Harris (in Green 2009, 55) have a similar change formula, but I prefer Cleicher's formula more as it is putting more attention to the clarity of the change vision.

According to Kotter and Schlesinger (2008, 132-134), typical reasons for the change project to fail, are the resistance from the target organization and failure of engaging the people to the change. To be able to successfully lead the change, change leaders need to be aware of four most common reasons why people resist the change:

- 1) Fear of losing something of value (e.g. power, independence)
- 2) Lack of understanding why change is needed
- 3) Resisting because change is not seen as solving the current problems
- 4) Fear of not being able to develop the needed new skills and behavior for the change

It is important, that change resistance is not treated as people just being difficult because they don't want to change. As Derwent Cooke (2009, 3) is saying, people need reason for change. Employees might know something that leaders don't know, which makes the change resistance understandable. It is easy to blame the resistance when change project is failing, however in most cases it's probably a cause of failing to understand why the change is resisted. Leaders need to take the time to understand the route cause for resistance.

Battilana and Casciaro (2013, 67) are stating, that organizations are including three types of people who can affect to the change; endorsers, resisters and fence-sitters. Endorses feel positive about the change, resisters feel negative and fence-sitters normally see both potential benefits and potential risks. As Senior and Fleming (2006, 57) are pointing out, leaders need to have the ability to diagnose the change situations and choose the right path and people to guide their team through the changes.

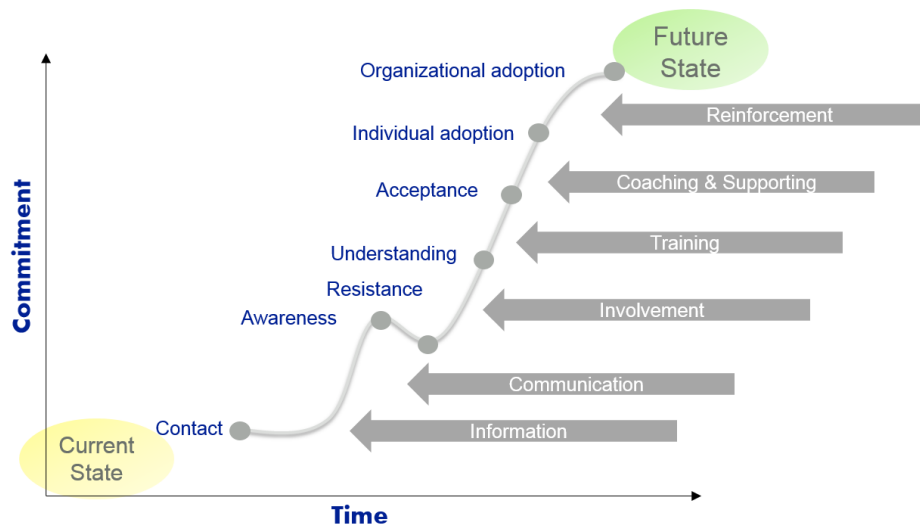


Figure 1 The Change Curve

Change management is all about helping the change leaders to successfully lead the people from the current state of doing, to the desired future state. Figure 1 is created based on Change Curve of SAP Community Network (2014). I have adjusted the figure to reflect my own and Kemira's view of the curve by adding the resistance as its own step to the curve. (Siegal & Stearn 2010, 37-44)

4 Project management including change management elements

In the following subchapters, I will go deeper to the project management and change management theories by relating them to each project step. The project management model is linked together with the change management model, due to the sponsor company's request to have these two linked together in the results. In the beginning of each subchapter, I will illustrate the current project phase in the context of Kemira project model. As one aim of this study, is to provide tools to support the project implementation, I will gather some tools and methods from each theory to support each project step. I will illustrate the summary of the tools per project phase, in the end of each subchapter. Since the project model is generic model for global use inside the company, I will also include identified international project elements.

With the project management, I will view the different project steps mainly through PMBOK Guide- standards by Project Management Institute and Risto Pelin's model related to project management. With the change management, I will mainly review and compare two models; change management model provided by Lanning, Roiha and Salminen and John P. Kotter's 8 step model. To investigate the international aspect for the projects and the change management I have used the guidelines from Kathrin Köster.

4.1 Project Study

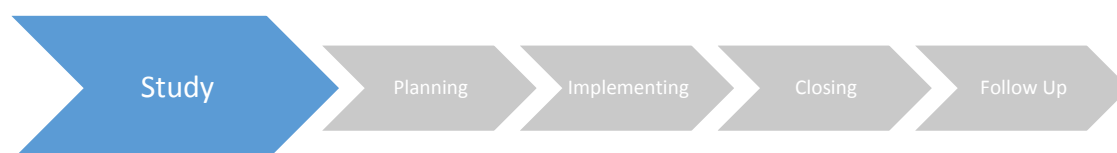


Figure 2. Project model: study

The project study phase includes different steps. From the project management perspective this stage includes defining the initial scope and the initial financial resources. (Project Management Institute 2008, 44) From the change management perspective Lanning, Roiha and Salminen (1999, 29) includes to this stage analyzing the

need of change, communicating the need of change, and roles & responsibilities. In Kotter's (1996, 21; 2002, 3-4; 2006, 43-55) model this stage includes the steps of creating urgency and creating powerful guiding steering group. Since the outcome of this phase is determining if the project will take place or not, project study phase is very important to do carefully. (Pelin 2011, 45)

4.1.1 Defining initial scope of project

Before the project study actually starts, there is usually idea or opportunity. The idea is reviewed and a short feasibility study takes place: is this idea worth of studying? An idea can arise from different needs: for example feedback from customers, new opportunities with new technology, keeping up with the competitors speed, new innovations, and changes in the environment and surrounding society. (Pelin 2011, 49)

Based on the outcome of the feasibility study, the project proposal is made. The study phase together with the planning phase, are the most critical phases to actually define how the project will proceed. Therefore, these two steps should be done with time and patience. Project study starts with the project proposal. The project proposal includes a clear description of the project objectives and presenting the reasons why the project would be the best alternative to deliver the required results. (Project Management Institute 2008, 44-45)

4.1.2 Analyzing the need of change

Developing the business and processes requires both time and resources. Therefore it's not easily started, if there is no need. Analyzing the need of change, answers to the question "Why the change is needed?" Need of change becomes reality, when the current way of working doesn't lead to the desired outcome in the company. To define the need of change, we need to know what are the aimed financial-, cultural and competitiveness goals for the future. (Lanning & Al. 1999, 33)

Analyzing the need of change is part of both frames; project management and change management. From the project management perspective this step is crucial to the project continuance; if there is no need of this change the project will not be started.

From the change management perspective, this question needs to be answered to enable the first step in Kotter's model: create urgency. When aiming to the change, key stakeholders needs to be convinced that something needs to be done. A sense of urgency is a "let's go" and gets people off the couch and ready to move. At the study phase, the sense of urgency needs to be created among the key people to convince them that the change is needed and ensure that the project can be started. (Kotter 2002, 3)

4.1.3 Communicating the need of change

Lanning, Roiha and Salminen (1999, 54-57) mention communication the first time at the study stage of the project. To be able to convince the key stakeholders and create the sense of urgency, communication needs to start in the very beginning of the project. In Kotter's (2002, 83) model, the communication is mentioned as own step later in the project, but I would agree more with the approach that Lanning, Roiha and Salminen have taken. Communication needs to start during the study phase and continue until the end of the project. Depending on the size and impact of the project, the group size of the stakeholders included to the communication at this phase varies.

Even though, the request of change might come originally from the top management, they need to be reminded about the reasons why the change is required. Active communication about the need of change, is one of the key success factors of the change project. Communication is one way to engage stakeholders to the change process. According to Mayfield (2014, 69), high- performing project managers would naturally spend 40-80% of their available time seeking out key stakeholders and engaging them with discussions, when an average project manager would use 8-12% of their time doing the same. (Lanning & al. 1999, 56-57)

4.1.4 Roles and responsibilities

Again, this step has a big impact from both aspects; project- and change management. From the project management point of view, selecting the key persons is one of the success factors to lead the project to the desired goal. Before starting the project, roles and responsibilities needs to be defined, the project manager to be named and the

management to be engaged. People who are part of the project team needs to know what the goal of the project is, and what and how much is expected from each member to reach the goal. (Lanning & al. 1999, 59)

Depending on the size and impact of the project, the key people are different. In Kotter's model (2002, 4) this step is described as "create powerful steering group". It means pulling together a team with enough power, credibility, skills and connections to provide change leadership. Lanning, Roiha and Salminen (1999, 59) highlights the importance of engaging the top management. Without the support of the higher management, projects, even in the lower level of organizations, tend to have very low percentage of succeeding. With the support of higher management, the project normally gets some prioritization and chances to get the needed resources for the project are much higher.

4.1.5 Tools and methods for project study

Depending on the project phase and different steps inside each phase, different kind of tools and methods can be used. As a concept, tools and methods sound like something huge and complicated, but in reality these can be simple excel or word based templates. Business Dictionary (2014) defines a tool as "an item or implement used for a specific purpose...a concept can also be considered a tool". Method is defined to be "prescribed practice or systematic process of achieving certain ends with accuracy and efficiency, usually in an ordered sequence of fixed steps". Figure 3 shows the summary of the tools and methods used at this phase, and each of them are categorized based on the most suitable model behind the tool or method being either project management (PM) or change management (CM).

Project Proposal should be done after you have answered positively to questions is the idea worth of studying and is the change needed? The project proposal aims to objectively look the strengths and the weaknesses of the idea, by reflecting the idea to the business environment and business strategy. The project proposal is presented to the project board, the line manager or, if the project is big enough, to the management board. (Pelin 2011, 50-51)

Stakeholder identification. Identification starts at the project study phase and continues to the actual stakeholder analysis in the project planning phase. The Project Management Institute (2008, 246) is splitting the identification and analysis in two parts, when change management models are mostly mentioning only the analysis. I agree more with the Project Management Institutes' approach of having the stakeholder identification as longer process, involved in more than one project phases. It is important to identify stakeholders in the very beginning of the project and analyze their levels of expectations, interests, importance and influence.

Communication sessions. Depending on the size and impact of the projects, the communication is done to different stakeholders already at this phase. At least key stakeholders (management board, line manager, project board) needs to be communicated and convinced. This can be done for example via an introduction meeting. If all the relevant employees are involved already at this phase, workshops can be a very efficient way to communicate the need of change and involve all the stakeholders to the change project from the beginning. (Lanning & al. 1999, 56-57)

Project charter is based on the project proposal and the outcome of the project study phase. It is the process of developing a document, which formally authorizes a project or a phase. It connects formally the performing organization and requesting organization. Approved project charter is needed to start the project planning. (Project Management Institute 2008, 73)



Figure 3. Tools and methods for the project study phase

4.2 Project Planning

After the project charter has been approved and the project has gained a “go” decision, the project moves from study to “planning” phase (figure 4). From the project management perspective this stage includes creating the project management plan and defining the roles and responsibilities inside the project team (Project Management Institute 2008, 46-55; Pelin 2011, 63-73). From the change management point of view this phase includes creating the vision, the strategy and the goals (Lanning & al. 1999, 84; Kotter 2002, 4) and planning and organizing the change (Lanning & al. 1999, 104)

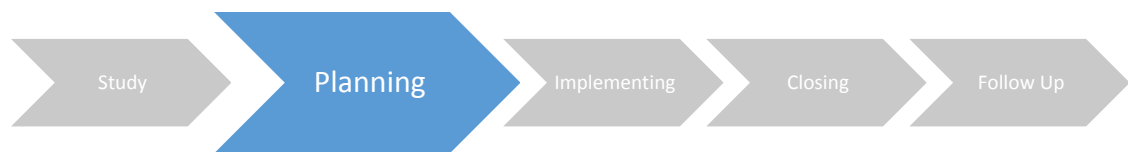


Figure 4. Project model: Planning

4.2.1 Project team

If the project leader has not been appointed during the project study phase, it needs to be done now. Since projects are with different sizes, the size of the project team also varies depending on the need. In the small projects, the project manager is the main resource. With the medium- size to large projects, there is usually a separate project team gathered from the different parts of the organization. The project team is established only for the project purposes and doesn't exist after the project is closed. The project manager is the main resource in every project and his or hers responsibility is to plan the co-operation with the line management and enable they have time for the project. (Pelin 2011, 63)

Since the project has different steps, it also has different needs of resources within each step. Therefore, the project team includes a different amount of people within each project step. The biggest amount of resources are needed during the planning & implementing- stages of the project. The project team need to have the possibility to reform, change and add more people if needed to keep the project ongoing. Careful planning of used time per resource is also required. Usually an organization doesn't

have full time resources for the project available, so it needs to be planned how the working hours of each person is divided between the project and daily work, to ensure that tasks related to daily work do not overrun the project responsibilities. (Lanning & al. 1999, 116-127)

With the planning of the project team in international projects, it is good to remember that culture has an impact on how people prefer to work and it should be taken in to account, when planning the project team. Individuals from equal oriented cultures, might have difficulties to work with highly hierarchical environment. Individuals from group oriented environment, might have problems to adapt to temporary organization structures such as projects. Individuals from cultures with high uncertainty avoidance, might feel uncomfortable with environment including a lot of risks. (Köster 2010, 169)

4.2.2 Project management plan

The project management plan is exploring all aspects of the scope, time, quality, costs, risk, communication and procurements. The project team should encourage the involvement from the relevant stakeholders, when creating the project management plan and project documents. The project management plan becomes the main source of information on how the project will be planned, implemented, documented, monitored, controlled and closed. The project management plan is the framework for the whole project. (Project Management Institute 2008, 48)

The project management plan includes elements from both frames, project and change management. Careful planning will enable the success of the project from the people side and from the process side. Defining carefully the scope of the project, makes it easier to identify the stakeholders for the project. Large scale projects would be good to start with a pilot. The pilot makes it possible to test the plan and identify problems and fix them, before going forward with the project. According to the results gained from the pilot, the future change management steps could be planned. The risk of piloting is, that the improvements are done only for the pilot group and the project will stop to pilot. (Lanning & al. 1999, 104-115)

One important part of the project plan is the project schedule. From the change management perspective, it is important that the plan is realistic and that there is also enough time reserved for fixing the problems. If the problems are not fixed because of the lack of time, the target group will have big difficulties to engage with the change. The project schedule should be done parallel with project resourcing and the budgeting plan, and there should be strong linkage between these plans. (Lanning & al. 1999, 121-132)

As part of the project planning, risk identification and problem forecasting needs to be done. Possibility of problems and risks needs to be included also to the project schedule. Very typical problems in change projects are resistance of change, different practical problems, and conflicts between people. Because of these problems the project is ending up to “on hold”. Problems are a natural part of every project and therefore, they need to be acknowledged within the project plan. Problem and risk mitigation plan should be created. (Lanning & al. 1999, 132- 145)

4.2.3 Vision and goal of change

From the change management perspective, it is very important to create the vision of the change. Vision will be the message repeated in communication, answering to the questions why the change is needed? where are we going with this change? what is the best way to make our vision to happen? First, the vision should be agreed within the guiding team, and everyone should understand the vision in the same way. Second, the vision should be transferred in to a practical understandable form for the rest of the employees. This was understood in Bombardier, when CEO Pierre Beaudoin turned the company from engineering driven goals into a company focusing on customer expectations, team work and continuous improvement. Pierre Beaudoin implemented the slogan “We are flying people not planes” and with this vision engaged by the employees, the change inside the company became reality. (Kotter 2002, 61-65; Simpson 2011, 2-8)

One single project is not changing the direction of the whole company, but it is normally one part of it. Therefore, the project vision should be aligned with the

company's vision and strategy. Clear and coherent vision is the way to make sure everyone are going to the same direction, vision supports the everyday decisions, vision clarifies the mission and tasks of individual employee and finally; vision motivates. (Lanning & al. 1999, 85-87)

4.2.4 Communicating the change

Communication of the change has started in the low scale in the study phase of project, when the key stakeholders have been engaged to the project idea. In the project planning stage the large scale communication plan needs to be done. Planning and organizing the communication is the biggest challenge of every development project. Biggest mistakes are normally done with the communication and the main reason is, that it is not planned carefully enough. (Lanning & al. 1999, 136)

Improper communication leads to problems such as repeating the incorrect message to incorrect audience at an incorrect time. Well planned communication gives the project manager the transparency who needs to be informed, how and when? It also helps organizing the communication on time. If the communication plan is in place, it enables that the needed resources can be planned for the communication. Project communication is not only one info-session or internal newsletter, it is a set of actions starting from the beginning of the project and continues until the project is closed. (Lanning & al. 1999, 208; Project Management Institute 2008, 251-252)

4.2.5 Tools and methods for project planning

The planning stage of a project is most crucial for the success of the project. If the planning stage is done in a hurry and not with time and patience, the next stages of the project will most likely have big problems or might even fail. Therefore, the amount of different tools and methods is higher in this phase than in any other stage of the project.

Kick off meeting. Kick off meeting is held in the beginning of the project. The goal of the meeting is to set the goals for the project, define the roles and responsibilities of the project team and engage people to the mission, introduce the project team members to

each other, define the rules and methods for the project team, and creating the project management plan. (Pelin 2011, 74-75)

Project schedule. Project schedule should list all the steps of the project and show the time frame reserved for each step. Schedule shows also the dependencies between different steps, some steps can't start before another one has been finished. In international projects it is good to remember that not every cultures share the same concept of time. This might affect to keeping up with the deadlines. (Köster 2010, 132; Lanning & al. 1999, 121; Project Management Institute 2008, 139-142)

Roles and responsibilities- matrix. Listing the roles and responsibilities in to a separate matrix, will make the project more transparent to the project team. In the matrix, there are listed all the roles and responsibilities which are relevant to the project. It is also listing all the tasks related to the role or responsibility with a deadline when the task should be finished. With the deadlines shown, it makes the impact of each delay visible to the project team. (Pelin 2011, 64)

Resource plan. Resource plan is listing all the resources available for the project, with the responsibility of the person and the available time the person can dedicate to the project per week. The resource plan is both a project management and a change management tool, since normally the change management is first to suffer when there is not enough resources planned for the project. (Lanning & al. 1999, 125)

Budget plan. Realistic planning of the budget will decrease the possibility that project does not get delayed because of the budget. The budget plan estimates the costs for each resources, which will be charged to the project. The budget should be linked to the resource plan and project schedule. In international projects the travel expenses forms one big part of the budget. It is good to remember that in some cultures more face to face interaction is needed to keep the project alive. (Köster 2010, 150; Lanning & al. 1999, 127-130; Project Management Institute 2008, 168)

Vision matrix. Vision matrix makes the vision concrete with practical examples. It explains in details what each part of the vision means in action. Vision matrix makes it

easier for the guiding group to visualize the vision and make sure that they are all able to explain the vision. (Lanning & al. 1999, 93)

Risk & Issue register. This template is for listing the identified risks, before they become issues. This tool is also listing the impact of possible risk/issue, and needed actions to mitigate the possibility or impact of risk or issue. In international projects the corruption and local legislation forms a special risk, which is important to acknowledge in the very beginning of the project. Consequences of these factors can be very surprising and affect many levels of the project. (Köster 2010, 104- 123; Lanning & al. 1999, 144; Project Management Institute 2008, 288)

Project plan is based on the project charter and it is the outcome of the project planning phase. In the project plan the project idea is described in detail, showing the goal and the benefits of the project, needed resources, estimated time needed, estimated costs and possible risks. This document will be either approved or declined by authorized person, and based on this document the project will get “go” or “no go” decision. After “go” decision, this document formally authorizes project. (Pelin 2011, 54)

Stakeholder analysis. Internal and external stakeholders, who will influence to the outcome of the project, need to be identified and captured to the stakeholder register. Stakeholders should be classified by their influence to the project, to make the tailored communication easier. Analysis should list the stakeholder groups, their interest, expectations, importance, attitude and influence. In international projects the cultural awareness aspect should be included to the stakeholder analysis. With cultural awareness the local or national culture should be identified, as well as the social identity of the stakeholder. (Köster 2010, 78; Project Management Institute 2008, 246)

Cultural Gap tool. To support the stakeholder analysis within international projects, this tool includes most relevant cultural dimensions and reflects them to main areas of project management. Tools highlights the biggest cultural differences between major project stakeholders such as the project manager, project team and target group. The tool is helping to identify the cultural differences and through identification to deal with them. (Köster 2010, 89)

Communication plan. The communication plan is build based on the information gathered with stakeholder analysis. It defines the communication need and approach to the selected stakeholders. A communication plan normally lists the goals, methods, target groups, channels, times and possible problems and risks with communication. Identifying the information needs and meeting those needs, is a success factor for every project. (Lanning & al. 1999, 208; Project Management Institute 2008, 251)

Motivation plan. To help the motivation during the implementation, it would be good to list different things, events or methods how different people can be motivated. Some people are motivated by money, some by increased responsibility, some by common team events and some by results of their work. The motivation plan should think about all the aspects how, when and by what people are being motivated taking in to account the geographical, temporal, cultural, and organizational dispersion. (Köster 2010, 242; Lanning & al.1999, 164- 169)

Training plan. Trainings should be planned in a way that they serve the target group's needs. To enable the resources and the availability of trainings to the correct target group at correct time, the trainings needs to be planned in advance. The target of the trainings are guided by the target of the project. The training plan includes the target of the training, the target group of the training, the trainers and the schedule. Trainings that are executed well will motivate and increase the willingness to change. (Lanning & al. 1999, 280-286)

Change Management plan. Change management plan is very similar with project plan, but is showing the high level plan of change management actions during the project. Change management plan can include different tools and methods such as the earlier mentioned stakeholder analysis, the risk & issue register, the vision matrix, the cultural gap tool, the communication plan, the motivation plan and the training plan. (Lanning & al. 1999, 20- 26)

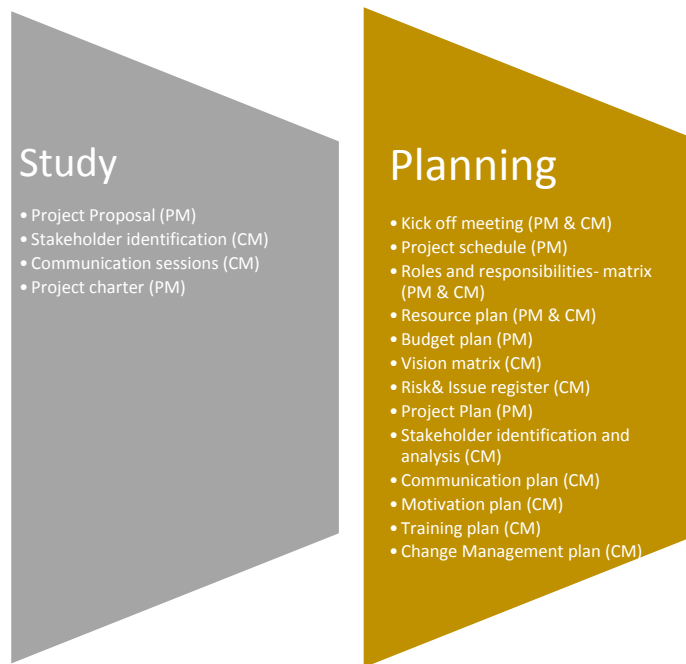


Figure 5. Tools and methods for project study and planning phases

4.3 Project Implementation

After the project plan has been approved and all the required preparations have been done, it's time for the implementation (figure 6). From the project management perspective, this stage includes monitoring and controlling the project work, control schedule, control changes and monitor and control risks. (Project Management Institute 2008, 43; Pelin 198-216)

From the change management perspective this stage includes much more efforts than the previous steps; motivating and involving, guiding and reporting, trainings and practical examples of the change. In Kotter's model this stage includes: communicating the vision, removing the obstacles, creating short term wins, and building on the change. Both change management theories, Lanning, Roiha & Salminen and Kotter, includes communication as its own step only during the implementation. However, I have included it already from the beginning of the project. I do agree with both of the change management theories that during this stage of the project, communication is needed most to keep the project ongoing. (Kotter 2002, 4-5; Lanning & al 1999, 156-288)



Figure 6. Project model: Implementing

4.3.1 Controlling project work

From the project management perspective this stage is most about controlling, monitoring and reporting. Implementation should follow the project plan and if not, it needs to be reported. Monitoring and guiding the project work towards a set goal, is the main task of project controlling. In most of the projects, during implementation it is noticed that some parts of the scope haven't been acknowledged, even though they have a big impact to the outcome. Monitoring is not only looking backwards to the achieved milestones, it is also looking forward and forecasting possible outcomes of the project based on the current surrounding circumstances. Reporting of the project progress, is done based on monitoring. There should be regular reports created about the progress of the project. The meaning of the reports, is to follow up and inform the progress of the project and also show the coming steps of the project. Reporting is also one of the key tool of communication to the stakeholders. (Lanning & al. 1999, 189-205)

According to Sherman (2014), linear change means repeating the known method or pattern you have done successfully in the past. Non -linear change means trying a new strategy to change things. Non -linear change requires more preparations and ability to react to fast changing situations. Therefore, it is normal that some changes to the project plan are needed during the implementation. The main focus shouldn't be delivering the project on time no matter what. Project progress should be reviewed in the light of surrounding circumstances and needed changes to the project plan to be decided based on the observation. All the change requests should be reviewed carefully by the project steering group and then evaluating the need of the change. If change to the plan is needed, but would delay the project, the schedule shouldn't be the reason of rejecting the change request. Sometimes the changes to the project plan are needed, to decrease the risk of the aimed outcome of the project. (Pelin 2011, 198-216)

4.3.2 Motivating and involving

The main project team have been motivated and engaged during the study and the planning stage. During the implementation stage the size of the project team normally increases when the target group is exposed to the change. Therefore more efforts are needed to get new people engaged and to remind the original group why the change is needed. Involving the target group of change in the implementation, will increase the possibility of successful change remarkably. When people feel that they are involved and they have the chance to affect the change, most likely they become more active. In most of the cases, resistant people become less resistant when they feel that they are part of making the change, instead of being only the target. With involving the people one obstacle, resistance, can be decreased. (Kotter 2002, 103-108; Lanning & al. 1999, 156-157)

Creating small wins during the implementation, keeps some people motivated. Small wins have different meaning for different people:

- 1) wins provide feedback to project leaders about the validity of their vision and strategy
- 2) wins give people emotional uplift
- 3) wins build faith in the effort and convince also those who aren't yet actively working for the change
- 4) wins take power away from the people who do not believe in the change

It is important to achieve small wins and quick results especially in the beginning of the change project. This can be gained by setting small enough, realistic enough and concrete enough goals in the beginning. With the small wins, the base of the readiness to face the more critical parts of the implementation is created. This leads to Kotter's 7th step; don't let up. People are guided through the change in a way, that they are not giving up when facing the first difficulty, but powered by the earlier success they have the energy to overcome the later problems. (Kotter 2002, 125-129 & 144-147; Lanning & al. 1999, 165-167)

4.3.3 Changes in practice and trainings

Communication plays an important role, when informing about the changes in practice and arranging the trainings of the change. Trainings generally motivate people, help to get the needed skills and increase the change attitude among the employees. Carefully planned training to the correct target group at the correct time, increases the knowledge about the change and brings security and faith to the future. Target groups need to understand “what is in the change for me?” It is important to acknowledge the role of the trainings, when delivering the message of change. If the employees do not know how to use the new system or environment, the change will be delayed or in the worst case scenario forgotten. (Derwent Cooke 2009, 4; Lanning & al. 1999, 276-277)

To make the trainings successful, it needs to be made sure that everyone who will be impacted by the change will participate. Reaching the correct target groups requires a lot of planning and appointed resources, to make sure it happens on time. Normally during the trainings employees are reviewing the new process critically, so it is an excellent opportunity to gain new knowledge about the possible risks or pitfalls of the implementation. Due to the possible amount of raised questions during the trainings, the trainers need to be prepared to answer those questions as well. If there is a big amount of questions left unanswered in the end of the training session, it will affect the motivation of the target group. Trainings should be held as close as possible to the go-live stage, but in a way that there would be still some time to fix the possible problems that are arising during the training. (Kotter 2002, 84-85; Lanning & al. 1999, 278- 285)

4.3.4 Tools and methods for project implementation

As many of the tools and methods have been created already for the study- and planning stages of the project, during implementation those tools are maintained and updated. However, there are some new tools addressed only for this stage.

Status meetings. One of the most important methods of controlling the project work, is the regular status meetings where the progress of the project is reported and possible problems informed. Status meetings are the way to keep the steering group informed.

Possible show stoppers can be identified at an early stage and the mitigation plan can take place before problems become too big. (Lanning & al. 1999, 194-199)

Change proposal form. To make it easier for the project manager to control the scope of the project, a separate change proposal form is a good tool to keep the possible changes documented. The change proposal form harmonizes the way of making the changes to the project plan, but also makes sure all the relevant points are taken into consideration. The change proposal form includes following information: general information about the change (name of the change, number, context, name of the proposing person), reason and reasoning for the change and evaluation of the effects of the proposed change. Change form should be reviewed and approved or rejected by the project management or project steering group. (Pelin 2011, 205-212)

Project progress reports. Typically, the progress report includes a short status update, a list of accomplished tasks, a list of pending tasks, reasoning for the unfinished tasks, possible problems and their estimated impact to the project and a list of topics which requires actions or decisions from the project management or steering group. The standardized project report form, will make the progress comparison of different projects possible. (Lanning & al. 1999, 205)

Creating small wins. Creating a small wins during the implementation keeps people motivated and show progress of the project in practice. Small wins are included to the motivation plan made in the planning stage. (Kotter 2002, 125-129; Lanning & al. 1999, 165-167)

Training sessions. Trainings are implemented according to the training plan, made in the planning stage of the project. To make sure everyone has understood and adopted the information provided in the trainings, feedback should be gathered or some kind of final test of training arranged. Based on the feedback or tests, trainings needs to be repeated when needed, to make sure that everyone knows how to act after the change is taken in to use. Special trainings should be arranged to the line managers and the team leaders so that they can repeat the message later on during the follow up stage, when project resources are normally no longer available. (Lanning & al. 1999, 276-286)

Communication. Communication is executed during the implementation stage, according to the communication plan made in the planning stage. It can include different methods such as newsletters, workshops, info- sessions and trainings. Successful communication is a set of actions tailored according to the target group, not one individual session or newsletter. (Lanning & al. 1999, 208)

Follow up plan. A follow up plan should be included to the project plan to make sure there will be resources available for the work. The follow up plan can be linked to the gathered feedback during the implementation, when problematic areas are normally identified. The follow up plan should include also the area of follow up, progress, used measures and the agreed reporting form and intervals. (Lanning & al. 1999, 296- 297)

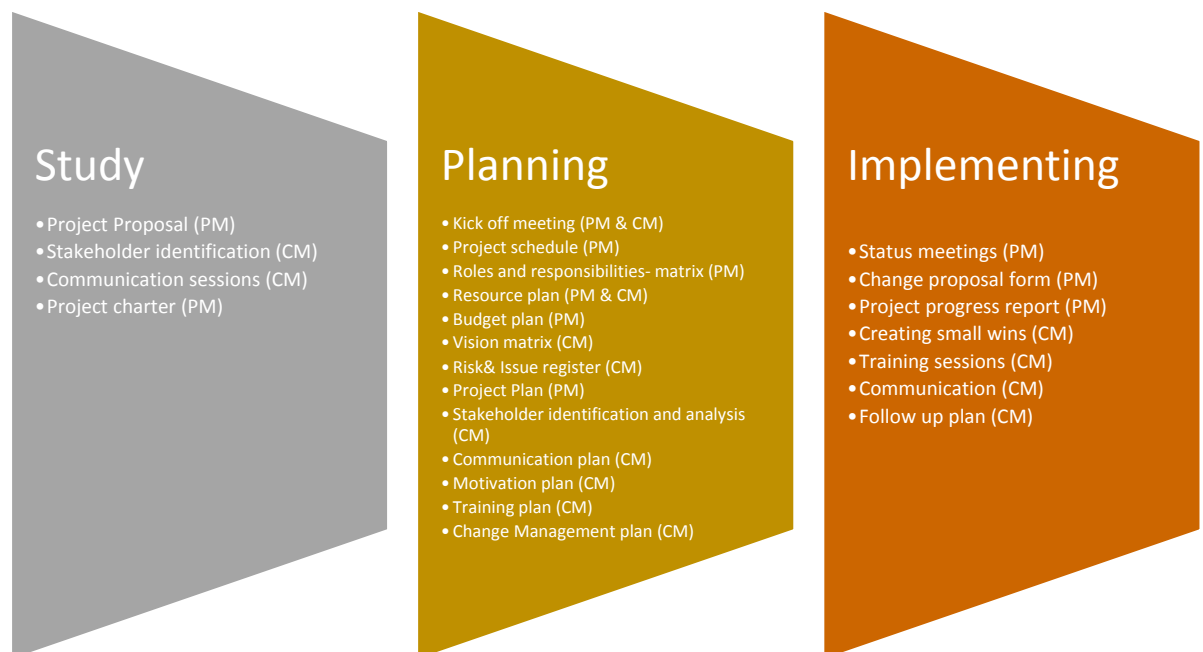


Figure 7. Tools and methods for project phases

4.4 Project closure

Every project has a planned closure date, a clear deadline when the project should be finalized. However, the project closure is not the final step of the project. As figure 8 illustrates there will be a follow up stage. (Pelin 2011, 346)

The project closure includes also several steps before the project can be stated officially closed. From the project management perspective the steps are: handing over the responsibility from the project team to the line organization, finalizing the documentation and creating the final report. At this stage the project manager needs to make sure that all the project related activities are completed. (Pelin 2011, 345-356, Project Management Institute 2008, 99) From the change management perspective this step includes: informing about the project closure, measuring the results and rewarding people. (Lanning & al. 1999, 290- 308)

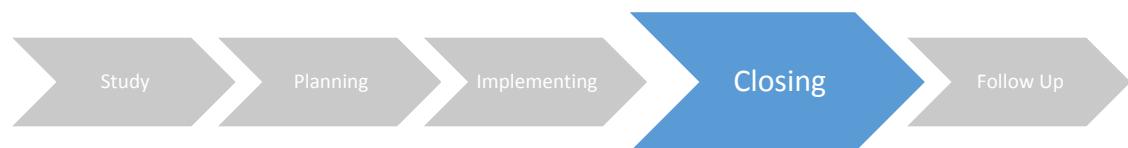


Figure 8. Project model: Closing

4.4.1 Closing the change project

For some reason, the clear closing of the project is very often missing due to different reasons such as lack of time, people moving to new projects and lack of planning the closure of the project. To make sure that the project closure will be done properly, the requirements should be defined clearly in the project plan; documentation, project file, final report, measuring the results, transferring the responsibility to the line organization and a closing meeting should be completed before the project can be stated officially closed. (Lanning & al. 1999, 292; Pelin 1999, 346-347)

As part of the final report the results of the project should be measured. Measuring is the way to show that there has been progress and the change has brought some improvements. Measures could be also linked to the bonus system. People should be rewarded when they support the new way of doing. This encourages to leave the comfort of old and engage with new, and it makes the change stick. (Lanning & al. 1999, 300-301)

4.4.2 Tools and methods for project closure

Closing meeting. The best way to close the project, is to keep one common closing meeting where the outcome of the project is communicated to the stakeholders and the achievements are celebrated. This event gives the opportunity to visualize the project closure, collect feedback about the outcome, discuss the achievements but also admit the weaknesses and failures. (Lanning & al. 1999, 295)

Final report. A good report includes the description what happened during the project. It should summarize the reasons of the project and set goals. It can also list briefly the main steps and milestones of the project. A decent final report is a documentation of performed work but also providing valuable information to the future projects. (Lanning & al. 1999, 293- 294)

Measuring the results. A measuring shows the actual outcome of the project and gives a picture of the current status. The measuring can be used for communication, to visualize the gained improvements and to support the message about the benefits of the change. (Lanning & al. 1999, 300-301)

Communication. Communicating the results of the project to the stakeholders and other parts of the organization, gives clear signal that the project is closed. The communication can include for example sharing the final report. (Lanning & al. 1999, 293-295)

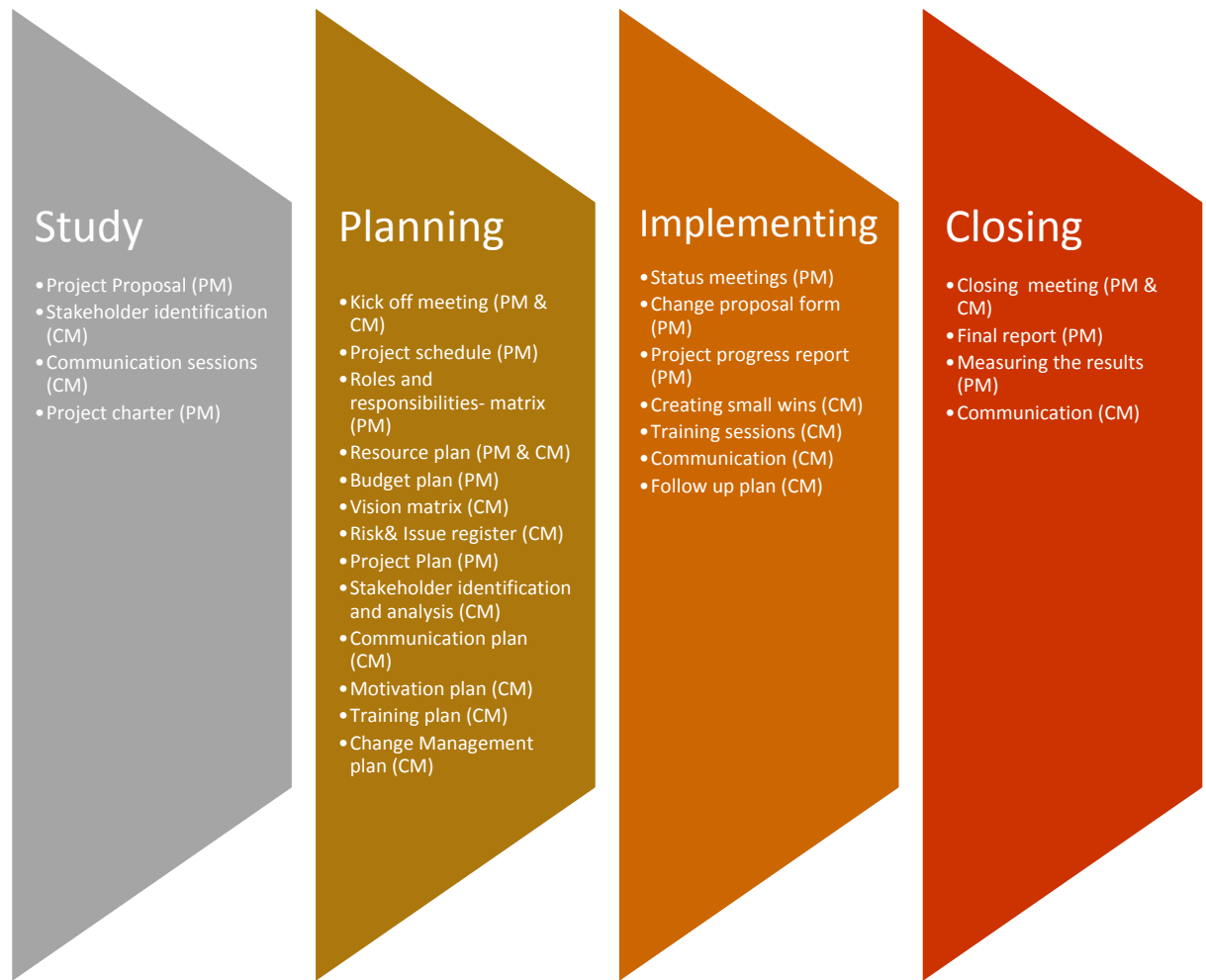


Figure 9. Tools and methods for project phases

4.5 Project Follow up

The outcome of the projects should not end to the project closure. The new ways and methods should exist also after the project work is done. Very often the new ways are slowly forgotten and people are getting back to the old ways, when the project related activities and excitement no longer exist. Therefore the Follow Up (figure 10) should be acknowledged as an official part of the all the projects. Very often it is forgotten. Even in the main sources I used with this study, none of them mentioned follow up stage as own chapter.

Even though follow up is mentioned in the end of the process, there should be continuous follow up and measuring through the whole project. This project stage is maybe the most important phase to ensure that the change will stick in the

organization. In Kotter's model this is the last step: "Incorporating the changes in to the culture". (Kotter 2002, 5; Lanning & al. 1999, 296- 297)

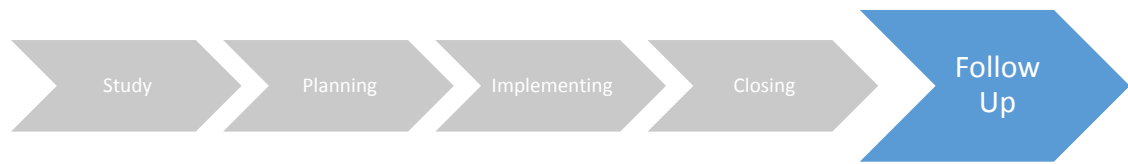


Figure 10. Project model: Follow Up

4.5.1 Incorporating the changes in to the culture

The project closure does not mean the end of the change related responsibilities to the management and the team leaders. Their role is to make sure that the changes stick and are stabilized as part of the working culture. To make sure the changes are and will be incorporated to the culture, a separate follow up plan should be made and responsible person to be named to report the results. (Lanning & al. 1999, 290-291)

The new way of doing should not be dependable on the existence of the guiding team. Instead of having few persons monitoring and pushing people to keep the new way of working, the change vision should be linked to everything that the target group is doing, to make it stay. The old ways of doing should be disabled and removed, so that there would not be a way to return to the old. Needed actions, to make sure that the stabilization and incorporation of the change takes place, should be done when the project still has the interest and attention of the upper management and key stakeholders. After the project is officially closed, it will be very difficult to get resources to the follow up actions. The follow up activities need to be included to the project plan and the resource plan. (Kotter 2002, 161-166; Lanning & al. 1999, 296-298)

4.5.2 Monitoring, measuring and rewarding the change

To make sure the change is in use, it needs to be monitored. If needed, extra trainings need to take place to remind the new ways of working and keeping the change alive. To ensure that the change is adopted, extra efforts in daily work of the managers and

the team leaders are needed. Especially in the first months after the project is closed. (Lanning & al. 1999, 296-297)

To support the monitoring, the measuring and rewarding should continue during the follow up stage. When the changes and their benefits are included to the daily or weekly meetings with the employees, and positive and active participation to the change is rewarded, the change becomes part of daily work and is not easily forgotten. When the employees see themselves the benefits of the new ways of doing, the need of monitoring and guiding is reducing. (Lanning & al. 1999, 296-297)

4.5.3 Tools and methods for project follow up

Monitoring. Regular monitoring and measuring of the change adoption should take place to make sure change is not forgotten. (Lanning & al. 1999, 297-298)

Reporting. To make sure the monitoring is not forgotten or is not overran by other daily/weekly/monthly activities, the line managers and the team leaders should report the results of monitoring to the project steering group or the management board. (Lanning & al. 1999, 297-298)

Trainings. If it seems that the change is not adopted, extra trainings should be arranged to repeat the message why the change is important and needed. Normally an extra resources are not available anymore at this point, so the line managers and the team leaders should follow up carefully the progress and request the trainings when needed. (Lanning & al. 1999, 276-286)

Creating small wins. Creating the small wins also during the follow up stage keeps people motivated and show progress of the change in practice. The small wins are included to the motivation plan made in the planning stage. (Kotter 2002, 125-129; Lanning & al. 1999, 165-167)

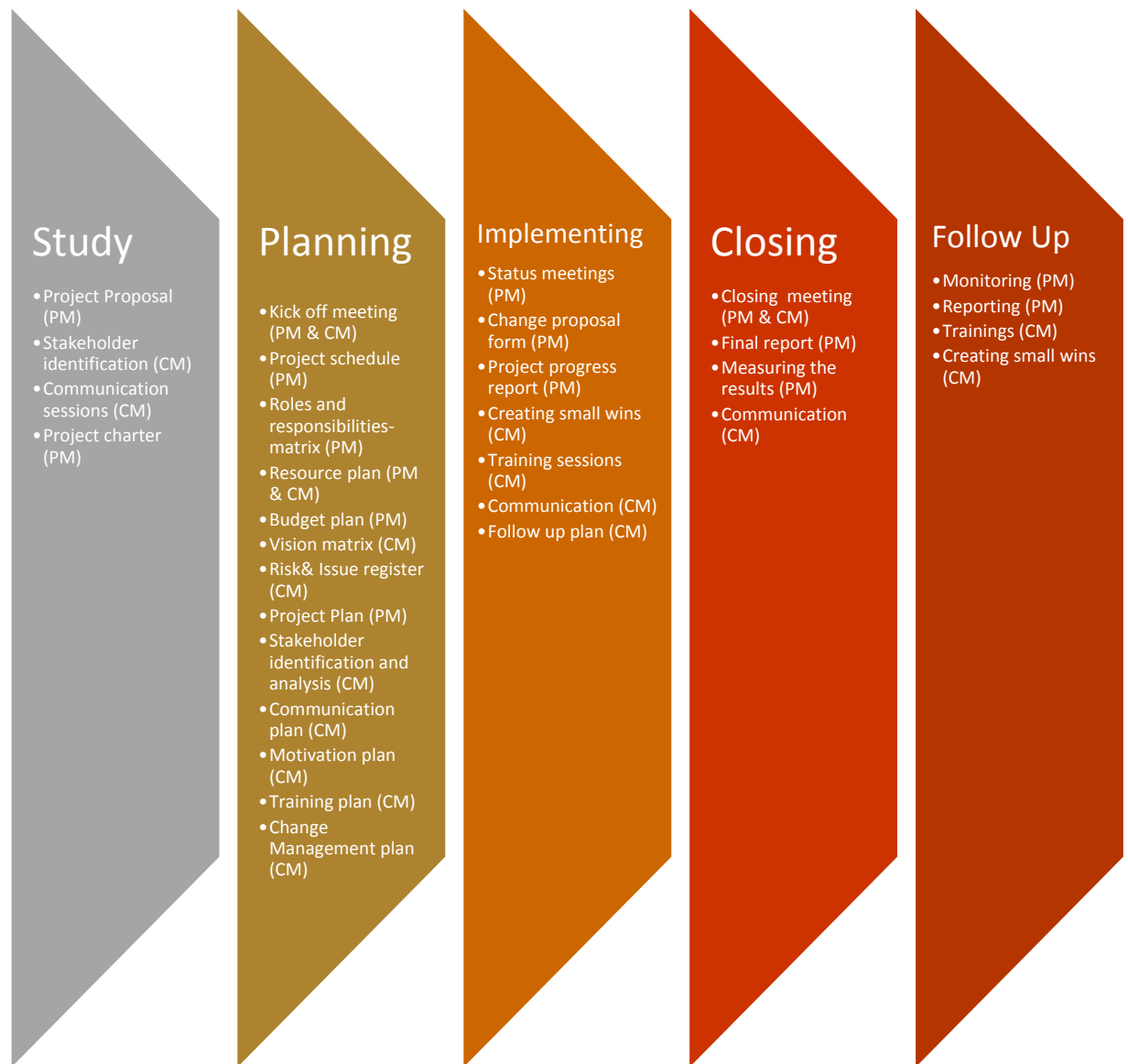


Figure 11. Tools and methods for project phases

5 Theoretical framework

The theoretical framework (figure 12) means the perspective, which is used to view the research topic. Theoretical framework is showing the connection between used theories and the research problem. (Virsta 2013)

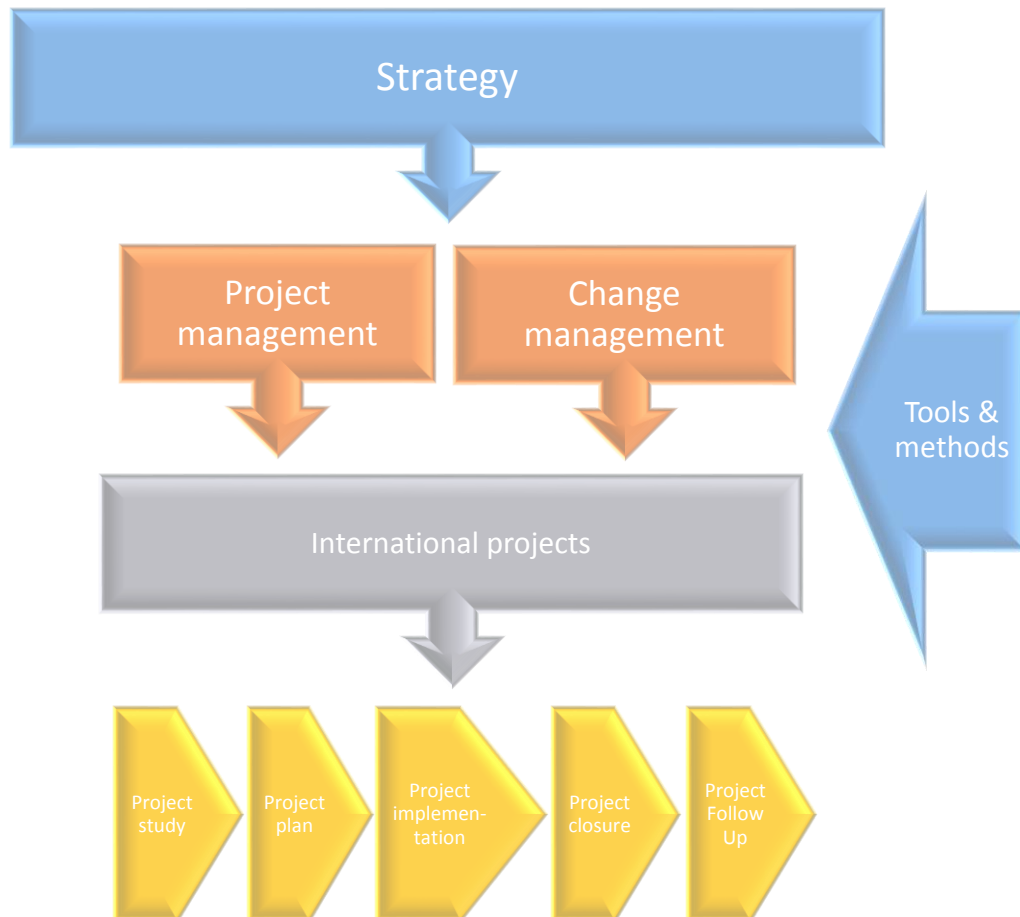


Figure 12. Theoretical framework

In order to find a solution to the main research problem: What are the stages in projects which are most critical in the change management perspective at Kemira? I needed to understand what the different project stages were and what the critical elements from both project management and change management perspective were. Through that, I could create the change management model based on theory and the Kemira project model, and create tools to support the most critical stages.

Company's strategy is present in everything the company is doing. The strategy is defining what kind of projects are needed inside the company. The project management and the change management models need to support the implementation of the company strategy.

The project management and the change management are merged into one entity to support the international projects. The change management is no longer one part of the project management, now it is an equal partner.

Tools and methods are supporting the project management and the change management in the international projects. To have the right tools in use there needs to be understanding what is needed to be done in each project stage. The tools are divided into project management and change management tools. Even though some of the tools are serving both models, it is good to understand if the tool is meant for the technical side or the people side of the project.

International projects are divided into five stages: the project study, the project plan, the project implementation, the project closure and the project follow up. Project management and change management tools are present in each of the stages. Different tools are needed in different stages and if there are no tools available for one project stage, it can influence the results in the following stages.

6 Development study

In this chapter, I will first describe how the research strategy was chosen and then introduce the development study itself.

6.1 Action research

An action research was chosen for the research strategy of this development study. The action research is a natural choice for my research strategy, because my development study includes following characters which are typical for the action research (Koshy 2005, 10):

- purpose is to solve practical problem
- it's aiming to improve practice
- it involves analysis, reflection and evaluation
- it's participatory
- it facilitates changes through enquiry
- it combines theory and practice.

The practical nature of the action research was one of the main reasons to choose this method: the action research is about to create practical solution to be used during every day work. In this study, the aim was to create the change management tools for a daily project work which improved the project management practices. Action research is also participatory, it creates new knowledge based on an inquiries conducted within specific group or context. In this study it meant gathering information via questionnaire from the members of the Project Management Community and then analyzing and evaluating the received data carefully. Action research combines both information gathering and implementation of change with the employee involvement. After analyzing the data received from questionnaire, a solution proposal was created and it was reflected with the Project Management Community members. (Koshy 2005, 8-9; Reason & Bradbury 2007, 2; Saunders & Al. 2003, 94)

There are different definitions for the action research, Reason and Bradbury (2007) defines action research as following:

Action research is a participatory, democratic process concerned with developing practical knowing in the pursuit of worthwhile human purposes, grounded in a participatory worldview which we believe is emerging at this historical moment. It seeks to bring together action and reflection, theory and practice, in participation with others, in the pursuit of practical solutions to issues of pressing concern to people, and more generally the flourishing of individual persons and their communities.

Saunders, Lewis and Thornhill (2003) have identified following definition for the action research, which is quite well summarizing many of the other existing definitions: “The purpose of (action) research and discourse is not just to describe, understand and explain the world but also to change it.”

One of the biggest benefits of using the action research, is its nature the combine the theory and practice—its main purpose is to improve practice. Reason and Bradbury (2007) states that “Action research is only possible *with, for* and *by* persons and communities, ideally involving all stakeholders both in the questioning and sense making that informs the research, *and* in the action which is its focus.” (Koshy 2005, 8-9; Reason & Bradbury 2007, 2)

6.2 Description of development study

In the following two subchapters, I will introduce the steps for the development study from the beginning to the end.

6.2.1 Phases before the development study

I started the first discussion about the availability of providing the development study for the company in the autumn 2012. First attempts I had with my own organization, customer service, but it turned out that there was no need for this kind of development study. I was actively looking for the opportunities and interesting development projects, which would be both interesting for me and beneficial for the company.

Spring 2013 Kemira launched a Process Architecture project where the aim was to go through the global processes inside the company. Inside the project it was created a communities for the different process areas. The aim of the communities was to go through and harmonize the processes in the high level of the given process. When the Process Architecture project was introduced, I contacted the Process Architecture project sponsor March 2013 and provided myself as an extra resource for this project. I also expressed my interest towards the Project Management Community. As a result of this discussion I ended up in contact with the leader of the Project Management Community. The leader of this community saw the opportunity with the development study and we started to think about the detailed topic for the study at April 2013.

6.2.2 Progress of the development study

In the first discussions with the Project Management Community leader, we saw the common interest of having this development study inside this community. We decided that I will join the community and we started thinking about which part of the community work I will be going deeper with my development study. We had first community meeting at May 2013. In June 2013, Kemira launched big news of establishing Business Service Center in Poland covering all the support functions. These news affected also to the community work and myself personally. Due to the changes in the organization and the ongoing co-determination negotiations followed by the news, the community work was on hold until the autumn due to the lack of time from the community members.

In September 2013, we continued the discussions with the Project Management Community leader about the topic for the development study. We were reviewing the HAAGA-HELIA University of Applied Sciences' (HAAGA-HELIA) thesis requirements and we decided to take a new approach to focus on the change management. We agreed, that I should try to look for the different approaches how we could include the change management aspect into the Project Management Community work. We also decided to take another tutor onboard from the company side, to plan the development study together with us; a HR Senior Manager of Talent Development who has expertise in change management (HR Senior Manager).

In the beginning of October 2013 we had the first meeting with myself, Project Management Community leader and HR Senior Manager to discuss about the approach to the change management. We ended up to identify the topic for the development study to be “Change management as a part of Project Management/Communication/Implementation.”

November 2013 I got my Thesis plan approved and a tutor assigned from HAAGA-HELIA. I had the first meeting with my tutor, Anita Lehtinen-Toivola, in the beginning of December 2013. During the first meeting with the tutor I introduced the need for the survey from Kemira and we agreed the next steps before the kick off meeting. We agreed that we would ask Kemira to answer following questions before the kick off meeting to clarify the scope of the study:

1. Name one question you wish me to answer in this survey?
2. When I have found a solution, how the results will be used?
3. In which form the results are to be presented?

We had the official kick off meeting with Kemira and my tutor 19.12.2013. During the meeting, we went through the requirements for the master thesis and need of the study at Kemira, through the questions sent before the meeting. Kemira defined the need for the survey as following:

1. Name one question you wish me to answer in this survey?

What are the stages in projects which are most critical in the change management perspective at Kemira, and what kind of practical tools/ methods we could use to make sure the change management is involved?

2. When I have found a solution, how the results will be used?

"Change management basic tools and methods" will be included to Kemira's project model and -manual.

3. In which form the results are to be presented?

Description of the method and tools are to be presented in a form which can be taken into a use directly in practice.

During the meeting, it was agreed that the target is to create frame for the change management in project work and after a problem definition via survey, to focus on the critical stages where the change management is needed. The change management tools will be then fitted to the project model, which was still under work by the Project Management Community. Kemira had several different ways to include the change management into the change projects, it was mainly depending on the Project Manager which methods were used. Aim of this survey was to harmonize the methods by providing one common way.

During the meeting we agreed the preliminary schedule for the development study to be

- | | |
|---------------------|---|
| - December- January | myself familiarizing with the theories |
| - January | preparing and testing the question form |
| - February | sending out the questionnaire |
| - February | analyzing the results and creating the solution |

In January 2014, I started in a new position inside my company. My new role was a Project Leader in a big transition project. This role supported well my thesis topic, but also took a lot of my energy due to the heavy travelling. I started to draft the questionnaire based on the theories of project management and change management in the end of January and I provided the first draft to my company tutors in the beginning of February.

February 2014 we were improving the questionnaire together with the Project Management Community leader and the HR Senior Manager before version 8 satisfied us all. Detailed designing of the questionnaire is described at chapter 7. The questionnaire was sent to the target group in the end of February 2014 and the deadline to answer was 06.03.2014. The cover letter for the questionnaire can be found from the appendix 1. Due to the low amount of the respondents by the original deadline, the deadline was extended by one week and a reminder was sent out at 07.03.2014.

In March 2014 I was analyzing the results of the survey and identifying the problematic areas regarding the change management within the project model. In April 2014 I had the 2nd face to face meeting with my HAAGA-HELIA tutor. We went through the results from the questionnaire and agreed the future steps with the development study. April 2014 I also presented the results from the questionnaire to Kemira. We identified the most critical steps in the projects from the change management perspective and decided that I will focus on creating the tools for those steps. I started to write the theory and find the possible solutions to the identified problem areas from the theory.

In the last days of April 2014, there was a changes in the Project Management Community members and the representatives of the communication department joined the group. We decided to split the community work into three mini groups, change management and communication being the 3rd group. We had three persons included to this mini group; myself, communications department representative and Senior Manager from HR being the same person as my second tutor from the company side. Inside this mini group we were supposed to provide the proposals for the change management tools and methods and go deeper with the communication. We used the survey results as the basis of our work to keep the focus on the identified problem areas.

Since we had the representative from the communications department now onboard we split the work in two: I focused on the change management tools and methods in general leaving out the communication and the representative from the communications department would focus on the communications side of the change management. During May and June 2014 we were preparing our proposals within our mini group. The results were shared with the community members in the end of June 2014 in online meeting and we received feedback regarding our findings. According to the feedback it turned out that our findings were in line with the work of the other two groups. We identified, that before combining the outcome of three different groups we would need to harmonize the terminology. Proposed solutions are described at chapter 9 and detailed feedback regarding the created tools are presented at chapter 10.

7 Quantitative Research

This chapter will focus on the quantitative research method and its results. The question form for the quantitative research, was created based on the research problems, in co-operation with the company tutors. Based on the discussions with Kemira, we formed following research problem and sub questions:

1. What are the stages in projects which are most critical in the change management perspective at Kemira?
 - 1.1 What kind of practical tools / methods we could use to make sure the change management is involved?
 - 1.2 How can the project implementation be made easier with the use of change management tools and methods?

7.1 Choosing the sample group

If the data is collected from every possible case or group member, the survey is called census. A sampling technique is providing a range of methods where the amount of data needed, is reduced by choosing the samples which are representing all the cases or the elements of the measured area. (Saunders & al. 2003, 150) With this survey the reach of all the possible project managers would have been difficult, as Kemira do not have a database where the information regarding the used project managers would be reachable. Also the form and type of different projects varies inside the company.

The sample group was chosen by the leader of the Project Management Community. The sample group included altogether 14 people, who were identified to have enough experience in projects to support the survey. The members of the sample group represented globally different departments and functions of the company and had a different project backgrounds, representing the type and location of most common projects within Kemira. Different nationalities of the respondents brought the international aspect to the survey. Due to the small size of the sample group the nationality could not be asked without risking the anonymity, therefore the impact of the cultural differences cannot be identified from this survey.

7.2 Questionnaire

The questionnaire is the main tool to present the questions that the researcher is seeking answers to. Designing the questionnaire requires systematical approach from the researcher, including consideration of various question formats, careful wording of each question and planning the layout of the questionnaire. Question development includes the selection of suitable forms for each question and wording the questions in a way that they are understandable, unambiguous and unbiased. A good question is focusing to single issue, it should be grammatically simple, brief and seen in same way by all the respondents. (Burns & Bush 2010, 330-335)

Following the basic guidelines given by Burns and Bush (2010, 330-335) the questionnaire was designed with the co-operation of my Kemira tutors. As a basis of the questionnaire we used the identified research questions. During the design process the wording was changed several times, the order and form of the questions were slightly changing and some of the original questions were deleted. I made altogether 7 versions before all of us were satisfied with the design of the question form. After the version 7 the questionnaire and cover letter (appendix 1) was tested by the person selected by the leader of the Project Management Community. Based on the feedback from the test person I created the final version no. 8 and rephrased the cover letter.

In the beginning of the questionnaire (appendix 2), questions 1 & 2, I asked basic background questions to find out the experience of the respondents within projects and to check that the sample is representative for the survey. Questions 3-6 were aiming to identify the existing use of different change management models in the projects. Questions 7-12 were asking the respondents to name the change management steps which are typically best taken care of, have biggest challenges with and are most important ones. For these questions there was a list of change management steps provided based on mainly Kotter's 8 step model (2002), but they included also elements from other change management theories such as Lanning, Roiha and Salminen (1999). Questions 13-17 were aiming to identify biggest pitfalls from the change management perspective at each project step. In these questions, the project

steps were taken from the project model draft provided by the Project Management Community. Finally questions 18-19 were asking the respondent to recommend practical tools and methods for the change management and give some other comments and suggestions for change management. The questionnaire was semi structured, most of the questions were open ended. Below overlay matrix (table 1) will show where the answers can be found for each research question.

Table 1. Overlay matrix

Investigative question	Theoretical connection	Connection with the questionnaire	Results
1. What are the stages in projects which are most critical in the change management perspective at Kemira?	Chapters: 4.1-4.5	Q7- Q12	Chapter: 8
1.1 What kind of practical tools/methods we could use to make sure the change management is involved?	Chapters: 4.1-4.5	Q4, Q6, Q18- Q19	Chapter: 9.1
1.2 How can the project implementation be made easier with the use of change management tools and methods?	Chapters: 4.1-4.5	Q13- Q17	Chapter: 9.2

7.3 Collecting and analyzing data

The questionnaire was in its final form in the end of February 2014. I sent the link to the questionnaire via Webropol 26.2.2014 to 14 respondents. Next day, it turned out that some of the respondents had not received the e-mail. After a quick investigation I found out that Kemira's server did not accept e-mails from Webropol. 28.2.2014 I sent the link to the survey directly to the respondents through my work e-mail. Deadline for answering to the questionnaire was 6.3.2014.

We had our Project Management Community meeting 4.3.2014, where I was presenting the reasons of having the survey and reminding the community members to answer to the questionnaire before the deadline. By the end of the deadline, only 5 respondents had answered. Reminder was sent via e-mail 7.3.2014 with information of extended deadline until 12.3.2014. Finally 8 respondents answered to the questionnaire. I was analyzing the results of the questionnaire during March and April 2014.

7.4 Validity and reliability

Validity of the research states if the research have measured everything that it was supposed to measure and the accuracy of collected data. (Golafshani 2003; Koshy 2005, 105)

Both Golafshani (2003) and Robson (in Koshy 2005, 106) are stating that if the repetition of the used method would obtain the same result, the research instrument is considered to be reliable. First, I needed to make sure that the sample group selection will be wide enough. In action research the participatory of correct people is important. (Saunders & al. 2003, 94) So in this case the number of samples was not crucial, main thing was that most of the target group affected by this change were involved. The project managers are more likely to adapt the new tools when they have been involved developing them.

Second, I needed to avoid the bias caused by myself working inside the company. Reason and Bradbury (2007, 2) are arguing “the action research is only possible with, for and by persons and communities, ideally involving all stakeholders”. Therefore the researcher being part of the target group or closely connected, is normal in action research. Third, asking wrong questions from the wrong people, when collecting the user experiences, might cause bias to the results. This can be avoided by using carefully designed, structured questionnaire in quantitative survey and by choosing the sample group carefully.

With the quantitative research using the questionnaire to collect the answers the validity of the questionnaire can be tested by piloting. The purpose of the piloting is to

check, that the respondent is understanding the questions correctly and are following the instructions without any problems. The people used for piloting should be experts or group of experts. The piloting group should provide the information about: the clarity of instructions, if there was any unclear questions, if there was any questions that made the respondent feel uneasy, if all the needed topics were covered by the questionnaire, whether the layout was clear and attractive, and if there would be any additional comments or suggestions to improve the questionnaire. The responses from the pilot group should give the researcher an idea of the reliability and suitability of the used questions in the questionnaire. (Saunders & Al. 2003, 308-309)

I identified the research problems together with the sponsor company's contact persons. The questionnaire was designed carefully according to our main- and sub-questions and it was pre-tested by a senior project manager since the project managers were the target group for the survey. The questionnaire was not sent to HAAGA-HELIA tutor before sending it to the respondents. However, I felt that we had enough knowledge regarding selected research method with my company tutors and with the test person to create a valid questionnaire. Afterwards, when reviewing the questions together with the answers, I could see that the order of the questions might have lead some of the respondents to certain direction with their answers. This was not identified from the test answers and was not easy to predict.

The purpose of the questionnaire was to confirm the problem areas in change management and give the respondents the opportunity to affect to the creation of change management model. The theory part of this study was not needed to create the questionnaire, but to create the change management model and the tools for identified problem areas. That is the reason, why theory was written after analyzing the results from the questionnaire. However, terminology used in the questionnaire was based on different project management and change management models. The questionnaire was not linked to only one specific model or theory for a reason, I did not want to lead the respondents with terminology linked to only one source.

I gathered data through Webropol, which is online survey and analysis software recommended by HAAGA-HELIA. Analyzing was done by using Webropol and

SPSS- tool. I reported my analysis based on the findings from the Webropol and SPSS charts and tables. Since the research has been confidential and anonymous, I assume that the participants have answered the questions honestly and accurately. I used enough time for the design of the questionnaire, to make sure that the questions would be giving answers to the research problems.

7.5 Ethical issues

In the context of surveys of human populations, ethics is understood as things which are morally correct to ask people to do, and how the people who participate in surveys are treated. (Stepher 2012, 81-83)

Article Alley (2014) is naming few most important ethical issues which need to be taken into consideration being confidentiality, cause no harm to respondents, anonymity and consent.

Confidentiality: a researcher should not reveal if some information is stated by particular respondents. Since the responds were anonymous, confidentiality have been guaranteed in this survey.

Cause no harm to respondents: the researcher should not ask questions that offend the participants. In this survey questions were mainly about general work related matters, so they were not offending.

Anonymity: the researcher should not ask questions which may identify respondents being particular individual. The questions were send through my work e-mail, but the answers were collected and analyzed using the Webropol, without any ability to see who had answered to the survey and who had not. None of the questions were such that you could link the respondent to the answer. There was full anonymity.

Consent: participants should be informed about the purpose of the study and if any recording takes place it needs to be told in advance. In this survey no recording was done and participants were informed about this survey via e-mail and through online meeting. The purpose was presented shortly in both methods and the respondents were able to ask questions if the meaning for the survey would have been unclear for them.

8 Most critical stages in Kemira projects from change management perspective

In this chapter I will go through and analyze the results from the questionnaire.

8.1 Typical role in the projects and project experience

The questionnaire was sent altogether 14 respondents covering globally the project managers and other key persons typically involved with global projects from different departments of Kemira. Altogether 8 persons out of 14, responded to the survey. All the questions were compulsory to answer except the last open question regarding “other comments”. So the number of respondents is 8 for all the questions. 75% of the respondents were typically Project Managers in the projects that they are involved (Figure 13). 50% of the respondents have participated 4-6 projects during the past 2 years, 25% 7-10 projects and 25% more than 10 projects during the past 2 years. The typical length of each project was not asked.

Number of respondents: 8

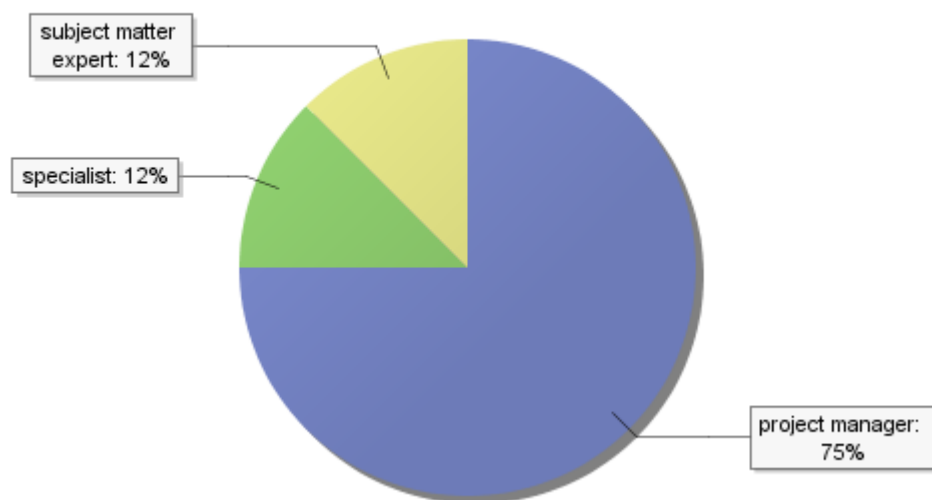


Figure 13. Typical role in the projects

8.2 Used change management elements and existence of change models

According to the questionnaire, 87,5% of respondents recognized that their projects were including change management elements. Given examples of the change

management elements were preparation and planning the meetings, stakeholder analysis, stakeholder communication, communication plan, change management plan, feedback questionnaires, end user training session and increased support from top management and HR. Person A was describing the change management elements as “In project X it was planned how leaving organization is informed and involved in the change in respective way.” The Webropol text mining analyze results with top 50 words for the change management elements we can see in figure 14.



Figure 14. Word cloud for used change management elements

Even though most of the respondents recognized that their projects were including the change management, only 25% of the respondents were using some change management model. Person B commented “I’m using the change management steps usually used in project management models. Those in Kemira IT gate model and those that I used in project models in other organizations. So no real theoretical ‘change management’ model used.” Descriptions of the used models were such as stature, program approval from the segment regional manufacturing heads, site manager briefing, workshop with key site managers, training sessions, go live info telco, after go live weekly review of the progress. Person C commented “No specific model used, but a dedicated Change Manager was utilized to focus and coordinate the change management activities.”

8.3 The most critical change management steps

According to the answers, the three most important steps are Stakeholder management, Involving the target group and Mitigating the risks of change. Person D commented stakeholder management: “For change management we need support from the local authorized managers, as without their support we cannot change the local organizations if needed and to get support from local users for local tasks “.

Person E described Involvement of the target group: “They need to be involved in the change process. In order for a project to succeed we need to understand who is target of the change, involve and inform them and ensure they embrace the change.” When comparing the project experience of the respondents to the selected options, there was no difference identified (appendix 3).

The three steps which are typically best taken care of were Justifying the change, Creating the guiding steering group and Involving the target group. Many of the respondents were mentioning that the guiding steering group is existing and it is easy to define. Person F commented “In all my projects steering group has been defined quite easily”. Also many of the comments stated that the target group is identified in very early stage and they are involved as much as possible. Regarding the justification of projects, there were comments saying that the projects are justified on high level and local organizations do not have much impact. When comparing the project experience of the respondents to the selected options, there was a split between the answers from two most experienced groups (figure 15).

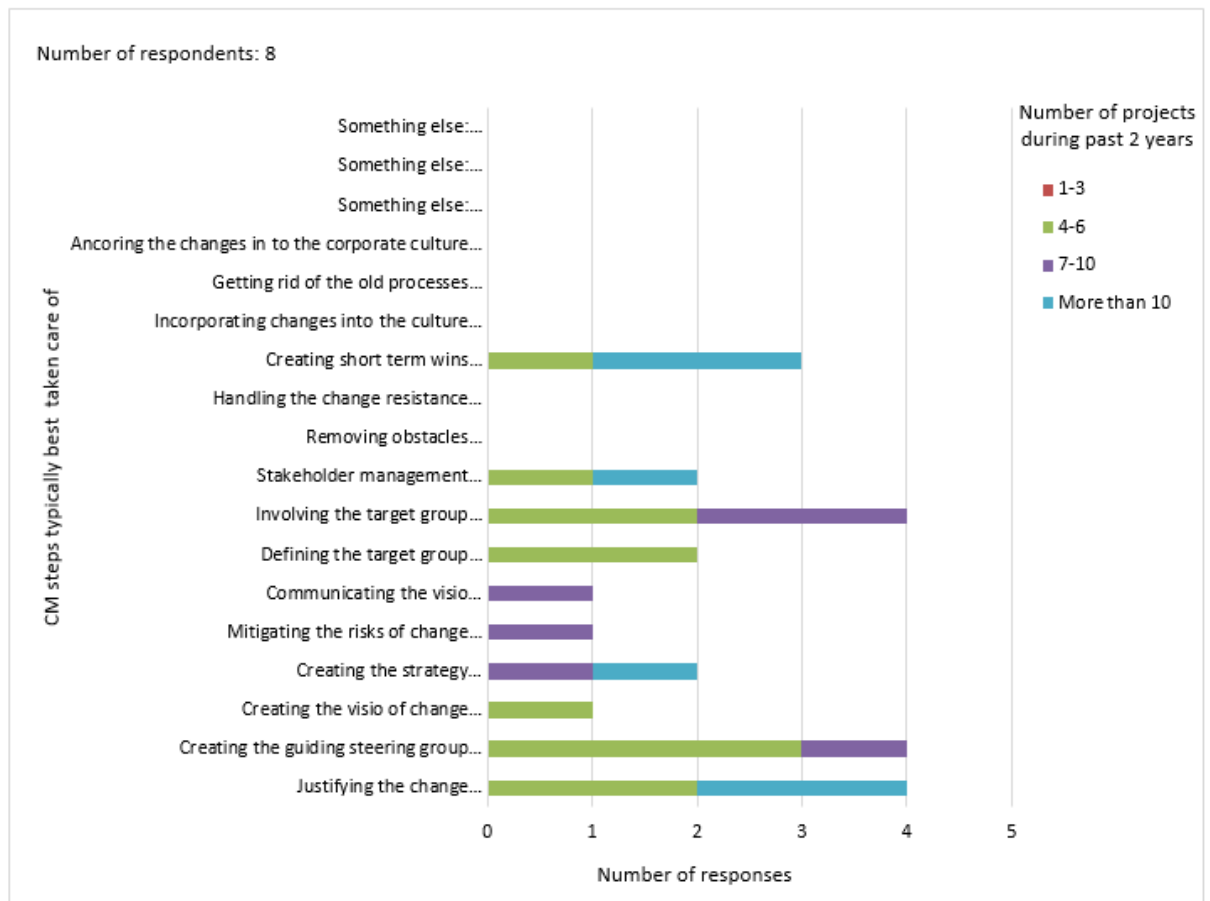


Figure 15. Cross tabulation showing the connection between the project experience and chosen CM steps which are typically best taken care of

When asking about the three biggest challenges of the change management in Kemira projects, the selections were quite equally spread among the options and there could not be seen as clear “winner” of this category as it was with the previous questions. Top two selections were “Incorporating changes into the culture” and “something else”. In the open ended option for something else it was mentioned not creating need of new changes, realistic resourcing and planning and commitment of stakeholders. So based on these answers we could see that the actual top 2 was Incorporating changes into the culture and Stakeholder management.

For the stakeholder management it was mentioned that it is difficult to get commitment from the stakeholders, but also it was told that only the global projects are supported from the top management level and the local organizations get the feeling that they are required to support the global projects with no possibility to impact the approach of the project. The open comments related to Incorporating

changes into culture were bringing up topics like long term orientation and support with change projects, and lack of time.

Short examples of the chosen three challenges were stating that there is not enough time and a resources reserved to make sure that the changes are adopted into the culture. Instead, the project group is rushing into the next project before making sure the previous project have been successfully closed. Person G commented “There are many parallel projects which leads a situation that vision/change is communicated only few times. In addition, the change is normally implemented as such, but the old practices are not removed/"killed" properly”.

From the open comments it could be identified that the 3rd biggest challenge of change management in Kemira projects is Planning& Resourcing. Person A was stating that “The key risk for all Kemira projects is that they get jammed due to people being overloaded with multiple projects and no realism on their usage of time (no portfolio management of all projects)“. When comparing the project experience of the respondents to the selected options, there was no difference identified (appendix 4).

8.4 Biggest pitfalls per project phase and how those could be prevented

To find out the biggest pitfalls per project phase I created a set of questions related to the Project Model in Kemira. The Project Model includes 5 steps being the project study, the project planning, the project implementation, the project closure and the project follow up.

8.4.1 Project Study phase

The biggest pitfalls at project study stage are identified to be the underestimation of local changes and the weak start point determination including stakeholder analysis, involving stakeholders in the study, lack of identifying the change management needs and not using enough the stakeholders for the study phase to make sure that the start point is assessed carefully enough.

The proposals for the solutions to prevent the pitfalls were following: the project portfolio management and go – no go decision in the study phase, the involvement of more people and more time in this stage including the identification and involvement of the stakeholders, deciding the change management aspect before proceeding to the next steps. Person B was stating that “Change management aspect is one decision criteria before proceeding into next phase”.

8.4.2 Project planning phase

At the project planning stage biggest pitfalls from the change management perspective were: unrealistic plans, poor planning of change management activities (incomplete stakeholder analysis, no communication plan, lack of internal communication in study-stage), and planning made with minimum and overloaded resources. According to person C “All the cross functional resources are not ensured and planned: this will cause poor commitment by those resources”.

The proposed solutions to avoid these pitfalls were: more efforts in planning before the final solution proposal is made, more checkpoints added to the planning stage, implementing a change management plan including the communication plan. Person D was stating “Realistic planning, and clear no-go decision by steering if the project does not have adequate priority to get the needed resources”. Word cloud (Figure 16) shows the top 30 words related to the answers for this project stage.



Figure 16. Word cloud for biggest pitfalls in project planning stage and proposed solutions

8.4.3 Project implementing phase

Main pitfalls related to the project implementing phase were identified to be: lack of local support when needed, lack of communication and the change management activities and under-estimation of time needed to perform this stage. According to person E “Local level is not committing, and the steering does not in practice have the power and will to sell the project to locals”.

The proposed solutions to overcome the possible pitfalls were: defining powerful local steering team to support the engagement of local support, making sure that the change management objectives are met before implementing the changes, creating plans for the communication, training & change management and keeping up with those plans, involving the end users of the change to the testing before implementing the change. Person F was claiming that “implement good processes that shall be followed with discipline” would be a solution to overcome the pitfalls.

8.4.4 Project closure phase

With the project closure phase the identified pitfalls were: communicating the time and place of the change, lack of follow up plan if the change has taken place, handover the responsibility is not sufficient and unclear go-live plan. Examples supporting these pitfalls were mentioning that at the moment it is not ensured that all parties know how to engage with the change and there is no change management support available after the go-live. Person G was also stating that "the responsible project participants disappear to new challenges”.

The proposed solutions to tackle this pitfall were: creating standard procedure to follow up that the change is in use by making sure change management activities exists also after go-live, making sure that everything is working according to the plan before closing the project, and planning the resources to support after go-live. Person A was proposing that “change management tasks/activities are a Go- live criteria. Without them closing cannot be done”.

8.4.5 Project follow up phase

The project follow up phase gave wide set of answers. Participants were questioning if this step is actually existing in the projects. So it can be understood, that lack of the follow up is a pitfall itself. Other pitfalls identified were: lack of managing the new process instead of the old one, lack of resources to make sure there is follow up for the change implementation, and unclear roles and responsibilities and change.

The proposed solutions to avoid the mentioned pitfalls were: having a lessons learned from the project and increasing the amount and importance of follow up stage in the projects. Proofs of follow up were proposed to be required deliverable before project can be closed. Person B was stating that “Change leaders / Process owners are nominated that will take care of the new process support as well as they are monitoring the new process by agreed measures”.

8.5 Proposed practical tools to ensure change management involvement in projects

When I asked about the proposals for practical tools to help including change management into the project, answers varied from the very local and specific project tools and methods to global and more general tips. The mentioned practicalities were: involving local management in projects, good planning, realistic resourcing, project prioritization, regular & practical communication to stakeholders, and involving the target group. As person C was commenting “good planning, realistic resourcing and adequate level of importance of project will enable accurate and deep enough communication”.

The mentioned tools were: stakeholder analysis, communication plan, change management plan, and feedback forms. Person D was stating that “Change management activities are (or can be) quite simple and easy-to-arrange. Normally the problem is that they are not performed as planned”. From the answers it could be identified that the needed tools or methods doesn't have to be anything big. Starting with the simple templates and tools could take the project management big step forward.

8.6 Summary of the most critical project stages

As a summary, when thinking about research question what are the stages in projects which are most critical in the change management perspective at Kemira? I could see the connection between the answers for most important CM steps, steps that are best taken care of and steps with biggest challenges. Connections are illustrated in table 2.

Table 2. Summary of the answers for most important change management steps, steps best taken care of and steps with biggest challenges

Most important CM steps	CM steps best taken care of	Steps with biggest challenges
Stakeholder management	Justifying the change	Stakeholder management
Mitigating the risks of change	Creating the guiding steering group	Incorporating changes into the culture
Involving the target group	Involving the target group	Planning & Resourcing

If we think about the stages which are the most critical from the change management perspective, we should choose the ones which we have biggest challenges with and which are considered to be most important. Stakeholder management is mentioned in both of these categories. Second step within biggest challenges category is Incorporating changes into the culture which can be linked to the important step of Mitigating the risks of change. 3rd step in most important CM steps category is Involving the target group, but this can be found also from the “best taken care of” – category, so we don’t need to consider it as critical step. 3rd step in biggest challenges was identified to be Planning & Resourcing and based on the open answers it can be linked to all of the important steps, so it should be considered as critical. As a conclusion, all the steps identified in “Steps with biggest challenges” –category should be treated as critical, and those should be the steps I should focus on finding tools and methods to help with.

To understand how the most critical change management steps are located in the project model, I identified the biggest pitfalls per project phase and I placed them to Kemira project Model (figure 17). Communication was repeated to be a problem in almost every phase so I marked it in the bottom of the project model covering all the phases.

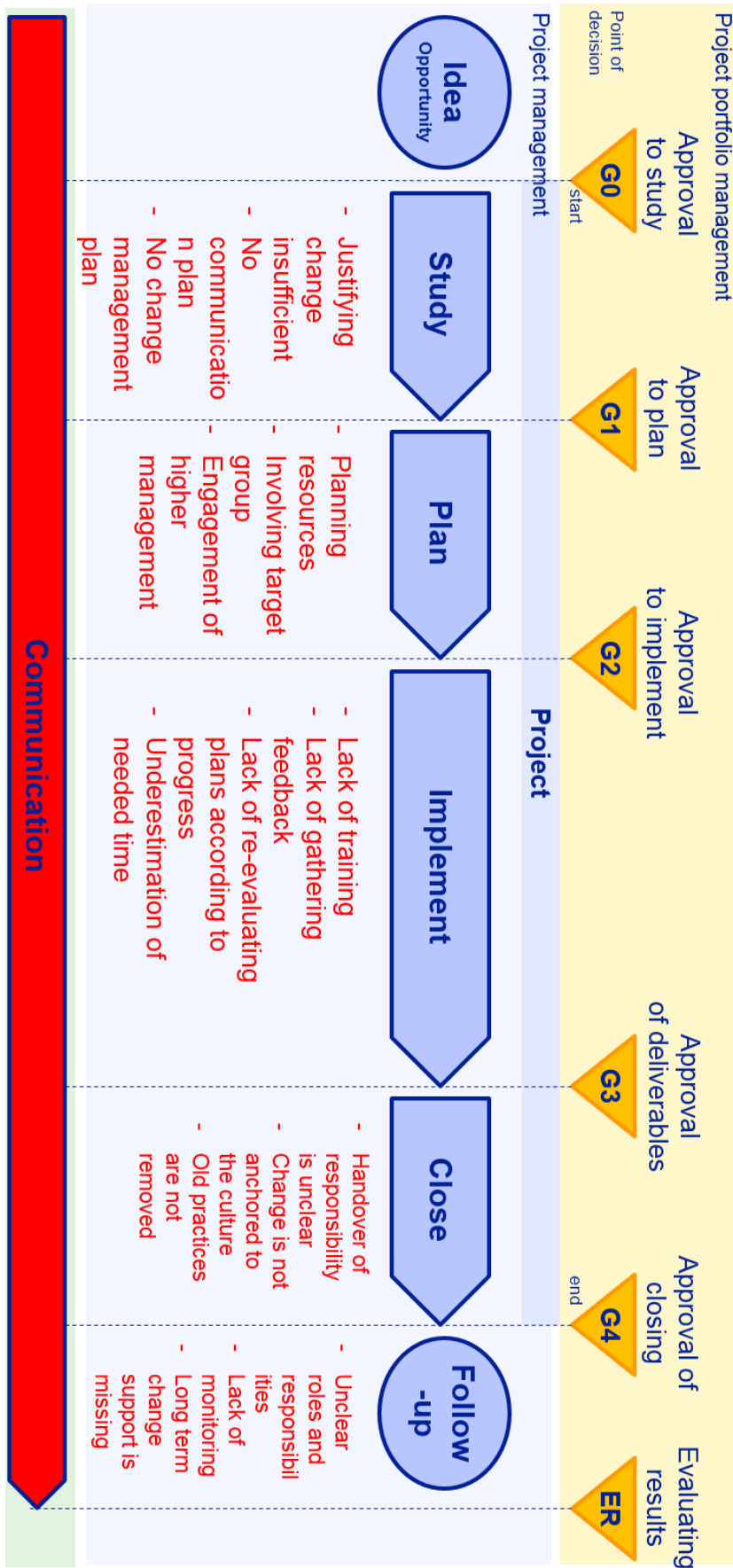


Figure 17. Change management problem areas per project phase

9 Change management model and tools

9.1 Change management model

When writing the theory, I identified the tools for both project- and change management per project phase. When starting to create the solutions for the change management tools for Kemira, I placed the identified change management tools to the Kemira's project model draft to visualize what kind of tools are available per each project phase (figure 18). Selection of the change management tools was based on the theory, the outcome of the questionnaire and the discussions within our minigroup inside the Project Management Community.

When creating the change management model, I made only two additions to the findings in the theory part: I added the kick off meeting and feedback forms to the project implementation stage. I would see that it would be good to repeat the kick off meeting, if the project team has expanded after the planning stage. The goals of this meeting are: setting the goals for the implementation, defining the roles and responsibilities of the project team and engage people to the mission, introducing the project team members to each other, and defining the rules and methods for the project team.

Feedback forms are not mentioned in any of the sources I used, but I see them as a useful tool to gather the information during different steps of the project for example during and after piloting, trainings and implementing. From the feedback forms the trainer may identify the need of repeating the training or the need of extra training if it is identified, that some of the areas were not covered with the first training. Feedback forms are also a way to show the target group that their opinion matters and also a method to involve them.

Some of the tools in the model are used both in the project- and change management purposes, but in general I tried to filter out the clear project management tools from the model. The outcome was the change management model combined to project model.

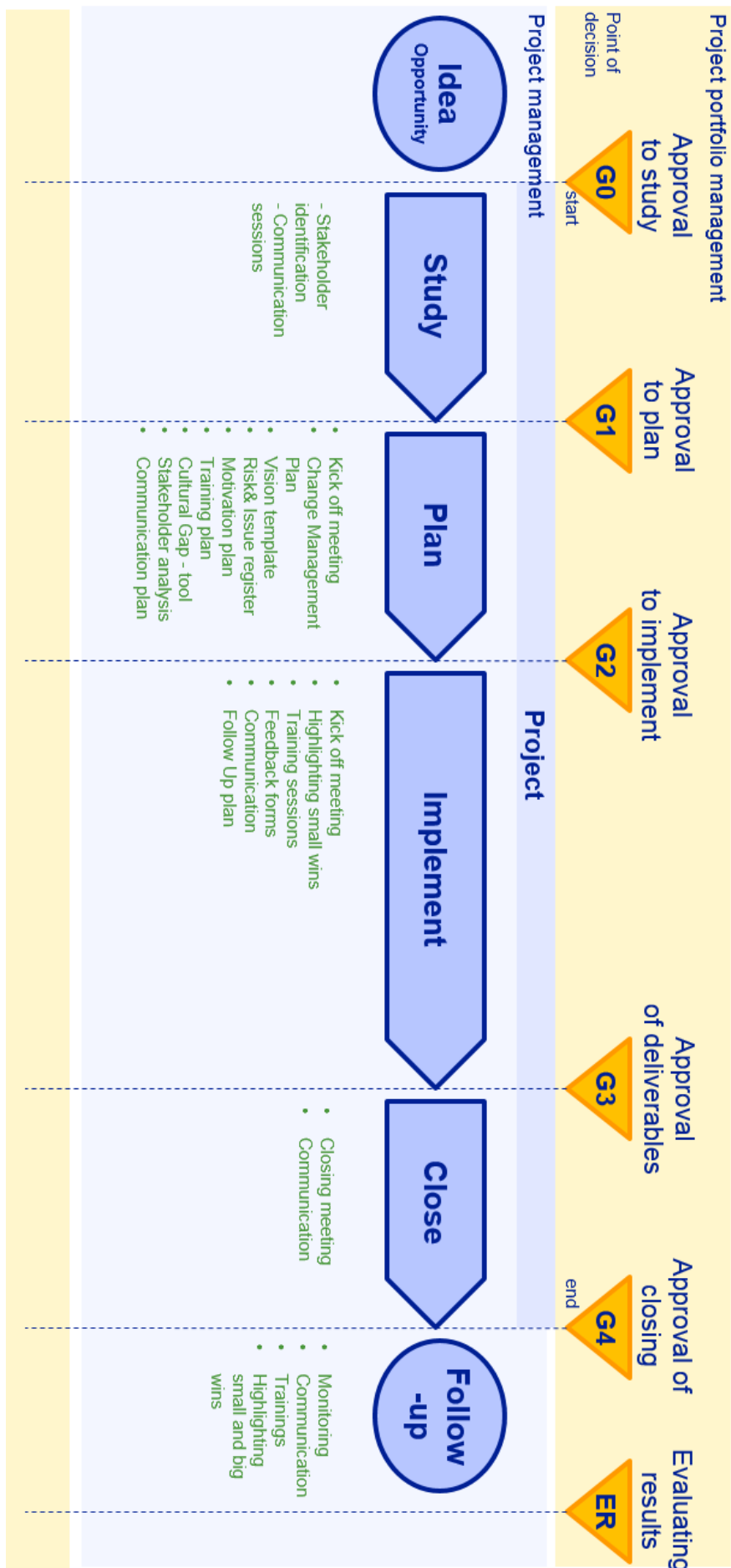


Figure 18. Change management model combined with project model

9.2 Templates for change management

Within our minigroup of change management and communication, we identified the tools which we wanted to have a separate template for. The decisions were made based on the results from the questionnaire, but also based on the outcome we received from other two minigroups of the Project Management Community. We compared the information from figure 18 to the information from the other minigroups and their focus areas, and chose our focus areas differently to make sure that the community work overall would cover as many different angles as possible. More detailed description for each change management tool or method was given to the Project Management Community (appendix 5).

As the communications in general was treated as part of the change management, we identified the need of templates for stakeholder analysis and feedback forms from the communications perspective. As we had agreed earlier, communications department representative took care of the clear communications side of our group work, so I didn't focus on creating these templates. From the change management perspective we identified the need of creating the templates for vision and training plan.

9.2.1 Vision template

As Derwent Cooke is stating (2009, 4) "the key to successful change is to understand the WIFM factor (What is in it for me?)". To be able to make this happen, project managers need to be able to explain the vision to the different target groups in their own language.

The vision template was created based on the Lanning, Roiha and Salminen's model (1999, 93) and the discussions between our mini group members. The vision template (figure 19) includes the high level vision, target group, vision in practice for the target group, goals for the target group, and responsible person to communicate the vision in practice for the target group.

High level vision	Target group	Vision in practice	Goals for the target group	Responsible person

Steps	Actions
1. High level vision	High level vision of the change. Every change project should have one big vision where the project is aiming. High level vision can be splitted in to smaller parts and have different meaning to different target groups. (e.g High level: Low inventory levels-> splitted high level: decreased stock levels.)
2. Target Group	Define target group of the message. Each project can include several different target groups and the impact can be different for each of them. (e.g production)
3. Vision in practice	List practical examples what the vision means to the target group in practice. (e.g. keeping the stock circulation at level X.)
4. Goals of the target group	Describe the actions needed to achieve the desired future state in practice. (e.g implementing new way of producing goods on demand instead of to the stock.)
5. Responsible person	Name the responsible person who are communicating the vision to the target group. (E.g plant manager or foreman)

Figure 19. Vision template

As identified earlier, the communication is the basis for the change management, and there is not many actions related to the change management, which wouldn't be linked to the communication. Also the vision template can be understood as one tool for the efficient communication of change. The main aim of the vision template is to ensure, that the project manager is able to explain the vision of change to all the identified target groups in their own context. It is seen as needed, because many times this stage of communication is forgotten or is not done in a way that target group would understand the message in the same way. With this tool, the high level vision is cut into smaller parts in very practical level. The vision template should support one of the identified problem areas within change management being "Incorporating changes into the culture".

9.2.2 Training plan

The training plan template was also created based on the theory (Lanning & al. 1999, 280-286) and the discussions between our mini group members. The template includes the target group, training, content of training, goal of the training, responsible person to create the content and materials, project phase when training should take place, dates for the training, trainer, and place of the training (figure 20). As the trainings are one form of spreading the message of new ways of working, this tool is also serving the purposes of communication.

kemira

Training plan
Project name

Target group	Training	Content of Training	Goal of the training	Responsible person of creating the content and materials	Project phase	Date(s)	Trainer	Place

Steps	Actions
1. Target group	Define target group of the training. Each project can include several different target groups and the needs of training varies.
2. Training	Name of the training.
3. Content of training	Description of the training, what it will include.
4. Goal of the training	Aim of the training. What extra value this training will bring to the trainees.
5. Responsible person of creating the content and materials	Name the responsible person who is creating the content of the training and preparing the needed materials for the training.
6. Project phase	Name the project phase when the training should take place
7. Date (s)	Define the actual training dates.
8. Trainer	Name the responsible person of giving the actual training.
9. Place	Name the place where the training should be held.

Figure 20. Training plan template

With the training plan, the aim is to make sure that all the needs of different kind of trainings are identified in the planning stage of the project. It needs to be remembered, that the target group of the training is not always the same as the target group of the change. It can be identified that for example in international projects, the project group needs cultural training before the implementation to make sure that they understand the cultural aspects of the involved target groups.

10 Conclusions and next steps

In this chapter, I will evaluate the outcome of the development study and the benefits of the study to the sponsor company Kemira Oyj. I will also describe the proposed future steps.

10.1 Reaching the targets of the development study

The goals of this development study were:

- 1) identify the most critical project stages from change management perspective
- 2) create a change management model including the tools and link it with project model
- 3) create the tools to overcome the challenges in the most critical project stages and in that way help the project implementation.

The first goal was reached. Most critical steps inside the project stages were identified with the survey made to the target group. However, the survey didn't give the direct answer on the question which was the most critical project phase. The most critical change management steps inside the project stages were identified and presented to the company. Based on the outcome, Kemira decided where they wanted to focus on.

We need to remember, that the size of the sample group was small; 8 out of 14 responded. Survey could have provided different answers if the questionnaire would have been sent to all the people who are involved with projects. Also if the questionnaire would have been replaced with in -depth interviews, the findings could be different. However, as the main purpose of this development study was not the answers from the questionnaire, I would not change the information gathering form if I would repeat this survey.

For the second goal, the outcome was created based on the results of the survey and based on theory. Tools and methods were identified from the theories and they were merged with Kemira project model.

Third goal was also reached. Based on the findings from the questionnaire, the most critical tools were chosen. The selection of the tools was taking into consideration the outcome from the work of other minigroups inside the Project Management Community. We chose the tools, that most likely are not parallel with pure project management tools and would serve best the purposes of the change management. After choosing the most critical tools the templates were created. The templates were presented to the Project Management Community via online meeting. The presentation was sent to the community members in advance, so that they had time to familiarize themselves with the proposed solutions and send questions before the meeting. During the meeting they had possibility to ask questions and discuss about the templates. Also the template includes the description and user manual for the template, describing also the benefits of the usage.

However, I cannot be sure of the suitability of the chosen tools, before the project managers are applying these tools in the real project environment. If I would have had the chance, I would have used more time for testing the templates with community members. The introduction to the wider audience will be made after the community work will be finalized later on during the autumn 2014.

Quantitative survey's main aim was to support the development study, by giving valuable background information about the current status of change management inside the company. From the survey I could find answers only to the first research question: What are the stages in projects which are most critical in the change management perspective at Kemira? Answers to the sub questions were to be identified from the existing theories of the change management and the project management, with the support from the answers of the survey. Survey's second aim was to involve the target group to the creation of the tools for their own use. Involvement of the target group is one of the main elements of the action research.

10.2 Feedback from the end- users of the change model

The feedback was gathered mainly from the members of the Project Management Community. They had possibility to give feedback during the online meeting, but also via e-mail. The sample group for the survey included also other people than community members, so not all the respondents had the chance to comment the outcome of the development study directly to the researcher. I would have liked to have a face to face workshop regarding the outcome of the change management proposals, to gather more detailed feedback and also the improvement ideas. However, this would have been difficult to arrange due to the different locations of the team members.

Feedback from the community members was very positive. Our minigroup received only one contact via e-mail before the online meeting, other comments were given during the online meeting. The training plan template was quite self-explanatory and did not raise many comments, questions or concerns during the online meeting or via e-mail.

The vision template instead raised the interest of the community members and there was more discussion related to it. We received questions related to the vision template before online meeting via e-mail. The comments were saying that it sounds interesting, but from the materials it was not so easy to understand the use of this tool. I believe that the vision template raised so many questions because this template is something totally new, and Project Management Community members did not have any previous experience of such a tool.

When we described the use of the vision template with examples, it became clearer to the members of the community how it could be used. The vision template was seen as very useful tool to make sure that the communication of vision is getting the needed attention. The community members agreed, that currently the communication of the vision seems to be very often forgotten and this tool could be helpful when communicating the change. Sometimes it seems that the vision can be unclear even to the project management. Based on the feedback received from the community

members, I made some changes to the template to make it easier to understand how it is meant to be used.

10.3 Next steps

Community work will continue in the autumn 2014. After the summer break minigroups will start harmonizing their proposals and create the project management manual. During this development study, the aim was to focus on most critical change management stages, and create tools to support those stages. However, during the study I identified a lot of other tools and methods which can be also useful to the company. I listed the tools and created the change management model, which can be the basis for future development work.

The results from this survey can support also the proposals of the other minigroups inside the Project Management Community. Once the proposals from all three minigroups have been gathered together and harmonized into project manual, it would be good to review the change management proposals and see which areas are still left uncovered and continue creating the tools and methods also for those stages. I believe that once the manual is ready, it is easier for the project managers to follow the harmonized tools in their projects, when they don't need to start from the scratch with each project.

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Cover letter

Dear Recipient,

You have been selected to participate this survey due to your valuable experience in projects.

The purpose of this survey is to identify more clearly which of the project interphases need more attention from the change management perspective in Kemira's future project model.

Your participation is important, this way we can further develop our way of working. We hope that you express your opinions openly. Answering takes about 20 minutes and all respondents will remain anonymous. You can enter the survey from the link below. Please respond by Mar.6th, 2014.

<https://www.webropolsurveys.com/S/43800303CFF78C06.par>

If you have any questions regarding the questionnaire, please contact nina.manty@kemira.com

Thank you in advance.

Best Regards,

Nina Mänty

International Business Management Master's student
HAAGA-HELIA University of Applied Sciences

Questionnaire

Change Management for Project Model

The purpose of this survey is to identify more clearly which of the project interphases need more attention from the change management perspective in Kemira's future project model. Main goal of this survey is to make change management elements part of the project model. In practice it aims to combine the project management- and change management elements into one model.

Change management in this study is considered as "an approach to transitioning individuals, teams, and organizations to a desired future state including the involvement of the people affected by the changes. It is the process, tools and techniques to manage the people-side of change to achieve the required business outcome."

1. How many projects you have participated during past 2 years? *

- ☐ 0
- ☐ 1-3
- ☐ 4-6
- ☐ 7-10
- ☐ More than 10

2. What has been your typical role in these projects? *

- ☐ project manager
- ☐ project coordinator
- ☐ project assistant
- ☐ specialist
- ☐ subject matter expert

3. Have the projects included change management elements? *

- ☐ Yes

☐ No

4. If your projects have included change management elements please give short example what they were? *



5. Are you using any change management model? *

☐ Yes

☐ No

6. If you are using some change management model please give short description of the model and benefits of using it. *



7. What are three **most important** change management steps from project management perspective? If you can't find a suitable option from the list below, you can create your own option. *

- ☐ Justifying the change
- ☐ Creating the guiding steering group
- ☐ Creating the vision of change
- ☐ Creating the strategy

- ☐ Mitigating the risks of change
- ☐ Communicating the visio
- ☐ Defining the target group
- ☐ Involving the target group
- ☐ Stakeholder management
- ☐ Removing obstacles
- ☐ Handling the change resistance
- ☐ Creating short term wins
- ☐ Incorporating changes into the culture
- ☐ Getting rid of the old processes
- ☐ Anchoring the changes into the corporate culture
- ☐ Something else:
- ☐ Something else:
- ☐ Something else:
- ☐ Something else:

8. Please explain why?



9. What are three change management steps that are **typically best taken care of** in Kemira projects? If you can't find a suitable option from the list below, you can create your own option. *

- ☐ Justifying the change
- ☐ Creating the guiding steering group
- ☐ Creating the vision of change
- ☐ Creating the strategy
- ☐ Mitigating the risks of change
- ☐ Communicating the visio
- ☐ Defining the target group
- ☐ Involving the target group

- ☐ Stakeholder management
- ☐ Removing obstacles
- ☐ Handling the change resistance
- ☐ Creating short term wins
- ☐ Incorporating changes into the culture
- ☐ Getting rid of the old processes
- ☐ Anchoring the changes in to the corporate culture
- ☐ Something else:
- ☐ Something else:
- ☐ Something else:

10. Please give short examples of the chosen 3 steps in practice: *

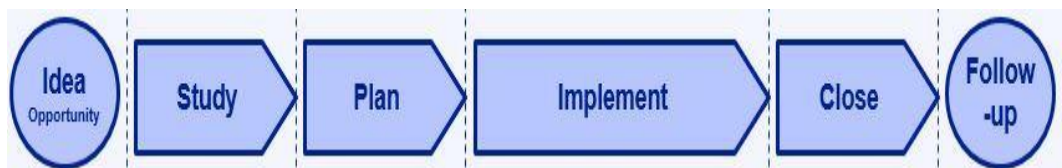
11. What are three **biggest challenges** of change management in Kemira projects?
If you can't find a suitable option from the list below, you can create your own option. *

- ☐ Justifying the change
- ☐ Creating the guiding steering group
- ☐ Creating the vision of change
- ☐ Creating the strategy
- ☐ Mitigating the risks of change
- ☐ Communicating the visio
- ☐ Defining the target group
- ☐ Involving the target group
- ☐ Stakeholder management
- ☐ Removing obstacles
- ☐ Handling the change resistance
- ☐ Creating short term wins
- ☐ Incorporating changes into the culture

- ☐ Getting rid of the old processes
- ☐ Anchoring the changes into the corporate culture
- ☐ Something else:
- ☐ Something else:
- ☐ Something else:

12. Please give short examples of the chosen 3 challenges in practice *

Following questions 13-17 will focus on different projects steps illustrated in the picture below, starting from project study and ending to follow up.



13. Project study (= shall we do it?) *

a. What is the biggest pitfall from the change management perspective at the study-stage?

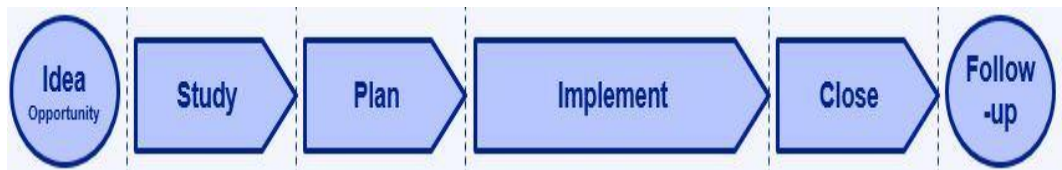
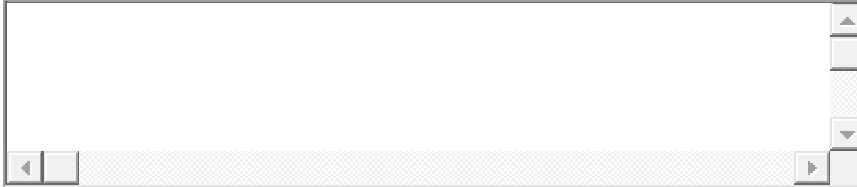
b. How do you think this could be prevented?

14. Project planning (=how are we going to do it?) *

a. What is the biggest pitfall from the change management perspective at the planning -stage?



b. How do you think this could be prevented?

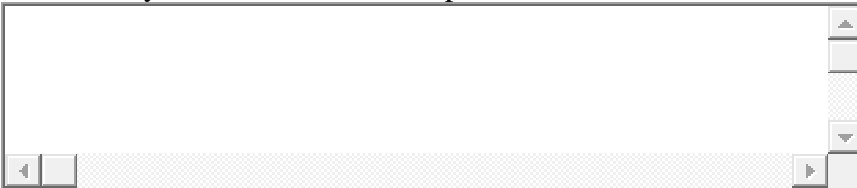


15. Project Implementation (= How are we progressing?) *

a. What is the biggest pitfall from the change management perspective at the implementing -stage of a project?



b. How do you think this could be prevented?



16. Project closure (= is everything ready?) *

a. What is the biggest pitfall from the change management perspective at the project closure -stage?



b. How do you think this could be prevented?

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17. Project follow up (= is the new way in use?) *

a. What is the biggest pitfall from the change management perspective at the project follow up -stage?

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b. How do you think this could be prevented?

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18. What kind of practical tools/ methods you would recommend to use to make sure the change management is involved? Mention 3 most successful Change Management practices you have been using. *

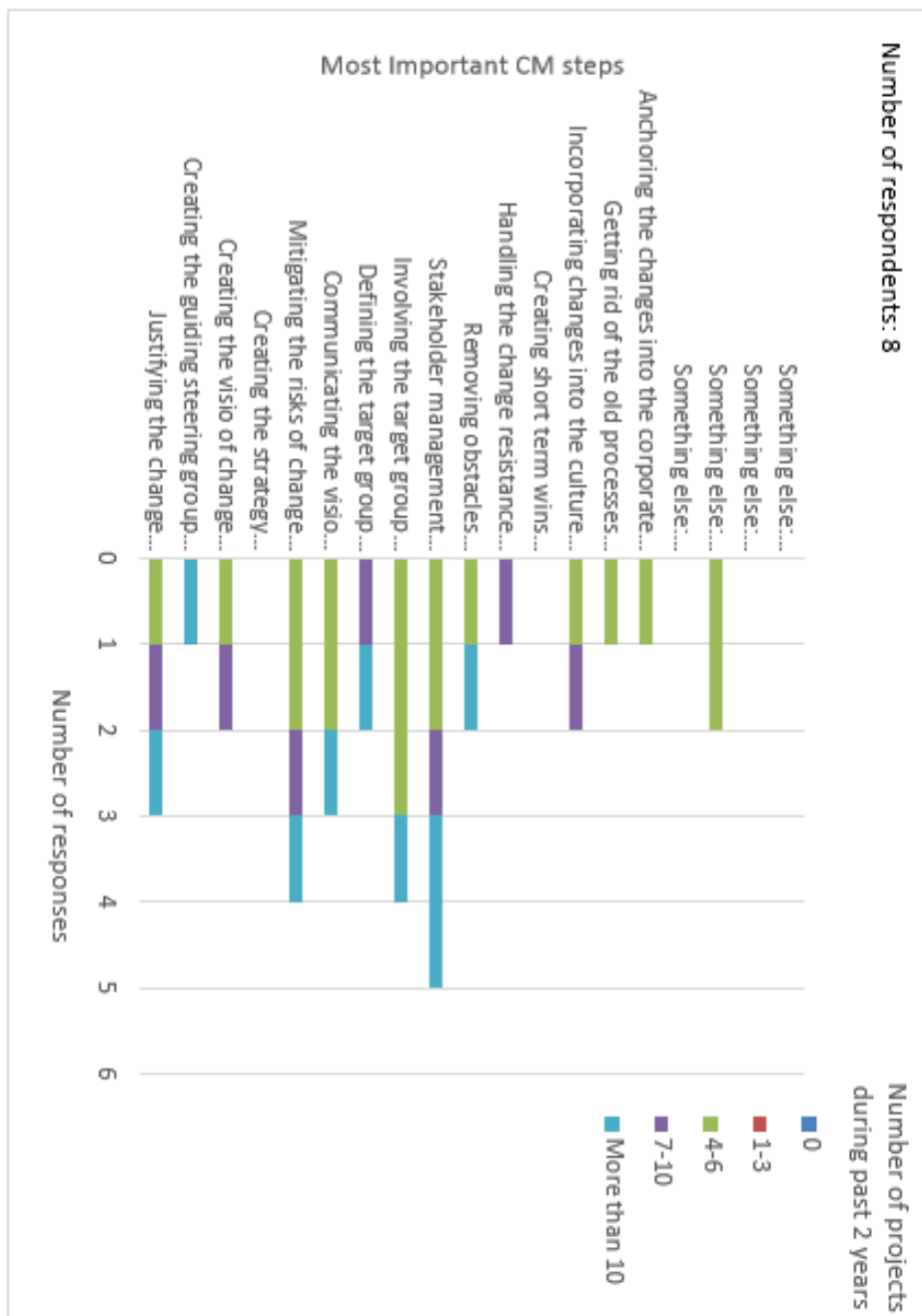
A large rectangular text box with a thin border. On the right side, there are three small square buttons stacked vertically. On the bottom left, there is a small square button with a left-pointing arrow. On the bottom right, there is a small square button with a right-pointing arrow.

19. Other comments or suggestions for change management

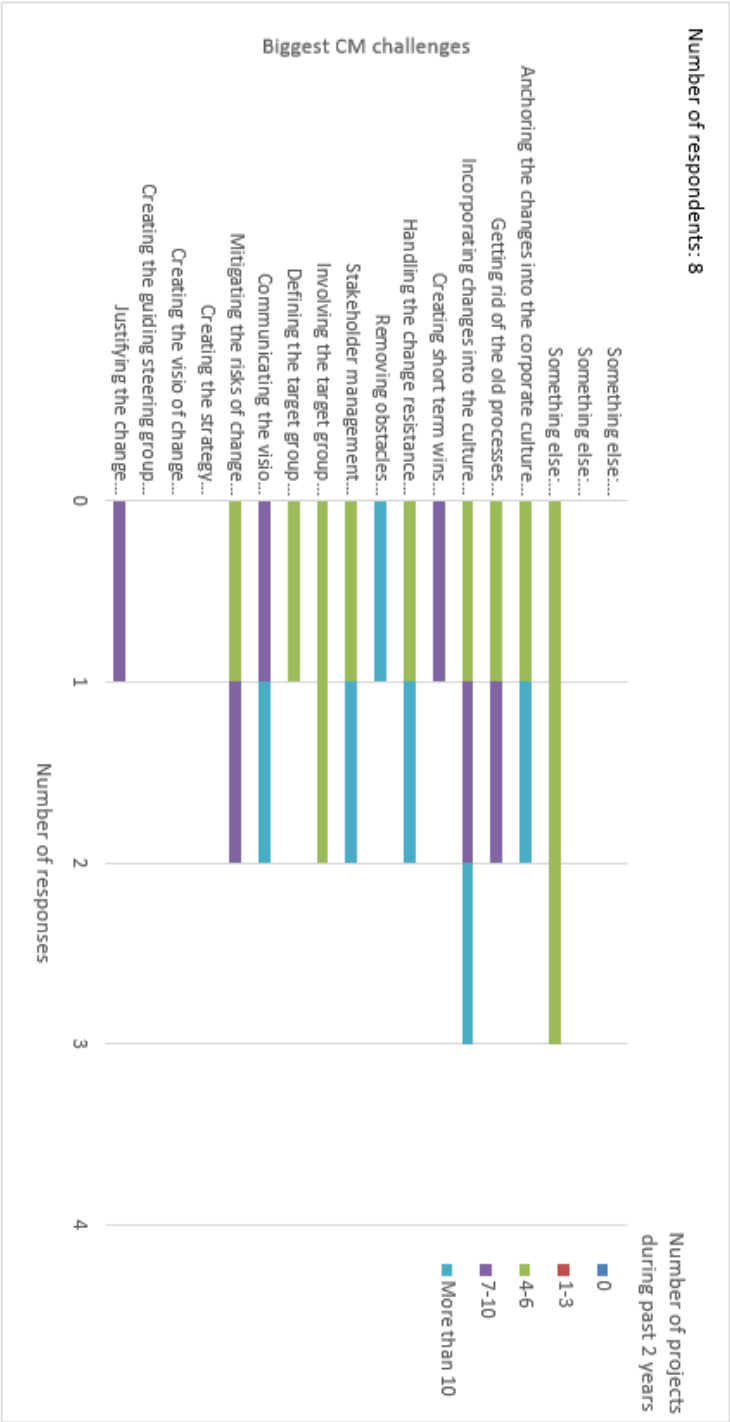


Thank you for your answers!

Cross tabulation for questions 7. and 1. showing the connection between the project experience and chosen most important CM steps.



Cross tabulation for questions 11. and 1. showing the connection between the project experience and chosen most challenging CM steps



Proposed Change Management tools and methods per project phase

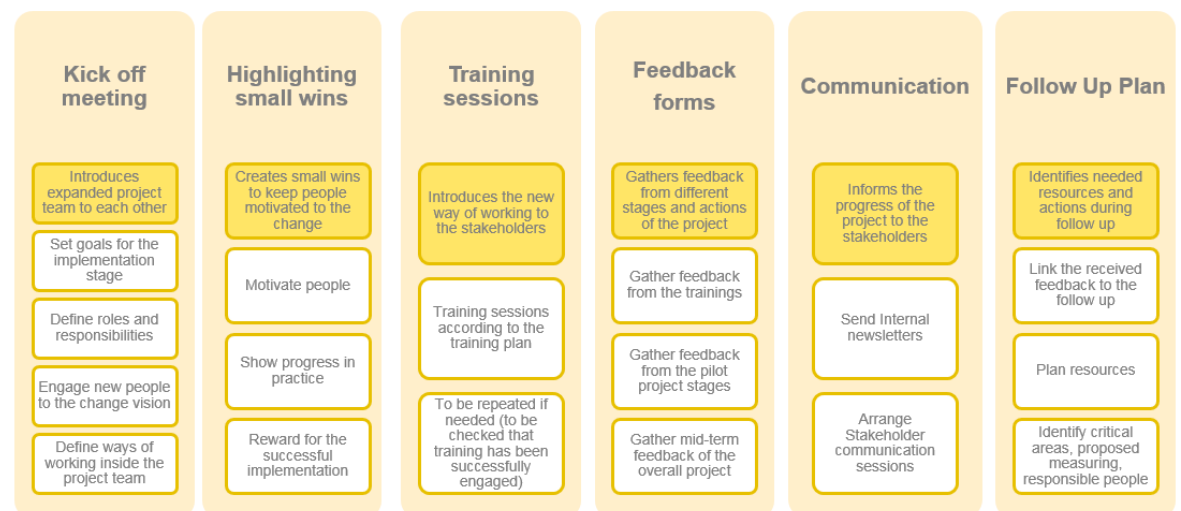
Project Study



Project Planning



Project Implementation



Project Closure



Project Follow Up

