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COMPARING DIRECTORY ASSISTANCE CHANGE TO KOTTER'S EIGHT
STEP MODEL OF COMPANY'S SUCCESSFUL CHANGE ADAPTATION

Master's Thesis 2014

ABSTRACT

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KORTESALO, ESSI Comparing Directory Assistance Change to Kotter's Eight
Step Model of Company's Successful Change Adaptation

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Nowadays, organisations are making lot of changes in their services and inside the organisation. The world is more demanding and change seems to be relevant to every organisation. A few decades ago, it was more stable within organisations, the demand was not as big as these days and strategies were not needed as much.

Change process in directory assistance faces lot of challenges on its way, especially if the way of doing the service is radically changed. That is why the change process has to be handled professionally to get the wanted result – successful change in directory assistance.

The objective of this thesis was to make a small handbook for Fonecta and other directory assistance companies around the world to use, which are considering changing their service. The research problem sought to investigate the way the change process was done at Fonecta. The research question to be answered was: How well has Fonecta succeeded in making strategic changes in their directory assistance? John Kotter's theory of eight steps of successful change is used as a basis in this research. This theory was chosen due to its importance in the business world.

The research method was the interview. Interviews were chosen in order to get comprehensive answers to questions. Also the possibility to ask extra questions was relevant when choosing the research method.

As a result of this thesis, development ideas were provided to Fonecta for future use when continuing the change process in directory assistance. Also a handbook summarising the strategies and ideas that were found in this thesis was made.

The most dangerous phrase in the language is: "We've always done it this way."

-Grace Hopper-

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1 INTRODUCTION

1.1 Motivation for the study

This thesis was undertaken for a company called Fonecta, where the author was working during the change process. Fonecta is a Finnish directory assistance company. The author has been working in Fonecta altogether for ten years in different positions, so the author has very strong background of the directory assistance business. During the change process, the author worked as a group leader in 020202-customer service, which was her position for five years.

This study is done due to the changes Fonecta has made in their 020202-customer service strategy during the last years. The change of the service started in 2008 and has continued since then. The focus has changed from giving numbers to giving better customer service. Before it was enough that customer got the right number, these days it is more important to give the best customer service to the customer. Changes in service have needed to be made fast because of the economic situations in Finland and in Fonecta.

What kind of changes has been made? How successful these changes have been? These are the matters discussed in this thesis. The biggest change has been changing the service to be more customers oriented. The aim is to find the answer to customers' question, no matter what the question was. Basically 020202 does and searches anything that is possible to do on the Internet. The scale of the services has increased and there will be more services to handle in the future. Most of the services are done via Internet at the moment.

Technical knowledge is the challenge that Fonecta has faced among their customer service agents. When everything is done in the Internet or with the new programs, it is very challenging to teach the similar skills to every customer service agent. The problem is the speed how the service is changing and how to get employees behind it. Sometimes the problem is in the learning of the new things, sometimes accepting the changes. Technical problems are also coming ahead when planning new services. To provide customers with the best possible service and to surprise the customer, new software and pro-

grams need to be made. One example of this kind of software, which is totally made to Fonecta's use, is hotel booking software. 020202-directory assistance co-operates with most of the hotels in Finland to book rooms for their customers.

The purpose of this thesis is to gather the history of change in one cover and evaluate the way the change process has been carried out. There is studied how the strategy implementation has been carried out at Fonecta during the past six years and how successful it has been. John Kotter's theory of successful change management is used as a basis of evaluation. The author is one of the leaders, who have been leading people towards the change, so understanding better the importance of the change is useful for the author and her colleagues. This thesis will address, what things have been done right in change management and what things still need development. This will provide information to Fonecta to be used later. The change is happening in Fonecta all the time and it will not stop. That is why it is important to keep in mind the good factors in change and remember why those are done and which have been successful.

1.2 The aim, objective and research problem of the study

The main problem in this thesis is to evaluate the change in Fonecta's 020202 directory assistance in the years 2008-2013. The research question to be answered in this thesis is: How well Fonecta has succeeded to make strategic change in their directory assistance? During the past years of recession DA-companies have faced major problems in their services, when the number of customers has been diminishing. This is causing problems to companies and has naturally affected their profits and turnover. Fonecta has made changes in their 020202-service and managed well dealing with those problems. Many companies abroad are interested in what actually has been made at Fonecta, because the turnover has managed to sustain in suitable numbers (Kangaslahti, 2011).

In this research the aspects relating to customer service's strategic change are studied and by doing that achieve a wider understanding of how things have been done. Those changes are compared and evaluated if they have

been sufficient or not, have they done in the right order and what could have been done differently based on the research. As comparison John Kotter's eight step model of change management has been used, step by step. Fonecta finds this research as very interesting, because it gathers the history of change to one cover and gives more information and ideas to changes in the future.

The aim of this study is to research the directory assistance's improvement; that is, how should it be done to be successful. This research gives a good overall view to what needs to be done to gain well-done strategic change in directory assistance. By doing this kind of service changes, directory assistance companies can improve their service. The objective of this research is to provide a handbook for further use in change processes. The handbook can also be shared with other European Directories companies. Many other directory assistance companies are interested in what has been done at Fonecta, that the business is still running well compared to others. For example in other European countries the revenues have diminished close to 20 per cent, when at Fonecta the change has been around 2 per cent (Kangaslahti, 2011). The handbook is made to help other directory assistance companies who are facing similar problems to Fonecta. It is written based on the results reported in this thesis.

2 BACKGROUND COMPANY

2.1 Fonecta

Fonecta is a Finnish directory assistance company, who has services for both businesses and private clients. More than 4 million private customers and 100 000 business customers are using Fonecta's services. (Fonecta, 2013a.) For private clients the service is the call service 020202 and for businesses there are different kind of marketing services and search media's. Fonecta is a part of European Directories, as one of the eight directory assistance business operators in Europe. In Finland Fonecta is the market leader employing around 1000 people in 9 different locations. (Fonecta, 2013a.) "110,000 businesses are using Fonecta's sales enhancement solutions and its comprehensive services are being addressed for information search more than 2.8 million times every day." (Fonecta, 2012.)

Fonecta's aim is to become the best service company in Finland in near future. They have one value in Fonecta and that is trust. Trust means everything in Fonecta. It must show to their customers and it is part of everyday life in workplaces. (Fonecta, 2012.)

2.2 European Directories

Fonecta is part of European Directories. European Directories has the marketing leader position in Finland, Austria, Deutschland, Poland and Gibraltar. They offer marketing services for companies and search services for consumers. Services are offered online, in printed media and in mobile services. They have more than 400 000 company customers and millions of private consumers. Alltogether European Directories employs 2700 people, having its headquarters in Amsterdam, the Netherlands. (Fonet, 2013/1.)

2.3 Triton

The main owner of European Directories is Triton, which is a private holding company. The contract with Triton has been made in December 2012 and their holding in European Directories is 50,1 percent. Triton is focusing their

investments in Germany, Switzerland, Austria and Nordic countries. (Fonet, 2013/1.)

2.4 Services for consumers

Fonecta's aim is to help consumer's life. How is this done? What kind of services does Fonecta have for their consumer's? Contact information that Fonecta has is the most comprehensive in Finland (Fonecta, 2013a). Probably the most known are 020202 and 118 directory assistance, where customers can call to find contact information for companies and private persons. Mobile applications for private consumers that Fonecta (Fonecta, 2013b) has are Fonecta Caller, Fonecta Kuka Soittaa (Fonecta Who Is Calling) and Kenen Auto (Whose Car). In the SMS service the most known number is 16400. That number consumers can use for people and number search and ask vehicle information (Fonecta, 2013d). The online services Fonecta has are Osuma.fi, Fonecta.fi and Finder (Fonecta, 2013a). Last but not least there are telephone directories and yellow pages for consumers (Fonecta, 2013e).

2.5 Services for companies

Fonecta has many service options for businesses to improve and measure their business actions. Those focus mainly on enhancing companies' websites, marketing and online visibility. The main goal is to grow a company's visibility for their already existing and potential customers. By doing this, the aim is to get new customers and make them stay, which directly improves a company's turnover. (Fonecta, 2013a.)

2.6 020202 Service

The 020202 Service is helping people in their everyday life and routines. Anything customers need, 020202 Service is helping. Customers can request contact information, opening hours for businesses and organisations, timetables, vehicle and register information, routes and maps to different locations in Finland, different kind of sports reports and basically anything that can be found on the Internet. The 020202 Service is also helping customers by doing various things for them. Booking a hotel room, restaurant table of time for vehicle

inspection are daily routines that are done for customers in 020202 Service. “The average waiting time for service on 020202 is about one second, 24/7, every day of the year. People on the road or off normal services are those who mostly would require this type of assistance.” (Fonecta, 2013c.)

The 020202 Service has been elected four times the best directory service in Finland (Telephone Services 2010, 2011, 2012 and 2013, Taloustutkimus) and in 2010 it was elected Europe’s best Directory Service. Giving the best service to the customers is an ambition to Fonecta. In addition to the 020202 Service, Fonecta has the 118 Directory Services as part of their directory assistance family. (Fonecta, 2013c.)

3 METHODOLOGY

3.1 Research strategy and methods

The author was working at Fonecta since 2003 until the end of the year 2013. When the change started in 2008 the author started to work as a group leader, so she has witnessed the whole change process very close. This is why the author has good knowledge of the change and how it has been made in Fonecta, especially from the group leaders perspective. This is why some information to the research comes also from the author. In this research the author will gather information by interviewing. The research method is qualitative research. The analysis is done comparing results got in the interviews to John Kotter's theory of successful change.

3.1.1 Qualitative method

Usually when doing qualitative research it is not known exactly, what to expect or search. The aim is to find out the special quality of a certain phenomena. The research object is individual to a researcher and he/she searches the idea that makes it meaningful to research. The qualitative method can be described also with measurements and numbers. The aim is to understand the phenomena, explain it, interpret and adapt it. Characterizing and describing the phenomena are typical for the qualitative research method. (Anttila, 2006, p. 275.) In this research the phenomena is the strategic change in 020202 service and how it has been made.

In a qualitative research the researcher needs to be interested in the topic to be researched. The way of living, profession and earlier life history are affecting when choosing the perspective. It is usual in a qualitative research that the researchers choose the topic based on their earlier history and experiences. (Anttila, 2006, p. 276.) This research is done for the company where the author worked when the change started, so the author was into the topic very much. Developing the company and its strategy interests the author, so this topic is very useful. The author has been part of the process since it started, so she has good knowledge about things done at least from a group leader perspective.

3.1.2 Interviews

The main data collection method in this research is interviewing. Interviewing is the most common way to collect data in Finland (Eskola & Suoranta, 2003, p. 85). In qualitative research the number of answers is not the main thing, more important is to consider the case, how many answers is needed to get enough information (Eskola & Suoranta, 2003, p. 62). The main idea in interview is to find out what the person who is interviewed has on his/her mind. It is a conversation led by the interviewer, who presents questions to the person interviewed (Eskola & Suoranta, 2003, p. 85). Metsämuuronen (2001, p. 40) reminds that interviews must always be confidential. The interviewee and the interviewer must trust each other that everything said in the interview is confidential.

This study is made by interviews because it gives the interviewee better possibilities to ask deeper questions and fulfill the answers. Also getting answers is easier in this kind of study by interviewing. Interviews also control that everyone is answering asked questions (Metsämuuronen, 2001, p. 40).

Alasuutari (2011, pp. 40-47) speaks about perceiving matters and solutions to an enigma, which go hand in hand. According to him, qualitative research gives a lot of data, from where there can be seen similarities and expectations. Similarities give "backbone" themes, which are repeated in many answers. Expectations give leads about why some matter is how it is or what makes it understandable. Solutions to enigma are the second phase in analysing the data. In qualitative research this means interpretations about researched topic. There are given meanings to matters researched.

The aim in the interviews was to gather information from different employment levels of the change. All together 14 persons who are all working in Fonecta were interviewed based on their work responsibilities. They were sent invitations to take part in this research in advance and when they agreed, the time schedule for the interviews was made. The interviewed included customer service agents, group leaders and management. At the point of the interviews Fonecta had three different directory assistance service centres, which were located in Kouvola, Pori and Turku. The headquarters is located in Helsinki.

The people interviewed were from all of three service centers and headquarters. Customer service agents were interviewed six and group leaders also six. Two people were interviewed from the top management. People were sent the themes of the interview in advance, but not the questions. Some people asked the questions in advance, but due to the authenticity of the situation and interview the questions were not sent in advance. Invitations can be found in the appendices. They were sent in Finnish but they are translated into English in appendices.

The interviews took place during the work time that interviewee had the possibility to concentrate on interview. Interviews were made in Finnish. They were done via Skype online and recorded. Time period for interviews was 19.11.-4.12.2013. All together there were 9 hours 25 minutes recorded material from the interviews. All interviews were transcribed by the author and transcribed material became 115 pages. Transcribing took more than 36 hours to do. The frame of the interviews was planned in advance and questions were made based on John Kotter's theory of eight steps of change. There were different questions to customer service agents, group leaders and management, but all the questions followed the same frame. The interviewer asked extra questions during the interview if needed. The questions of interviews can be seen in the appendices.

4 STRATEGY AND STRATEGY MANAGEMENT

4.1 Strategy

Lot of information of the strategy and its importance can be found in different sources. When the author started to look for information the most difficult was to select the most important articles and sources for the topic. While reading through the sources the author found out that many of the authors write same about implementation of the strategy but just different way. According to Juuti and Luoma (2009, p. 25) every year there are released more than ten thousand books or articles which are dealing strategy.

According to Davies (2000) strategy itself comes from a Greek word *strategos*, meaning general. Business life it means company's plan to achieve their goals and objectives; what is needed to do to achieve them. Also the use of the needed resources is under the strategy: what resources are used and how to gain them.

Kamensky (2000, p.16) gives word "strategos" a different meaning – ability to lead the war. In war history strategy has been defined the way to win the war. This makes sense also in a business world, businesses need to make a "war plan" to beat their competitors in their business war. According to Kamensky the main thing that combines all strategy theories is the competition. If there was no competition between businesses, there wouldn't be need for strategies.

Juuti and Luoma (2009, p. 24) remind that nowadays organisations have different kind of strategies, not just one. Organisation can have for example corporate strategy, marketing strategy and business strategy. In business life no one can miss strategies because those can be seen everywhere (Juuti & Luoma, 2009, p. 25). Juuti and Luoma (2009, p. 279) are defining "Strategy is the thing that organisation wants, does and speaks. Strategic management is achieving that will, doing and speaking".

4.2 Strategy planning

Getz and Lee (2011) are talking about the importance of setting the company strategy. According to them it is the most important thing to do when being an organization leader. Usually there are a lot of times used to plan the strategy and to find the most suitable strategy implementation plan but still many organizations fail to do their strategy. According to Getz and Lee (2011) there is not the same amount of time and resources used to implement the strategy used as it was used to plan it. Usually also well-organized management process has been missing in those cases and that is why the strategy implementation fails. In their article they present four reasons, why the strategy is not working. They also introduce "The three pillars of effective strategy execution" where they present three things for companies to use when getting through their strategy implementation. (Getz and Lee, 2011.)

According to Kotter 70% of the organizations major change efforts fail. He is pressuring the importance of the holistic approach when looking the change through. He has made "The 8-Step Process for Leading Change" and presents it step by step in his own website. This model is widely used and many organizations have been adopting it no matter the culture or location. According to Kotter by following the change model organizations will manage their change and adapt it. (Kotter International, 2011.)

Raps (2005) says that only 10-30 percent of the companies intended strategies succeed. He sees strategy implementation as " - a challenge that demands patience, stamina and energy from the involved managers." According to Raps strategy implementation seems to be very insurmountable for many companies. He also mentions that most of the time is used to plan the strategy, whereas there should be used 50:50 proportion to each part; strategy planning and its implementation.

Kotter (2009, pp. 6-7) reminds that the willingness to change does not come from failures. It comes from the idea that there are lots of opportunities in the world, but understanding also the threats and risks. This kind of phenomena is rare, but it is needed, because the world is constantly changing.

Hamel and Prahalad (2006, p. 47) are recommending thinking following questions when reforming an organisations strategy: Who are our customers, customer channels and competitors today? What about in the future? What is our competitive advantage today? What about after 5-10 years? What is our speciality now and in the future? These questions need to be kept in mind all the time in the corporate management, otherwise organisations will not keep their leading positions in the market.

4.3 Strategic management

Santalainen (2009, p. 15) states that the concept of strategic management became in 1980's when the Strategic Management Society was established. It is a society that combines the managers and consults. Same time Michael Porter wrote his book about competition strategies. During the 1990's organisations started to think more about how to implement their strategies. This was the time of the balanced scorecards to become (Santalainen, 2009, p. 16). Strategic thinking is a concept of 2000 century. It has combined the ideas, concepts and methods used in earlier centuries (Santalainen, 2009, p. 17).

Hamel is discussing about reforming the management and reasons to renew the management in organisations. According to Hamel (2007, p. 24) there must become new perspectives to thinking and old confrontations in management. He is stating that sometimes modern business management can waste the resources of their employees. According to Hamel all employees has ideas and innovations, which management should listen to. If management and organisation does not understand this, they might loose their adaptability. (Hamel, 2007.)

These days' organisations must be able to be adaptable and operationally efficient. To cope with all challenges organisations must find new ways to manage and organise businesses. Innovations must be taken into action as fast as possible. Change is constant and organisations must follow trends in development. Competitors must be taken care of by getting employees to give their best in all the work they are doing. (Hamel, 2007, p. 27.)

Hamel (2007, p. 59) has listed three main challenges in management:

1. The significant acceleration of strategic reformation of both large and small organizations innovation is essential.
2. Innovation must be part of all employees daily job description.
3. The working atmosphere is everywhere reformed in such a way that employees can give their best.

4.4 Strategy and different world views

Juuti & Luoma (2009, p. 260) present three different worldviews for strategy. When planning a strategy for an organization, strategy planners should perceive the strategy through all these three worldviews. All three should be limited and used for strategy (2009, p. 256). Next those three worldviews are presented by the angles, who is the strategy planner, what kind of process is the strategy process, what is the goal in strategy and what is the most crucial in strategy work. (Juuti and Luoma, 2009.)

4.4.1 Rational worldview

This worldview emphasises the role of the management. Personnel is not taking part of the strategy planning, only if asked. The way to lead the process is formal, differentiating the planning and action. The goal is to find the most logical way to act. The most crucial matter is to create the most logical and analytical models and methods for action. (Juuti and Luoma, 2009, p. 260.)

4.4.2 Complex worldview

In complex worldview everyone in the organisation is the strategy planner. There is no special process for planning and action, they are combined. The goal is to get everyone in the inspirational and creative flow. The most crucial in strategy work is to examine the operators and their relations to each others. Also recognising and changing the levels of the emotions is important. (Juuti and Luoma, 2009, p. 260.)

4.4.3 Postmodern worldview

Postmodern worldview emphasises the interaction between the customer and the organisation. Strategy is in all the actions that are done and the goal is to create experiences and identities to customers. The most crucial matter is to have constant dialog between customers, management and personnel. (Juuti and Luoma, 2009, p. 260.)

4.5 Five levels in strategy management

Juuti & Luoma (2009, p. 274) present five different levels in which organisation can be in strategy management. Those levels can be seen as stairs that organisation need to go step by step up to complete the highest levels. In some organisations it can be possible that in some matters they are in some level and in other matters in other level. It is not said that whole organisation is in one level. However the stage where the organisation is mainly in strategic implementation and management, defines the level organisation is when considering the right level (2009, p.275). Those levels are presented next and those are word by word taken from the book, so that they don't loose their consequence. (Juuti and Luoma, 2009.)

Level 0

"The organisation does not have a written form of the planned strategy, and leadership makes operational planning under the heading of strategic management. The strategy, if any, is generated by management in their mind and is not called a strategy. 'The strategy' is not communicated or part of the discussion." (Juuti and Luoma, 2009, p. 274.)

Level 1

"The strategy is developed in organisation. Strategy, design and implementation are separated from each others. In developing and planning a strategy and its implementation the process is rather systematic. Preparation of the strategy will focus on a few well-known strategy tools." (Juuti and Luoma, 2009, p. 274.)

Level 2

"Management of the organization is having a continuous strategic dialogue with each other and strives to implement the strategy drawn up by communicating strategy to employees. Management uses a number of tools for strategic advantage." (Juuti and Luoma, 2009, p. 274.)

Level 3

"Management is thinking strategically. The management of the organization selects the right kind of tools for strategy and uses them properly. The management includes the staff to strategy planning and implementation by using suitable means of communication and group work." (Juuti and Luoma, 2009, p. 274.)

Level 4

"In the organization it is recognized that everything affects everything. Management will review the strategic management through complex worldview and is trying to move the organization to continuous creative state "to the edge". Also, a large part of the staff is thinking strategically. The management and staff are having an open dialog with each other, when everyday work events and views of management merge into each other, as well as affect the business operations and strategy." (Juuti and Luoma, 2009, p. 274.)

Level 5

"The organization that has moved "to the edge" focuses on the significant experiences for customers using the virtuality, dramatic ways, chit-chat, etc. Customers' individual experiences are driven by business processes. Thinking, action and emotions combine in a creative way in each situation, inspiring action strategy." (Juuti and Luoma, 2009, p. 274.)

4.6 Hierarchical versus dialogic strategy work

Table 1. The main differences of hierarchical and dialogic strategy work. (Mantere, Suominen and Vaara, 2011, p. 32)

	Hierarchical strategy work	Dialogic strategy work
What the strategy is?	Management's plan that the personnel is following	<p>Many views of the goals and actions of an organisation:</p> <ul style="list-style-type: none"> • Management's strategy • Interpretations stated in the conversations of the management's strategy • Interpretations stated in the conversations of organisation, its different parts and their goals • Unsaid thoughts of what the successful actions of the organisation is based on and how it should be developed • Actions that enable the survival of the organisation in its operational environment
What the strategy work is?	Management's planning that leads to implementation	Everyone taking part of the conversation of the aims of the organisation and its different parts
Who makes the strategy?	Management and specialists	<p>Everyone who takes part of the conversation of the aims of the organisation and its different parts</p> <p>Everyone who process the success of the organisation in its operational environment</p>
Planning and implementation	Planning and implementation has been differentiated to different actors and different times. Management is planning first and then others	<p>There is no difference between planning and implementation. Strategies are living when they are spoken about and they are put into perspective.</p> <p>The perspectives derived from strategies are leading the actions.</p>

	are executing the plan.	
Participation	Management participates others to commit into strategy and diminish the change resistance	<p>Everyone who talks about the aims of the organisation and its different parts, are taking part of producing the strategy.</p> <p>Everyone who influence the success of the organisation in its operational environment, are taking part of producing the strategy.</p>
Resistance	Friction that needs to be won to spread the strategy	<p>Different views through which management's strategies are important.</p> <p>Dialogue that drives forward the dynamics that can produce new ideas.</p>
Problems and challenges	<p>How to find the most functional and best strategy?</p> <p>How to execute the strategy that the management has defined?</p> <p>How to win the change resistance?</p>	<p>How to enable the conversation about the actions and management's strategy between the organisation and its different parts?</p> <p>How to find time and space to productive interaction?</p> <p>How the polyphony can be used to develop the organisation?</p>

In general strategy work is seen as a management's work that the personnel is implementing. During the years the operational environments has been changed and the personnel need to know the reasons behind the changes to get motivated into change. It is not enough that the management just says what to do and no one questions it. Very often in a change process those who

are the closest to the customer interface feel that they know better what the situation is and what the customers want. This has made the management to understand the importance to get the personnel involved in the change process. (Mantere, Suominen & Vaara, 2011, p. 30.)

Mantere, Suominen and Vaara (2011, pp. 29-42) have presented two different ways of strategy work. Those definitions were taken into this thesis to get the different point of view of strategy work. There can be seen hierarchical and dialogic strategy work. The main differences are shown in Table 1.

Hierarchical strategy work is very traditional way of planning and implementing the strategy. Top management plans the strategy, sometimes with the help of outside consults. It derives from the old times when in war the general made the plans to attack, so called strategy. Strategy is described as a plan and actions to win the competitors. In hierarchical strategy work there are two main challenges to beat. The most important challenge is to define the strategies to succeed in the competition. Another is to find the way to implement the strategies that are planned by the top management. The goal is to spread the strategy into the organisation without change. Different kinds of interpretations are seen as a problem and change resistance is seen as an opposition to implement the strategy. Resistance is seen as a friction to spread the achievements. Change resistance is seen to become the ignorance of the personnel, which is why the communication of the strategy is seen very important. Scorecards and project plans are used as methods to get the personnel committed into new strategy. (Mantere, Suominen & Vaara, 2011, pp. 33-35.)

Dialogic strategy work instead emphasises different interpretations of the strategy and organisation's actions. People are interpreting the goals of an organisation based on their professional skills and own understanding of the matters. These interpretations are guiding the actions of people in an organisation. In dialogic strategy work people and top management are equal to define the business and its development. The management's strategy is seen as a one view of the actions that the organisation needs to do, but when people are talking about it based on their own experiences, it gets many faces. All the actions that enables the success of an organisation are seen part of the strat-

egy, no matter those actions were part of the official strategy plan or not. In dialogic strategy work the change resistance is seen as a good thing. There is no strategy without change resistance because due to it the views of the management get meanings. The challenge in dialogic strategy work is to find a place and time for management and its personnel to view and develop the organisation and its actions. (Mantere, Suominen and Vaara, 2011, pp. 36-41)

5 CHANGE MANAGEMENT THEORIES

5.1 Kotter's 8-steps and mistakes in change adaptation

According to John Kotter 70 percent of change efforts in organizations fail. He is pressuring the importance of holistic approach when going through the change. As a result of his investigations Kotter has created eight steps, which he says are the key factors in company's successful change adaptation. (Kotter International, 2011.) According to Kotter (1996, p. 29) the change adaptation is an eight step process which is needed to make in certain order to happen. See Figure 1.



Figure 1. Constant change. According to Kotter change is constant. Company needs to go through certain steps in right order to adapt the change.

Kotter's theory was chosen as a basic theory for this research because it is probably the most well-known theory of successful change adaptation in organisations. In business world this theory is often spoken about when dis-

cussed of change theories. In this thesis Kotter's eight steps are compared to things what has been done in Fonecta to actions, what Kotter is stating that should have been done. Also the right order in actions is crucial, which is also kept in mind when compared the way change has led through in Fonecta.

Of course there exists other change theories, such as Bridges's theory of transitions, but the author chose Kotter's theory because of the famousness, simplicity and easiness to understand it. It was noticeable that Bridges and Kotter have similarities in their theories, but they are talking with different words about them.

5.1.1 Eight mistakes in change adaptation

According to Kotter (1996, pp. 4-14) there are eight mistakes the organisation can make when trying to adapt the change. Those mistakes are gone through next.

The first mistake is to be too satisfied with the current situation. In this kind of situation the necessity of change has not been told to everyone in the organisation and staff is not standing behind the change. It is not enough that most of the leaders understand the necessity; it must be in everyone's knowledge. (Kotter, 1996, pp. 4-14.)

The second mistake the organisation can do, is to have lack of strong guidance team. This means selecting the right people to lead the change. They need to have different kind of backgrounds, knowledge, titles, reputations and relations to succeed. (Kotter, 1996, pp. 4-14.)

The third mistake is to underestimate the organisation's vision. If organisation does not have reasonable vision, the staff does not work together in line and are not motivated to follow the vision. Vision should be described in five minutes so that people in the organisation understand it. If it is not possible, the organisation has problems. (Kotter, 1996, pp. 4-14.)

The fourth mistake according to Kotter is the lack of communicating the vision. In this case organisation does not communicate the vision effectively. Staff

does not understand why something is done and why changes occur. (Kotter, 1996, pp. 4-14.)

The fifth mistake is not removing the obstacles in the way of new vision. In practise this means removing some people away on the way of change if they break the change. This can also mean obstacles in corporational structure if people have too limited job descriptions. (Kotter, 1996, pp. 4-14.)

The sixth mistake is that there are no short-term wins. There must be short-term goals on the way of change and when those goals are achieved, they should be celebrated. Very often in organisations, which change adaptation, does not happen, as it should, the short-term wins has not been achieved or even planned. (Kotter, 1996, pp. 4-14.)

The seventh mistake is that the win is announced too early. It takes three to ten years to adapt the change in the organisations culture. Very often leaders of the change start to celebrate the victory too early, when the first significant changes has been made. It should be kept in mind that if the win is announced too early the change stops and can easily start to regress. (Kotter, 1996, pp. 4-14.)

The last mistake according to Kotter is that organisations do not understand to ingrain the change into their organisational culture. If the change does not remain as a habit in everyday actions, it has not been ingrained to the organisational culture. Culture should always be kept in mind and never forgotten when planning the organisational change. (Kotter, 1996, pp. 4-14.)

5.1.2 Eight steps of successful change adaptation

5.1.2.1 Step 1. Create a sense of urgency

According to Kotter, almost 50 percent of the companies do not pay attention on this matter and their change management fails already at the beginning. It is not clear for the managers to understand, how difficult it is to get people out of their comfort zones. It is important to establish a sense of urgency to get the co-operation needed in the change effort. (Kotter International, 2011.) Creat-

ing a sense of urgency is extremely crucial to get the co-operation work. If people who are working in the organisation do not understand the urgency for a change but work satisfied in the organisation, the change will not occur, as it should (Kotter, 1996, p. 31-32). How to create a sense of urgency? Examples of this could be giving up company's own cottages or airplanes, fixing wrong indicators and rewarding of one's willingness to start change actions. Also moving the headquarters or office to smaller space is a sign of urgency in organisation. (Kotter, 1996, pp. 37-39.)

5.1.2.2 Step 2. Creating the guiding coalition

It is not possible just one person to make the change in a company. That is why it is crucial to create a coalition that has trust on each others sharing the same objective (Kotter International, 2011). What kind of team is a team that functions as a guiding coalition? According to Kotter (1996, p. 51) in this kind of team there are four features:

1. The power based on the position. There must be enough key persons, who have the power to decide on strategic lines and make them happen.
2. Expertise. Views related to the task need to be presented well enough so that reasonable decisions can be done. This means for example different kind of specialities and work experience in the team.
3. Credibility. Team need to have employees who has credibility among other employees. This helps to get the statements through easier.
4. Leadership. There must be enough leaders in a team, who has the professional skills to lead through the change. This last one is the most important of these four features, because it is needed to be able to lead as well as people and matters.

5.1.2.3 Step 3. Developing a change vision

Very often organisations try to command their employees to start the change. However, this is not the right way, unless the leader is extremely strong personality (Kotter, 1996, p. 59). Another way that organisations use is micromanagement, where all the work is defined in detail and monitored. According to Kotter this is not the right way either, but developing a good change

vision is the best way to act. (Kotter, 1996, p. 60.) Clear vision simplifies the decision-making in a company. It also " - - motivates people to take action in the right direction even if the first steps are painful." (Kotter International, 2011.) Third factor in a clear vision is that it helps to coordinate people towards right actions effectively. According to Kotter (2011) an effective vision needs to have six key characteristics: imaginable, desirable, feasible, focused, flexible and communicable. The key rule for creating a vision is: vision must be explained others in five minutes and get them interested in it. If it does not work, there is still to do with the vision. (Kotter, 1996, p. 68.)

5.1.2.4 Step 4. Communicating the vision for buy-In

Talking about the vision all the time in every place makes sure that people in a company know about it. When more and more people are aware of the vision, it is easier to get them understand and accept it. Vision should be seen everywhere, in e-mails, meetings, presentations, all the possible communication channels should be used to bring the vision to everyone's knowledge. (Kotter International, 2011.) The main factors in effective vision communicating are simplicity - message must be clear and simple. Methaphors are effective, they can tell more than words. Vision must be seen in many forums and communication channels. It must be repeated many many times before it will stay in people's minds. Leadership by example is essential; all the key persons must show an example. All conflicts in communicating the vision must be handled and clarified to employees. Communicating in two ways is very effective, not only from the top to bottom. (Kotter, 1996, p. 76.)

5.1.2.5 Step 5. Empowering people and removing barriers

According to Kotter (2011) it is important to unleash people to do their best at their work. Usually in the workplaces there are barriers in work, which are slowing down the change. Those barriers should be removed as well as possible, so the change can occur. (Kotter International, 2011.) What kinds of barriers there are preventing the change to happen? Kotter (1996, pp. 88-98) has listed four barriers:

1. Structures – structures in organisation can sometimes be so old fashioned and authoritarian that employees can not make their work as they want. When giving feedback to the organisation about structures employees are not listened and problem is not seen.
2. Skills – Coaching is the key word when talking about skills. Coaching is given but too little or wrong kind of coaching. Main reasons to this are the price of the coaching or the understanding of the need of coaching does not base on real purposes.
3. Systems – Shortly this means updating human resources systems to the level where the change is wanted. Salary, recruitment and promotions do not support the wanted change.
4. Superiors – if the superior does not believe in vision that organisation has or does not support it, the discussion with that person is the first thing to do. If the discussion does not help, dismissing or moving to other position is an option.

5.1.2.6 Step 6. Generating short-term wins

Short-term wins are important to make visible already in an early stage. Link to the change must be seen clearly. This is helping to ensure the success of a change, getting also the most cynical people to see the success of the change. (Kotter International, 2011.) According to Kotter (1996, p. 105) there are at least three aspects in short-term win: it is visible that lot of people can see the real result, it is incontrovertible that no one can not say it is not true and it is in line with the change process. In big organisations first signs must be seen in one and half a year after the change process has started.

5.1.2.7 Step 7. Don't let up!

Letting up before the job is done is the worst thing a company can do. Lost of the critical moments and regression are the symptoms of letting up. It is important constantly plant the new practises and behavior into culture so that the success would be long-term. (Kotter International, 2011.) Change is constant and it does not diminish. In this seventh stage of change there comes more change projects to handle to the guiding coalition. If the change has adapted right so far, the coalition will get more help from other people to go through

changes. The top management focuses to take care that employees see the constant change important. Management in lower levels concentrates to take care of the change with people in their management. Unnecessary administrative is eliminated so that the change is easier to do in short and long-term level. (Kotter, 1996, p. 124.)

5.1.2.8 Step 8. Make it stick

"Culture is composed of norms of behavior and shared values. These social forces are incredibly strong.", says Kotter. Change should be ingrained into the culture in a way that it stays there. (Kotter International, 2011.) If the actions done during the change process does not match with the culture, there is always a risk that they dont stay (Kotter, 1996, p. 130). It is good to keep in mind that changing the culture is always the last stage in change, never the first one like it is often thought. Culture changes when people has managed to work in new way, when they see the benefit of that new way of working and when they realise the connection between these two things. Of course the better the culture is known in the organisation already in the first stage of change, the easier it is to explain the need for change, create the right kind of guiding coalition and how to develop a good vision. (Kotter, 1996, p. 136)

5.1.3 Practical example of the theory

John Kotter and Holger Rathgeber (2008) has written a story about the colony of penguins whose iceberg is starting to melt and they need to figure out what to do. In that story Kotter's eight step change process is presented in an understandable way.

A penguin called Fred notices the changes in iceberg. He decides to tell about the changes to the executive committee of penguins. The executive committee was very suspicious about the threat. Some believed them and some made arguments against them. Having discussed penguins decided to organise a meeting with all the penguins of the colony to tell them about the threat. (Step 1.) The meeting caused disbelief among penguins, could it really be true that their iceberg was melting and everything was not fine anymore?

The leader of the executive committee, Louis, decided to set up a team to organise this change. (Step 2.) He chose penguins with different backgrounds, strengths and skills to his team. And so they started to think about the solution to this problem which threatened their living. There came a lot of ideas and suggestions to the problem but finally they started to think if it was possible to live in some other new way. They decided to become nomad society.

Next thing to do was to spread this information all around the colony of penguins. Louis called the meeting and explained penguins their thoughts and reminded them what was important. (Step 3.) After the meeting they made posters to remind penguins about what was happening and their new vision. They spoke about the matter all the time and answered the questions penguins asked. They spoke with people who were still against the change. (Step 4.) Everyone could participate the change process, even little penguins. (Step 5.)

Penguins sent a group of scouts to find them a new place to live. Scouts came back from their trip and told other penguins about what they had seen. They were so excited about the matter that they got other penguins excited too. This was a short-term win to penguins. (Step 6 & 7.) And so the colony of penguins moved to another iceberg. Next year they found a better iceberg and moved there. (Step 8.) Nomad society was their new way of living, it became their new culture.

5.2 Bridges' theory of three phases of managing transitions

"It isn't the changes that do you in, it's the transitions." According to Bridges change is situational when transition is psychological. Transitions can be managed by three-phase process and people will accept the change better. (Bridges, 2009, p. 3) Next those phases are shortly presented:

First phase is to let go old habits and identities (Bridges, 2009, pp. 4-5). Bridges (2009, p. 23) mentions that people don't like endings. Usually people need to let go of something when change occurs in an organisation. This can cause resistance among people, because they are losing something (Bridges, 2009, p. 24). As a result for this Bridges gives advice how to handle this kind

of situation. First thing is to identify, who is losing and what he/she is losing. After identifying there need to accept the importance of losses. People have to be listened without arguing. It is good to remember that loss is always a subjective experience. Overreactions might occur, but those need to be understood, not overlooked. People have to make realise that their feelings are cared and concerned of. There might occur strong grieving but it has to be accepted. (Bridges, 2009, pp. 25-30.) Losses should be compensated. "The question to ask yourself is: What can I give back to balance what's been taken away?", says Bridges (2009, p. 31). It is good to handle this matter well, because this is very often failed because of the overlooking the losses. Communicating with people is also very important, they should be given information over and over again. People get confused easily, which is why the information is needed. It is important to define to them what is over and what is not. Endings should be marked so everyone understands them. But what is good to bear in mind that the past needs to be respected, it should not be underestimated. People have strong feelings to the past, and they might feel attacked if their work life before change is underestimated. People should let take some piece of the old with them. This can be pictures or some symbols which are important to them. (Bridges, 2009, pp. 30-36.)

Second phase is so-called neutral zone. In this phase old things are gone but new ones are not fully accepted yet (Bridges, 2009, pp. 4-5). In this phase there are faced difficult times because people are in a stage where they are not doing either the old or the new way of working satisfactorily (Bridges, 2009, p. 39). "Things are up in the air", like Bridges (2009, p. 40) explains. In this stage there might be creativity, which needs to be given open hands, because when things are not stable, people need to be more creative and get new ideas. Neutral zone needs to be neutralised by making people understand the time of reorientation. Redefining the neutral zone is useful, some metaphor to describe the unpleasant time better. (Bridges, 2009, pp. 42-45.) Communicating with people is important in this stage too. Newsletters or some other way are useful ways of communication to contact people so that they feel that they are part of the process. It also helps to avoid rumours and worrying. (Bridges, 2009, p. 47.) Bridges (2009, pp. 48-49) suggests creating a transition monitoring team to facilitate the upward communication to the top

management. This team has no power to make decisions but their purpose is to give feedback to the management of how things are going during the transition.

Third phase is new beginning. In this phase " - people develop the new identity, experience the new energy, and discover the new sense of purpose that make the change begin to work." (Bridges, 2009, pp. 4-5.) Beginning needs first that two previous stages are gone through so that people are able to commit into new situation. People need to change themselves which makes the challenge. Timing of the beginning is important, because people are in different phase of transition process. It can not be started whenever. The purpose of new beginning needs to be clearly communicated to people so that they know why it is done. After the purpose people need to define a picture in their minds of new beginning. (Bridges, 2009, pp. 58-64.) As Bridges (2009, p. 64) defines: "They need a picture of how the outcome will look, and they need to be able to imagine how it will feel to be a participant in it." Having the picture in their minds there need to be created a plan to outline the steps and schedule of information and training to be given to people during the transition. When the plan is made, it is set in motion. People have to give roles to be part in the transition process to facilitate the new beginning. So that the new beginning would succeed, it has to be reinforced. (Bridges, 2009, pp. 66-69.) Bridges (2009, pp. 69-72) has mentioned four rules to reinforce the new beginning. Those four rules are: Be Consistent, Ensure Quick Successes, Symbolize the New Identity and Celebrate the Success.

5.3 Change resistance

When change occurs the change resistance cannot be avoided. Very often the employees are blamed for change resistance but when matters are investigated better, it is noticed that the biggest resistance can be found somewhere in the middle management. The fear of losing own position or change in one's job description are the reasons behind this resistance. Quite often changes cause decrease in middle management positions. (Mattila, 2007, pp. 20-21.)

Mattila (2007, p. 21) presents three levels of change resistance and how to manage those levels. First level causing the change resistance is the level where people has no information about the change, why is it done and what it will cause. In that level the manager need to inform them, give reasons to change and repeat this over and over again. Second level is no skills. In that level the reason behind change resistance is the lack of skills. Manager should train, coach and give guidance to his/her employees so that they would be convinced that they will manage the change. A third level is no will. In this level the reason behind the change resistance is just the will. There is no will to go through the change or accept it. In this kind of situation the manager need to give reasons to change, guide people and support them. People who are following the change should be rewarded and those who are still against should be punished. (Mattila, 2007.)

6 RESULTS

The questions of the interviews were divided into five different themes. Those themes were background, vision, leading the change, challenges and wins. Analysis is following those themes, but it has been constructed in different way, using different headlines.

6.1 Starting the change

Kotter states that creating the urgency of change is crucial in the beginning. This helps people to be committed to the change better. (Kotter International, 2011.) First thoughts of changing the service became in 2008-2009. At that time Fonecta's directory assistance management started to see what was happening in Europe and USA with the directory assistance. Number of calls was going down with high speed and directory assistance was threatened with technical challenges, such as development of smartphones. Also the need to call to directory assistance decreased every year. Change in the market and consumer behaviour was the biggest reasons to change of the 02-service. Need for basic directory assistance was diminishing rapidly and it was seen that the direction would be same in the future. Changing the service to meet new consumer behaviour was the only choice to survive. Change was started in early stage before things would have been worse. "We started the change process when everything was still fine", says the interviewee from the management. When asked if the change has been based on some theory, the management says that there was no any theory in mind when starting the change, but afterwards John Kotter's theory of eight steps of change fits quite well of what has been done in Fonecta.

First year or year and a half were mostly done by doing, without any theories. In Fonecta the urgency was informed in the beginning of year 2010 when in every directory assistance centre was held an information meeting where the management was very directly telling about the situation at the moment, what the future will bring and what needs to be done. Facts and numbers were shown from Europe and other countries and personnel was tried to get understand the urgency of change. It was directly said that this kind of directory assistance does not maintain long time and something needs to be done. Those

info's are seen the most important change starters and as a wake up calls for the personnel.

When asked about the reasons for change from customer service agents and group leaders, they seemed to have the same opinion and understanding of the reasons as the management. All of them said that the basic directory assistance was not enough anymore, that the change was essential to survive. "There would not be work anymore if we don't change", defined one customer service agent and this was the understanding of everyone that was interviewed. Some of them had even seen the need for change at that point when the first discussions became. Diminishing number of calls has been the biggest visible factor to show the need for change. Most of the interviewees said that they would not have noticed the need for change in that early stage, some of them said that diminishing the number of calls and also different kind of working hours had put them to think that something had changed. Many of the interviewees said that probably they wouldn't have noticed the need for change in that early stage as the management did.

6.2 Guiding coalition

Creating the guiding coalition to the change is Kotter's second step in his change adaptation process (Kotter International, 2011). He has mentioned the qualifications there need to be in this team: the power based on the position, expertise, credibility and leadership (Kotter, 1996, p. 51). In Fonecta in the beginning of the change there were small group of people who saw that need for change existed. The business manager, customer service manager and an external consultant started to outline the change process. Direction was from numbers towards service, so it was understood that service is the added value that customers are willing to pay. It was also the matter that Fonecta could provide to their customers.

The change was so big that it was not possible to just bring to customer service agents and tell them to change their way of working at once. "We could not just come one day and tell the customer service agents to start work in a new way", said interviewee from the management. Instead of that two pilot teams were established in Pori in 2009 to test different ways and methods to

serve a customer. Those pilot teams were called ROK-teams. ROK stands for Finnish words Rohkeus ehdottaa Ongelmanratkaisijaksi Kerralla kuntoon. In English those words mean Courage to suggest Problem solver Everything at once. Those teams were established by headhunting method. First their team leaders were selected and after that team leaders selected their team members. The idea was to find people who were open-minded and fearless to test new methods but it was also important to get people who had big influence on other customer service agents.

Another meaningful matter in the beginning was the selection of coaching partner outside the organisation. A well-known Finnish coaching company was selected because they had very intense interest in changing Fonecta's directory assistance. "All the other coaching companies offered a complete template to process the change process, but this coaching company made it differently than others", says the interviewee from the management. Their coach came to get to know the service, listened hundreds of calls just to get inside the service to understand it. The coach came outside the organisation and discussed with the management of directory assistance and also with team leaders. As an outsider the coach noticed also that the service was the added value Fonecta could provide to their customers. It was noticed that tools already existed in Fonecta, but courage and new way of thinking was missing.

Coaching company's way of coaching was also very different compared to previous ones. Teams were coached outside their working place, noon-to-noon coaching which included theoretical part and also practical part presenting new ways of handling the calls and service. Remarkable changes in quality and numbers were seen already after the first coaching session. After coaching sessions of first ROK-teams, ROK-team members were going to other teams to tell what they were doing and what kind of results they had noticed. That was the way to get other customer service agents interested in new way of working. Afterwards in 2010 pilot teams were also established to Kouvola and Turku, and later all teams went to coaching company's coaching sessions.

When looked at this whole process, it looks that Fonecta has the qualifications in their guiding coalition that Kotter emphasised. Top management had the power to make the strategic decisions, outside consultant was an expert who presented the task-related views, ROK team members were creative to plan and test new way of doing and group leaders in ROK teams and the service centre manager were presenting the leadership.

6.3 Importance of persons

According to directory assistance management of Fonecta the most important persons in this change has been the superiors. "Superiors must be 110% behind the change process", says an interviewee from the management. Kotter (1996, pp. 88-98) agrees the importance of superiors in change process. Superiors must believe in the process or the whole process could be jeopardised. They are the persons who has the best chance to influence customer service agents, because they work closest of them. Customer service agents saw as key persons in change process the top management and group leaders. Top management was seen more like as a driving force for the whole change process, without them the whole process would not have started or it would have been different. Group leaders were mentioned almost in every interview because they were seen the closest persons to lead the customer service agents. Their role was seen very important by the interviewees; they were examples and supporters to the customer service agents. Group leaders mentioned the top management as the key role in change. Also the importance of external coach from outside coaching company was mentioned many times by the group leaders. But when asked about the importance of the superiors' role in change process, all the group leaders agreed that the role is huge. The role is to keep the positive atmosphere during the process, have the personal discussions with the personnel, and be an example, if the group leader is not standing behind the change process, neither is his/her team.

The importance of superiors was understood in Fonecta already in the beginning. It was seen that ability to lead the change is not easy, because you needed enthusiasm and motivation skills to get teams interested. Coaching was a new thing that all superiors needed to adjust. Coaching in Fonecta

meant listening the calls that customer service agents are handling. Listening could happen beside the customer service agent while he/she was doing the service or it could be done secretly, monitoring the work via other workstation. After listening the calls, those were analysed with the customer service agent; what was good and what could have been done better. Sometimes coaching was done during the service; the group leader was giving tips and encouraging the customer service agent at that exact moment when the customer was online. Coaching meant also many kind of discussions between the superior and subordinate. It included motivational discussions, feedback discussions and different kind of discussions of every day work.

Superiors have got lot of training and coaching to be able to lead the change in their teams. "I have got so much training to manage my work that I could not even ask for more", says one group leader. Service centre's superiors had their own coaching process and group leaders their own. This is how their own skills have tried to keep a little bit ahead of customer service agents. The aim was to keep group leaders one step forward in doing the service, so they could coach their team members. In coaching sessions they were provided lot of tools to lead the change process forward. Those tools included actions what could be used when coaching team members, actions to make team members to think the usefulness of the change and why this change was necessary. Altogether there became almost hundred different tools in one coaching session to be used when leading the change. What has been significant is that group leaders has shared their ideas about management situations, what has been good and what has worked well in certain situation. Those management ideas have been shared to all three service centres.

6.4 Change vision

Third step in Kotter's change adaptation process is the change vision. He claims that vision must be explained others in five minutes and get them interested in it. If it does not work, the vision must be re-thought. (Kotter, 1996, p. 68.) Fonecta's vision has been different during the change process. Some time in the beginning of the change, the organisation's main vision was to be the second biggest media house in Finland by the year 2015. This caused lot

of questions to the management, it was not understandable and personnel didn't see it reachable. "We were aiming to be one of the biggest media houses, but this vision has remained very unclear to me", as one customer service agent says. It was also very hard to make concrete so that everyone would understand it and stand behind it. In the interviews everyone mentioned this media house vision, but everyone also said that they didn't understand it and it was just words without meaning.

Directory assistance had their own vision to follow by the side of organisation's vision. Of course the directory assistance vision has gone hand in hand with the organisation's vision, but it has shown in little bit different way to customer service agents. The main idea has all the time been from numbers towards the service. Aim has been to give the best service in Finland to Fonecta's 020202 customers. Also to be Finland's best service company was mentioned especially by many group leaders. This meant to be the customer's personal assistant.

Even though the main idea in directory assistance has been enhancing the service instead of numbers, in development discussions the organisation's vision was emphasized. This probably caused disbelief and amazement towards the vision and it could have even decelerated the change process. Kotter mentioned six key characteristics to an effective change vision: imaginable, desirable, feasible, focused, flexible and communicable (Kotter International, 2011). Interviews showed that the organisations vision did not meet those characteristics, because the personnel did not understand the vision. The actional vision in directory assistance met better those characteristics, because interviewees could explain that vision and they understood what did it mean.

Vision as a word is not familiar to everyone in Fonecta. It was noticeable in the interviews when customer service agents and group leaders were asked about the vision. Most of them could describe the new way of doing the directory assistance, which in practise was the vision, but they could not say the vision in one sentence. Also changing the vision caused some disbelief and they didn't have a clear picture of it. Group leaders seemed to know the vision

better and had heard about it more often than customer service agents. This is probably because of their closer co-operation with the top management. Even though this co-operation, some of the group leaders were not so familiar with the vision and said that they haven't heard about it so often.

6.5 Visibility of the vision

How visible the vision has been during the change process? Kotter emphasises the importance of repeating the vision and keeping it visible (Kotter International, 2011). The organisation's vision about being the media house was not visible to personnel. Instead of that the idea from numbers towards service has been very visible. Everyone in the interviews mentioned it in some way. One customer service agent encapsulated the matter: "Exceeding the customers expectations has been emphasised to customer service agents that much that everyone should know it". In the interviews it was noticeable that everyone could describe the vision in practise. When asked about the visibility most of the people said that the vision has been very visible and it has shown by changing the service, how people speak to customers, what kind of coaching they have got and how customer has become the most important thing in directory assistance.

Another important matter that Kotter emphasises is to make metaphors of the vision (Kotter, 1996, p. 76). In 2011 there was arranged an idea competition between the customer service agent teams to find a slogan that would describe the new way of doing the service in the best way. As a result Fonecta got AVA that stands for words Aina Valmis Auttamaan (Always Ready to Help) and it encapsulated everything in one slogan. What was great that it came from customer service agents so it was easy for them to stand behind it. AVA has been a symbol for this change process. This symbol was understandable to everyone and everyone could "sign" it. AVA has been in posters, information boards, workstations and in the televisions in every service centre. It became part of the language and also part of the directory assistance's culture. This is a good example of metaphors Kotter is talking about.

6.6 Communicating the vision

According to Kotter every possibility to communicate the vision must be used (Kotter International, 2011). Also the negative matters must be handled when communicating the vision (Kotter, 1996, p. 76). Superiors have communicated vision via AVA to personnel, it was very important to get them first to understand what was the goal so that they could lead their teams towards it and answer the occurred questions. Discussions have taken place in team meetings and private coaching sessions. Customer service agents mentioned that they have got handouts about the vision to their workstation and resting rooms. Getting more time to coach and lead to group leaders has been very visible matter when launching the new doing both customer service agents and group leaders. This was mentioned many times and it was seen one of the most important visible changes.

Another very important place where personnel has heard about the vision has been coaching sessions by coaching company and later Fonecta's own coaches. Especially in the beginning when it was extremely important to get the personnel to understand the new vision and new way of doing the service, the management took part in every coaching session. "The aim of taking part of the coaching sessions was to show the importance of the change to the personnel.", says an interviewee from the management. The customer service manager took part in every coaching session and the business manager most of them. In that way the personnel was given the opportunity to discuss about the new vision and it also gave the management a picture in what stage the understanding of the new vision was. Another reason to take part in every coaching session was to show the personnel that coaching sessions and whole change process is very important. AVA and from numbers towards service has been the message the management has presented every time when possible.

When asked about how often the personnel has heard about the vision, the answers varied. Especially customer service agents said that they haven't heard about the vision so often, it has been more putting the vision into practise than talking about theoretical matters. Few of them mentioned that vision

could have been mentioned more often as a sentence. The way vision has been talked about has been enthusiastic and it has been easy to identify with it. Only group leaders would have needed more enthusiasm when telling about the vision. There has not been any story behind the vision, although some mentioned that the story is the facts behind the change process and how situations has changed in Europe and all over the world.

According to customer service agents the personnel's attitudes towards the new doing has invested a lot. Also to the methods to serve the customer has tried to coach and in general coaching was seen very important when put the vision into practise. Understanding the vision has also been quite easy, if talked about the vision from numbers towards service. It has been easy to be committed in the vision, because it has been practical and easy to understand. Of course there has been times when commitment has not been so clear, but those situations has been handled with the discussions by the supervisor. "I have been committed to the vision, but there has been times when I haven't been so committed and haven't understood the vision. Those matters has been handled with my own group leader.", explains one interviewee. Especially all the group leaders who were interviewed were very much committed to the new way of doing the service and this vision. Everyone mentioned that the service has to be better and it is important to market new way of doing to customers so that they would learn what the new kind of 020202-directory assistance consists of. The practical matter has also been part of the reality in customer service agents mind, if the change is not done, there will not be work anymore in the future. Some of them mentioned also more seconds, when getting the calls last longer, there will come more seconds, which means income to Fonecta.

6.7 Facing challenges

Every change faces challenges. Kotter (2011) emphasises the trust of people during the change. People should let to do their best at work without barriers. There can come barriers that are difficult to exceed. The management was asked in the interview what kind of adversities occurred during the change. One answer was that the superiors should have been focused more already in

the beginning. Certain superiors were not ready to the change and were not behind it, which stopped the progress of the change in their teams. "Those superiors should have been noticed earlier and have tougher conversations with them about the matters.", says the interviewee from the management. The management had all the time strong focus on superiors; they needed to be in 100%. Later it was seen that superiors needed to be behind the change more than 100% and if they were not, they would be barriers to whole change process. This caused that some superiors were changed to guarantee the possibility of change.

One very big matter that was a barrier was change resistance. Every interviewee mentioned change resistance as big barrier. Some of the personnel had confirmed thoughts about matters and it was a challenge to get them to understand why this change was done. There were lot of why questions asked. Some people had the negative attitude towards the change process itself. Many customer service agents in the interviews said that conversations of change have been heard in the coffee rooms and corridors. According to the management this should have been handled more and better. It was just as a conversational level and the deepest reasons behind change resistance were not faced as well as they should. The meaning of the ROK teams should have informed better. When people did not know what was going on in ROK teams, they felt themselves unequal. If the meaning of the ROK teams were informed better already in the beginning, the feeling of inequality would not exist.

How the change resistance was handled? In the beginning it was not realised how big the resistance was. When it was realised the reasons behind the change was explained over and over again. Social evidence was used in the situations when people needed more courage to serve customers in new way. If someone can, it is possible to do, so it is possible for you too. Increasing the openness in conversations and leading has been one weapon against change resistance. Business manager made videos that were shown in team meetings. In those videos he was explaining the current situation in the organisation, no matter if it was good or bad. Group leaders has reminded the necessity of the change in team meetings by explaining why it is important to do this

change, giving examples and continuously repeating the reasons behind the change in coaching sessions or one-to-one conversations with team members. The management has been telling about the change in personnel info meetings and business manager has made videotapes about important matters and those videos have been shown in team meetings.

“Challenges in technology has been very visible, the Internet has not been working as expected”, says an interviewee when asked about the challenges in change process. Actually every interviewee mentioned technical challenges. According to management the role of the support functions was not clear to them in the beginning and it took time to make them understand their new role in the change process. Everyone who was interviewed of group leaders and customer service agents mentioned the technical problems. Especially problems with the Internet were mentioned many times. Many customer service agents said that the skills to use the Internet in the service do exist, but the speed and functional problems prevent using them. There were also lot of understanding of why those things have not been solved, that everything is done what could but still problems exist. It is very challenging to work in an environment where you should do things for customers but the technology is preventing it.

Some of the interviewees expected the change to happen faster. For them it was a challenge to accept that all changes does not happen in one night and everybody does not adapt things as fast as others. Patience and sustainability were asked in this change process. There were faced very challenging situation in 2011 when it was noticed that all customer service agents were not able to do the service in a way that 020202 required. Everyone was coached but when it did not help the situation, Fonecta was facing the reality and some customer service agents did not continue their work in Fonecta. All in all the coaching was thanked a lot by many interviewees. The superior has tried to encourage doing new things and trained team members. If there have been any problems those have been reacted. The group leader has been listening team members calls, listened the service, taught how to search from the Internet, coached to handle calls and if anything was needed, there has been possibility ask help from group leader was always available.

Structures of an organisation can also be a barrier. Feedback is tried to give but it is not listened or the problem is not seen (Kotter, 1996, pp. 88-98). "Doing things without thinking", said one customer service agent when talked about the management's way of handling some new ways of doing. The management has decided to do some changes in the service without finding out if those are the right things to do. Sometimes things are just learned by mistakes. Group leaders emphasized also to the management the skills of listening those who are working with those matter. What was mentioned as a good thing was that when it has been noticed that some matter is not correct way to do, it has been fixed, not stacked into it. Many interviewees also mentioned this.

6.8 Indicators supporting the change

All the indicators has made in line with the AVA vision. Indicators have also shown the management how the change process has made progress during the times. There have been targets set both individually and in teams. Many customer service agents did feel that their superiors, not the management, have set those targets. Superiors mentioned that the management has outlined some indicators and those indicators were used to set the individual targets to the personnel. Those indicators have indicated the direction to the change. They have made it easier to the personnel to understand to which direction Fonecta wants to go and what is the aim. Incentives were also mentioned as a good way to show to what is wanted and what level is the good level. Also in coaching sessions agreements are made to the teams, where to aim during the next year.

The attitude towards indicators has sometimes been a problem. "When the indicators change, the way of doing changes, and things are done just because of the indicators, not because of the customers.", explained interviewee from the management this problem. If the indicators have changed, the doing has changed too, which is guiding the change to right direction. But sometimes the doing is changed just because of the indicators and the customer is not thought, when things are done just because of the indicators. This causes problems to service when the main thing is not the customer but the indicator.

According to the management it has been a challenge to get the right indicators to measure the change. "Indicators have not been the best, but they have been the best we had.", says the interviewee from the management. Some indicators were set too high by the management already in the beginning. It was also criticised that the indicators were done according to what the best achieve, not the average. This is the reason why they are sometimes set too high. This has been difficult to the customer service agents because it has been hard to motivate yourself to do new things when indicators are too high. In the interviews was mentioned that nowadays the situation is better and group leaders and customer service agents are listened more when setting the indicators.

6.9 Possibility to influence

How the personnel have been taken into account in change process? Did they have any possibilities to influence on matters? The management admitted that it is a challenge in the organisation this size. AVA coaching sessions were seen one place where the personnel have had a chance to influence. Those coaching sessions have been conversational and people have had possibility to give feedback what is working and what is not. Teams has had team meetings every third week where customer service agents could have discussed on matters with their group leaders. Group leaders take the feedback they got to the top management. All in all the personnel have had chances to speak about matters that cause questions, especially with their own group leaders. Management has tried to give group leaders the best possible methods to handle emotional matters. Now afterwards management has noticed that this aspect has not been taken into account that much as it should have, and sometimes group leaders have been quite alone with these discussions. According to group leaders emotional aspects of change has more taken into account now and in the future.

During the last couple of years Fonecta has taken part into Great Place to Work research. The results of this research has given lot of feedback to the top management about the feelings during the change and what things should be changed in service centres to get the working environment more comfortable. If everything is fine in the working environment it is easier to give the best

service to customers. Results of this research have been taken seriously and the possibilities to influence have decreased. For example every service centre was founded councils, which consists of customer service agents from every team, one group leader and the service centre manager. Those councils have seen as very good improvement to influence on matters. Another improvement that came in 2013 was Avaamo. Avaamo is directory assistance's place online where customer service agents or for example technical department can put their ideas how to improve the service, working conditions or for example marketing. Top management, technical department, marketing, resourcing, group leaders read Avaamo, basically everyone in Fonecta's directory assistance. It is in every workstation so customer service agents can read and comment on it beside their work. It is not something that everybody has to do, but it is a possibility to those who are interested in developing matters or just interested in what is planned at the moment. Avaamo has lowered the barrier between top management and the personnel.

6.10 Wins of change

According to Kotter (2011) the wins of the change process should make present to all people in the organisation already in the beginning. It helps the most cynical people to see the success and results of the change process. Normally the first signs of the right direction should be seen one and a half a year after the change process has started (Kotter, 1996, p. 105). The directory assistance management says that biggest wins comes from customers, they are the ones this work is done for. First wins became already during the first AVA coaching sessions, when customer service agents said after them that they don't know how to do the directory assistance anymore. They had adapted the new way of doing so well in these coaching sessions that they had to think how to do the work in new way. Customers were faced in different way than before. Customer service agents mentioned in the interviews that they have also seen how much customers like the service at the moment. Customers give positive feedback directly during the call and they already expect to get great service.

When asked from the management of Fonecta's directory assistance what kind of concrete wins have become, the biggest win was seen the change of the service. This has brought different kind of calls and made the work itself much more interesting and versatile. People enjoy their working environment and the culture at the work places has changed towards positive and receptive for the change. This is the matter that was mentioned in every interview too. The personnel had also noticed the willingness of customers to call again. Even though the number of calls has decreased but the customers have been loyal. That shows that customers are very satisfied to the service. The management said that nowadays 90% of the callers are satisfied to the service, which means lot to Fonecta.

How does the personnel see the wins Fonecta has achieved? Customer service agents, group leaders and management all mentioned many times in the interviews the rewards Fonecta has got during the change. Those rewards has been the win of the 118Awards in 2010, four times the Finland's best customer service and the newest has been Net Promote System to show the victorious way of 020202 directory assistance.

Fonecta has taken part of Taloustutkimus Ltd Net Promote System (later NPS) research. Method is developed by Fred Reicheld to follow the customer loyalty. The main idea in this research is to ask customers who have used the service if they would be ready to recommend the service to their friend or acquaintance (Taloustutkimus Ltd, 2014a). When Fonecta took part of NPS first time in 2011, the number was 42. During the years NPS has risen every time, and in 2013 it was already 62. Especially management has appreciated NPS very high and talked about its importance to the personnel.

Another win to the service has been to be the best call service in Finland already four times by the year 2013. Taloustutkimus Ltd does this research and the idea of the research is to investigate consumers' use of the service and their satisfaction to the service. Research is done once in a year and it includes all the biggest call services in Finland (Taloustutkimus Ltd, 2014b).

In 2010 Fonecta took part international 118Awards competition, where competed directory assistances from 30 different countries. The competition was

arranged by 118Tracker.com and directory assistance professionals selected winner. Fonecta's 020202 service won the competition and was selected the Europe's best directory assistance. Same time Fonecta's group leader Susanna Saarenpää was selected to the customer service agent of the year (M&M Markkinointi&Mainonta, 2010). These were huge wins to Fonecta, especially when the change process was just started.

According to the management all the wins are communicated openly to the personnel. Around them are built lots of meaning, even though some prizes were won already fourth time. Every prize is celebrated with the personnel by serving cake or giving a gift. The management sees it very important to celebrate and make meanings to all wins, because if the management does not give any meaning nor the personnel. Group leaders and customer service agents mentioned also the visibility of the wins. Every win has been celebrated some way and those wins can be seen in the service centres in the form of posters or in info monitors.

6.11 Informing about change

"The personnel have tried to keep informed during the change process by indicators, achievements and flip charts.", says the interviewee of the management. Indicators have been visible all the time and their importance have been underlined. The amount of indicators has tried to keep reasonable so that there wouldn't be too many of them. When indicators are achieved, those achievements are celebrated and thanked. By achievements it has been possible to show that the direction of the change is right, if things are done in the new way, Fonecta gets good feedback. This has motivated the personnel and given them the message that the change is bringing good results. Flip charts were brought to service centres and teams already quite in the beginning of the change. Mostly the group leaders are the ones who inform teams about results and achievements via flip charts. Flip charts have also been used by the teams to encourage each other's or for example playfully to compete with each other's.

Later when the change has proceeded the personnel has been tried to show the advantages of change via numbers. This means showing how changing

the service more customer's problem oriented has bring more minutes to the service, even though number of calls has been diminishing. Another way to show the proceeding of the change has been to show that the customers haven't gone anywhere but the number of calls has been diminishing. This shows how important it is to give good service to every customer each time they call, so that they would call again and again.

One of the most important places to inform of the situation of the change has been AVA-coaching sessions, where personnel has been in one place and heard the meaningful matters from the management. AVA has been the heart of the change. AVA has been in the posters in every directory assistance service centre, it has shown in every workstation and everybody has understood what does AVA mean. It packs the whole change to one sentence.

Customer service agents mentioned many times in the interviews that they have got lot of information from business manager Lauri Kangaslahti's video sessions "Laurilla on asiaa" that have been shown in team meetings. In general team meetings were seen as a place where the personnel has got information of how the change process is proceeding. Group leaders were seen as an important part in this also. "If there have been any questions to ask, those questions could have asked from your own group leader.", encapsulates one customer service agent. The information has been about budget – is Fonecta in budget or not, calls – has there come any calls and what is the average length of the call. There has been told also about new technical innovations that has been tried or is planned to try. Also about new service aspects has been discussed with group leaders in team meetings. Some of the interviewees said that more information about the change would have needed.

6.12 Rewarding

In the level of customer service agent, the group leaders reward their team members of their achievements. Team members are telling their success stories in teams and sharing their wins in service. So simple thing as clapping hands in team meeting when someone achieves something has been memorable. Group leaders are having playful competitions between team members and winners are rewarded afterwards. Team members are rewarded with ex-

tra breaks, movie tickets or other small prizes. Customer service agents had also noticed the change in rewarding. Nowadays individual achievements and wins are put into info monitors and shared with everybody in the service centres. Before this kind of actions and celebrations did not happen. The biggest thing that was remarkable in the customer service agents' interviews was the meaning of noticing the win or achievement. It does not necessarily need anything else than group leader to thank for a great job.

Fonecta has also own rewarding system called 02-Klubi (02-Club). 02-Klubi rewards customer service agents for a good job done during the year. It is meant just for customer service agents, there are no group leaders or any other administration personnel. There are four levels in 02-Klubi; platinum, gold, silver and bronze. In platinum level there are the best advantages, such as extra holidays and possibility to move summer holiday from May to some other month. In platinum level there are altogether 20 persons. Gold level is the second best, and then comes silver and bronze. The qualifications are published in the beginning of the year, so people know where to aim. The qualifications are in line with the vision.

6.13 Change in practise

Change process has evolved since 2008. Directory assistance work was quite different compared to what it is in 2013. How has it changed? What have been the biggest noticeable differences in work and working environment? Almost every interviewee mentioned the versatility of the work as a biggest difference. In 2008 the most important thing was to be fast and give the customer the number he/she wanted. Nowadays customer is number one in service situation and the aim of the call is to solve the customer's problem at once. This could mean booking a hotel room, making a table reservation to a restaurant or checking-in for a flight for a customer. The aim is to make the customer to feel important, and to get the wow effect after the call. This is done by asking questions and giving options to customers.

The change in group leaders working time was seen very important difference too by many interviewees. "Now my group leader has more time to me.", said one customer service agent. Before group leaders had 45 minutes time to

handle their team members matter per day. This time was mainly used to give results and reading e-mails, rest of the day was done customer service. By the change group leaders got more time to coach and handle their team members matters. Day was cut half so that half of the day was customer service and another half was coaching time. One very practical matter, which was mentioned by some interviewees, was the amount of the screens in the workstation. Before there were only one screen in the workstation, but when the change evolved, it was noticed that it was not enough and that two screens would help handling the calls. One interviewee mentioned also trust. Nowadays customer service agents are trusted more than before. They are treated as professionals of information retrieval and they are given more responsibility of their work. Everyone is coached and they are tried to provide the best environment and skills possible to handle the service.

Understanding the importance and stability of the change has been one of the challenges facing directory assistance's top management. The personnel need to understand that change is constant and it is never ready. Change has been built into processes and actions that are done daily. Things and coaching sessions that are planned for the future are planned in the way that the change is present in everywhere. Every coaching session includes discussions of the change process and all the indicators are set to support the change. Daily management done by the group leaders is extremely important so that the most important matters are returned and repeated every now and then. It is necessary to have certain pictures, words and slogans that describe the change and are involved in during the whole process. Fonecta has built those pictures, words and slogans during the change and most of them have got from the personnel. This helps them to commit the matters better than those pictures, words and slogans would come directly from top management. Giving feedback and recognising the achievements made by the individual customer service agent is essential. It is meaningful for individuals and motivates them to continue doing things in new way.

6.14 Feelings of the change

Feelings are big part of the change. They can vary from happiness to disbelief when change is proceeding. When asked from the management about the feelings during the change the answer was variable. The management had their moments of strong belief but also moments of disbelief. Customer service agents shared also the opinion of various feelings. Sometimes the feel of stress has existed, because of the speed of the change. All feelings have tried to be handled by talking and repeating matters. "Sometimes there were frustration when one felt that the change should be ready already.", said one group leader. Understanding that big boat does not turn in a moment has also helped deal with the feelings. In the beginning the role of the outside consult was meaningful to get people believe the change and handle their motions. The belief that the direction was right has also helped the management in difficult times. One group leader also mentioned this that the trust that the direction has been right has been very strong during the process.

Interviewees were also asked what would have they needed more during the change process. Customer service agents were mainly satisfied of the way things have been handled, even though some matters have been hard to do. The presence of service centre managers was asked more, they could have informed more about the change. Group leaders mentioned the use of time as one of the matters. Sometimes when group leader would have time to coach his/her team member, there was no possibility to do it. And vice versa, when the team member would have been present, group leader needed to do customer service at that time. That was the matter group leaders hope solutions. Also more dialogue between top management and group leaders were asked. Sometimes things are seen differently and top management does not listen group leaders opinion, even though they are more present in every day work.

The personnel were also asked if they feel that they have been heard during the change. Basically every interviewee said that they have been heard, they have had a chance to tell their opinions. The line of communication was criticised that communication to the top management goes mainly via group leaders. Customer service agents said that they have handled their feelings mainly

with their group leaders. According to them group leaders has acted as a filter and messenger from them to the top management. This has been good thing, but the lack of interaction between the management and the customer service agents could be seen in the interviews. Group leaders agreed with a matter that they have handled most of the feelings of customer service agents. This is the matter they would like to get more coaching.

6.15 Advantages of the change

When discussing the advantages that the change process has brought into work, the management says that it has made their work easier. “Nowadays people are more independent and the whole organisation is much more self-guided.”, explains the interviewee from the management. The direction where the organisation is going comes inside the organisation.

Group leaders all mentioned the versatility of the work; no two days are the same. The change in group leaders time use was also mentioned. Before there was only 45 minutes time to do leadership, nowadays this time is more than half of the day. This was thanked and mentioned one of the best differences this change has brought. Before being a team leader did not feel like being a superior, but when the responsibility increased and the job description changed as group leader, the motivation to do the job went up remarkably. One group leader mentioned that it is always nice to come to the work now, and one said to be in one’s dream job.

Customer service agents mentioned also the versatility of the work as biggest difference compared to the old. Many of them said also in the interview that they have got more courage into their work and their skills to do the work has improved a lot. In these days the focus has to be 100% in the customer and what he/she wants and what is the problem. There is no need to look at the time when serving a customer, the main thing is to help customer the best possible way. The ability to change yourself needs to exist that you can do your work. Many interviewees also mentioned increase in confidence.

7 CONCLUSIONS

The focus in this thesis was to compare the directory assistance change to Kotter's eight step model of successful change process. The idea is to make a small handbook to Fonecta that can be used later when making changes in service. The handbook is also made to other directory assistance companies use to give ideas and tips for futural change process. This thesis is not made to criticise the change process but point out successfully handled matters and raise up the matters that still need or has needed development. The change is constant in Fonecta which is why this kind of discussion is useful.

7.1 Development of the strategy

The strategy in Fonecta has changed during the years. When compared the doing of things between the way things were done few years ago to these days, there is a huge difference. In the beginning the main focus in directory assistance was to get the customer the thing what the customer asked, usually this meant giving a number or address. Customer got nothing extra. All this had to be done as fast as possible. When Fonecta started to renew their strategy in directory assistance and whole organisation, they got help from a consult outside the organisation. Co-operation with this consult brought results and customer became the number one in 020202 service. New strategy put customer as number one in service.

A few years ago Fonecta was very hierarchical organisation. The aspects, that Mantere, Suominen and Vaara (2011, p. 32) are mentioning, when talking about hierarchical strategy work, are matching well of doing in Fonecta before the change process started and in the beginning of it. It was the management that was leading the changes and making the strategic decisions. During the years the strategical thinking has changed more towards dialogic strategy work. Personnel is listened more and their opinions are valued. Change resistance is not seen anymore as a bad thing, different kind of discussions are seen richness that can improve the change itself. Avaamo is a good example of a place where everyone in the organisation can take part of the development project and discuss about matters, everyone has a right to their opinion. In the author's opinion Fonecta is on the right way when going towards more

dialogic way of strategy work and encourages Fonecta to continue that way. The power in service is in those people who are closest to the customers, which is why they are the ones to be listened the most. Like the interviewee from the management said “Nowadays people are more independent and the whole organisation is much more self-guided.”

Juuti and Luoma’s (2009, p. 260) theory puts Fonecta’s worldview nowadays between complex and postmodern, even a little bit more towards postmodern worldview. Before the worldview was rational, as personnel was not taken part of decision-making and everything was coming straight from top to lower levels. Now the personnel’s opinion is asked and there is sought the interaction between customer, personnel and management, as the main point in all strategy planning being the customer. If thought about the six different levels that Juuti and Luoma (2009, p. 274) has created, based on the interviews and in author’s opinion Fonecta is in level 4 or at least close to it. Nowadays most of the personnel know the strategy and between the management and the staff there is more open dialogue than a few years ago.

7.2 Positive aspects in change process

All in all, the change process in Fonecta’s directory assistance has succeeded well. Even though the management did not have any theory in their mind when they started the process, they have managed quite well to follow Kotter’s doctrines. The urgency of change has managed to emphasise so well that everyone interviewed knew why this change was made and why was it needed. Diminishing of calls were mentioned by everyone and it was clear to every interviewee what was behind the change.

Also selecting the right people to plan and implement the change seems to be well done. The start of the change was planned in a small group but when the implementation started, people from different working levels took part in the process. There were established pioneer teams to test new ideas and new ways of doing the service, before launching them to every service team. This was noticed to be a good way to do, instead of making every customer service test and try new methods and ideas. In this way there were gained credibility

that new methods and services that were coming, were things that customers desired.

During the years of change Fonecta received lot of prizes and was rewarded many times as the best call service in Finland. All the awards were celebrated in Fonecta. In the interviews it was noticeable that everyone mentioned those wins, so Fonecta has very well managed to bring the value of wins to the awareness of people. The pride of being part of the success was significant among interviewees and Fonecta should continue of celebrating smaller and bigger wins. All in all in Fonecta people are rewarded of their good achievements and it was many times thanked by the interviewees.

Change in the service has brought versatility to the work. This opinion was shared by all interviewees. In general change was seen as a good thing, even though it has had some side effects. The change in group leader's time use was also thanked and appreciated. It was mentioned both the group leaders and customer service agents. In a change like this it has been very good that Fonecta has realised the importance of group leaders' time use and increased their time to work with their team members. In the long run it will give back much more than it takes.

7.3 Suggestions for improvements

Vision was the matter that Fonecta needs to focus more. Having different visions to Fonecta and directory assistance has confused many interviewees. Kotter has a very good point about vision that it needs to be explained in five minutes or it is not a good vision. Vision should be mentioned all the time, everywhere. It should be visible in flap boards, info monitors and posters in service centres. The personnel should know it by heart and they need to understand what it means to them and their work. This makes them committed to the vision. Now many interviewees mentioned Fonecta's vision about media house, but they did not have any idea what it meant to them. They could explain directory assistance vision about from numbers towards service, but not many of them was able to say the vision in one sentence.

Mistakes were made during the journey but luckily those mistakes were learned. It seems that the biggest problem has been with technology and communication between management and customer service agents. Technology was mentioned by every interviewee, so it is a matter that Fonecta still needs to put more effort if they want to keep up with the speed for the future. The importance of communication between top management and working level seems to be understood now, and changes have started to happen. The barrier between top management and working level has decreased, and the personnel has been given more possibilities to influence on matters. Avaamo is a great example of this kind of communication improvement. In the interviews they mentioned many other ways to influence on matters too, and the question is, if there are already too much of ways to influence? Sometimes when asking developments people are more complaining than developing. The simplest way to do is usually the best way to do, which is why developing Avaamo the one and only place to communicate and influence on matters would be good. Then everyone would know the place and the step to communicate was smaller. Making Avaamo the only online surrounding where different kind of things are informed and developed, improves also the skills of employees to use different kind of online surroundings.

Indicators seemed to be the matter that caused lot of discussion. Indicators should be in line with the change vision, and Fonecta has tried to make it that way. During the times of the interviews Fonecta had monthly salary plus performance-based bonus system. Bonus was based mainly on achieving certain targets. The challenge with the indicators was that when those indicators were part of the scorecard, some employees started to change their work in accordance with the scorecard without thinking how the service showed to a customer. In the author's opinion Fonecta should consider of taking off from the scorecard figures that can be manipulated at the customer's expense. A scorecard should focus more on the quality than on the numbers. One option as a new system could be giving more responsibility to group leaders. There could be certain amount of money or points per year to share per group leader among their team members. When deciding about sharing the group leader would have negotiations with every team member. In those negotiations there would be talked about the level of an employee and how he/she has develo-

ped during the year. If an employee has managed well during the year and performed well, he/she would get an increase in monthly salary. This kind of system would keep the interest in work during the whole year, not only one month at a time. It would also increase the value of a group leader, because group leaders are the ones who know their team members the best.

A matter that needs improvement is the handling of emotions. Change causes different kind of emotions to everyone. Interviewees said that they have been handling their emotions mainly with their superiors, but those emotions were not discussed so much as they could have. Some kind of discussion meetings might have been a good idea to have. Places where the personnel can say aloud what they feel and those feelings are discussed. Superiors could have had professional guidance, where they can share their feelings with an objective professional. Now when the change process is in good stage, emotional matters and aspects could be focused more.

7.4 Suggestions for further studies

Due to the continuity of the change in Fonecta's directory assistance, it could be advantageous to undertake small studies about more specific topics, such as coaching, emotions handling or co-operation negotiations. This thesis focused more on the first years of the change, so there was no possibility to go so deeply on those matters. William Bridge's theory would have been very useful base in case of co-operation negotiations which were held in 2013. It could be the theory behind the research concerning co-operation negotiations. The handbook should also be updated every now and then, which is why this kind of research could be done again after a few years and compare how things have changed during that time.

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Ensimmäinen haastattelukutsu

Hei X!

Olen työn ohella opiskellut Kymenlaakson ammattikorkeakoulussa liiketalouden ylempää AMK-tutkintoa ja nyt olisi opinnäytetyön aika. Teen opinnäytetyöni Fonectalle, aiheena 020202-palvelussa vuosina 2008-2012 tehdyn muutoksen läpivienti. Käytännössä tutkin miten muutosta on johdettu läpi kyseisten vuosien aikana. Lopputyöhöni haastattelen 02-asiakaspalvelijoita, ryhmäpäälliköitä sekä ylempää johtoa.

X suositteli sinua, kun kysyin, kuka sopisi tämän tyyliseen aiheeseen haastateltaviksi. Toivoisinkin, että suostut haastateltavaksi lopputyöhöni. Yksittäiset vastaukset eivät ole tunnistettavissa opinnäytetyössä, vaan analysoin vastauksia kokonaisuutena ja anonyymisti. Osallistumisesi haastatteluun on opinnäytetyöni kannalta erittäin tärkeää, jotta saan kattavan kuvan asiakaspalvelijoiden näkemyksestä muutoksen läpiviennistä. Kysymykset voin laittaa etukäteen, jos haluat miettiä vastauksia ja aihepiirejä valmiiksi.

Haastattelu tehdään Skype välityksellä ja ensimmäiset haastattelut olisi tarkoitus tehdä viikolla 47. Litterointia varten haastattelu nauhoitetaan. Käytännön järjestelyt hoidan palvelukeskuksen assistentin sekä ryhmäpäälliköiden kanssa.

Olethan mukana?

Ystävällisin terveisin,

Essi Kortesalo

The first interview invitation translated in English

(Dear X!

Beside my work I have been studying the Master's Degree in International business management and now it is time to do the Master's thesis. I am doing my thesis to Fonecta and the subject is the change process done in 020202 service during years 2008-2012. In practise I research how the change has been lead through during those years. To my thesis I will interview 02-customer service agents, group leaders and top management.

X recommended you when I asked who would be a good person to be interviewed in this kind of a topic. I hope that you will agree to come as an interviewee to my thesis. Individual answers are not recognised in the thesis, I will analyse the answers as a whole and anonymously. Your participation to my thesis is very crucial in order to get a comprehensive view of customer service agents opinions of change. I can put questions in advance if you want to think about the answers and themes for you.

The interview is done through Skype and the first interviews should be intended to make the week of 47. Interview will be recorded. I will take care of the practical arrangements in service center with the group leaders and assistant.

Will you be part of this?

Best regards,

Essi Kortosalu)

Toinen haastattelukutsu - asiakaspalvelijat

Hei X!

Kiva juttu että suostuit mukaan haastatteluun, vastauksistasi on iso hyöty tutkittaessa Fonectalla läpivietyä muutosprosessia. Aiheesta jo aiemmin kerroinkin, eli tutkin miten 020202-palvelun muutosta on viety läpi vuosina 2008-2012. Kannattaakin miettiä, mitä palvelu oli ennen ja mitä se on nyt.

Olen teidän assistentin X kanssa alustavasti sopinut, että sinun haastattelu-päiväsi olisi X. Käytännön järjestelyt, kuten tietokone, luurit ja Skype on luvattu hoitaa kuntoon siellä teidän palvelukeskuksessa. Haastattelu tehdään työajalla ja tämä on Tervevuoren Petrin kanssa myös sovittu. Aikaa on varattu tunti ja pyrin pitämään aikataulusta kiinni ☺ Haastattelu on luottamuksellinen, enkä tule laittamaan teidän nimiänne mihinkään kommentteihin lopputyössä, vaan vastaukset käsitellään nimettöminä. Itsehän olen myös fonectalainen edelleen ja saman muutoksen läpikäynyt, joten voitte avoimesti vastailta tekemiini kysymyksiin.

Oli puhetta, että voisin laittaa vähän etukäteen kysymyksiä mietittäväksi. Ihan koko listaa en laita, jotta haastattelu on luonnollinen, etteivät vastaukset tule kuin ”apteekin hyllyltä”, mutta laitan sinulle tähän teemat, joita haastattelussa käsittelemme.

Taustat

Tässä osiossa puhutaan muutoksen taustoista ja sen välttämättömyydestä.

Visio

Tässä osiossa käydään läpi Fonectan visiota, sen viestimistä sekä ymmärtämistä.

Muutoksen johtaminen

Tässä osiossa puhutaan käytännön asioista, miten muutosta on Fonectalla johdettu ja viety eteenpäin. Voit myös miettiä miten oma työsi on muuttunut vuosien aikana ja miten muutos on siihen vaikuttanut.

Haasteet

Tässä osiossa käydään läpi tuntemuksia ja haasteita, mitä muutos on omalla kohdallasi tuonut eteen.

Onnistumiset

Tässä osiossa jutellaan onnistumisen hetkistä, joita muutoksen myötä on tullut. Voit myös miettiä mitä hyvää muutoksen myötä on työhösi tullut ja mitä huonoa.

Muistathan, että tämä on sinun henkilökohtainen mielipiteesi asioista. Toivoisinkin, ettet keskustelisi aiheista muiden asiakaspalvelijoiden kanssa etukäteen, jotta saan luotettavan otannan tutkimukseen. Tässä ei ole olemassa oikeita ja vääriä vastauksia, vastaat vain oman mielipiteesi mukaan, jonka jälkeen minä koostan vastaukset ja teen tulkinnat. Parhaimmat vastaukset tulevat, kun et valmistaudu liikaa, vastaat vain minun sinulle esittämiin kysymyksiin. Eli avoimin mielin vain, ei tarvitse jännittää ☺

Ensi viikkoon,

Terveisin,

Essi Kortesalo

Second invitation for interview translated in English – customer service agents

(Dear X!

Nice that you agreed to the interview, your answers is a big advantage for research about change process done in Fonecta. As I mentioned earlier I am examining how the 020202 service change has been carried out in the period of 2008-2012. It is worth considering what the service was and what it is now.

I have agreed with your assistant X that your interview day would be X. The practical arrangements, such as a computer, handsets and handsets for Skype is promised to take care of condition there in your service center. The interview takes place during working hours and this is also agreed with Petri Tervevuori. Time is booked an hour and I try to stick to the schedule. The interview is confidential, and I will not put your names with your comments to the final work, the answers will remain anonymous. I work also in Fonecta and have gone through the same change, so you can openly answer to my questions.

We spoke earlier that I might put the questions to think about in advance. I will not put the whole list, so that the interview is natural and the answers will not be ready thought, but I'll put you the themes that are dealt with in the interview.

Background

In this part there are talked about the background of the change and its necessity.

Vision

In this part we will discuss about Fonecta's vision and its communication and understanding.

Leading the Change

In this part we talk about the practical matters how change has been lead in Fonecta. You can also think about how your work has changed during the years and how the change has affected.

Challenges

In this part there are discussed about feelings and challenges the change has caused.

Wins

In this part we will talk about the success moments that has become during the change. You can also think about what good change has brought to your work and also what bad.

Please keep in mind that this is your personal opinion about things. I hope that you will not discuss with other customer service agents about the topics in advance in order to get a sample of reliable research. There is no right and wrong answers, just the answer in your own opinion and I make the interpretations according to those answers. The best answers will become when you are not prepared too much, just answer the questions I make to you. So, open mindly, no need to be stress.

To the next week,

Best regards,

Essi Kortosalu)

Toinen haastattelukutsu – ryhmäpäälliköt ja johto

Hei X!

Kiva juttu että suostuit mukaan haastatteluun, vastauksistasi on iso hyöty tutkittaessa Fonectalla läpivietyä muutosprosessia. Aiheesta jo aiemmin kerroinkin, eli tutkin miten 020202-palvelun muutosta on viety läpi vuosina 2008-2012. Kannattaakin miettiä, mitä palvelu oli ennen ja mitä se on nyt.

Nyt olisi aika sopia sinun haastattelusi ajankohta. Itsellä on tällä hetkellä vapaana pe 22.11.2013, ma 25.11.2013 – ke 27.11.2013, joten voisit ehdottaa ajankohtaa, joka sinulle sopisi parhaiten, niin yritetään järjestää aika. Haastattelu tehdään Skypeä välityksellä työajalla ja tämä on Tervevuoren Petrin kanssa myös sovittu. Haastatteluajan voi laittaa palvelupäällikön toimeksiantoksi, eli se ei mene johtamisajasta. Aikaa kannattaa varata vähintään tunti, koska kysymyksiä on suht monta. Haastattelu on luottamuksellinen, enkä tule laittamaan teidän nimiänne mihinkään kommentteihin lopputyössä, vaan vastaukset käsitellään nimettöminä.

Oli puhetta, että voisin laittaa vähän etukäteen kysymyksiä mietittäväksi. Ihan koko listaa en laita, jotta haastattelu on luonnollinen, etteivät vastaukset tule kuin ”apteekin hyllyltä”, mutta laitan sinulle tähän teemat, joita haastattelussa käsittelemme.

Taustat

Tässä osiossa puhutaan muutoksen taustoista ja sen välttämättömyydestä.

Visio

Tässä osiossa käydään läpi Fonectan visiota, sen viestimistä sekä ymmärtämistä.

Muutoksen johtaminen

Tässä osiossa puhutaan käytännön asioista, miten muutosta on Fonectalla johdettu ja viety eteenpäin. Voit myös miettiä miten oma työsi on muuttunut vuosien aikana ja miten muutos on siihen vaikuttanut.

Haasteet

Tässä osiossa käydään läpi tuntemuksia ja haasteita, mitä muutos on omalla kohdallasi tuonut eteen.

Onnistumiset

Tässä osiossa jutellaan onnistumisen hetkistä, joita muutoksen myötä on tullut. Voit myös miettiä mitä hyvää muutoksen myötä on työhösi tullut ja mitä huonoa.

Muistathan, että tämä on sinun henkilökohtainen mielipiteesi asioista. Toivoisinkin, ettet keskustelisi aiheista muiden ryhmäpäälliköiden / henkilöstön kanssa etukäteen, jotta saan luotettavan otannan tutkimukseen. Tässä ei ole olemassa oikeita ja vääriä vastauksia, vastaat vain oman mielipiteesi mukaan, jonka jälkeen minä koostan vastaukset ja teen tulkinnat. Parhaimmat vastaukset tulevat, kun et valmistaudu liikaa, vastaat vain minun sinulle esittämiin kysymyksiin. Eli avoimin mielin vain, ei tarvitse jännittää 😊

Mutta, ehdottelehan sinulle sopivaa haastatteluaikaa 😊

Terveisin, Essi

Second invitation for interview translated in English – group leaders and management

(Dear X,

Nice that you agreed to the interview, your answers is a big advantage for research about change process done in Fonecta. As I mentioned earlier I am examining how the 020202 service change has been carried out in the period of 2008-2012. It is worth considering what the service was and what it is now.

Now there would be time to agree your time for the interview. I have free time on Fri 22.11.2013, Mon 25.11.2013 – Wed 27.11.2013 so you could suggest the best time for you so we can try to arrange the time. The interview takes place during working hours and this is also agreed with Petri Tervevuori. Interview is done via Skype. Time used for the interview can be put order of service centre manager, so it will not take your leading time. It is good to book at least an hour because there are quite many questions. The interview is confidential, and I will not put your names with your comments to the final work, the answers will remain anonymous.

We spoke earlier that I might put the questions to think about in advance. I will not put the whole list, so that the interview is natural and the answers will not be ready thought, but I'll put you the themes that are dealt with in the interview.

Background

In this part there are talked about the background of the change and its necessity.

Vision

In this part we will discuss about Fonecta's vision and its communication and understanding.

Leading the Change

In this part we talk about the practical matters how change has been lead in Fonecta. You can also think about how your work has changed during the years and how the change has affected.

Challenges

In this part there are discussed about feelings and challenges the change has caused.

Wins

In this part we will talk about the success moments that has become during the change. You can also think about what good change has brought to your work and also what bad.

Please keep in mind that this is your personal opinion about things. I hope that you will not discuss with other group leaders or staff about the topics in advance in order to get a sample of reliable research. There is no right and wrong answers, just the answer in your own opinion and I make the interpretations according to those answers. The best answers will become when you are not prepared too much, just answer the questions I make to you. So, open mindly, no need to stress.

So, suggest the best time for your interview,

Best regards,

Essi Kortosalu)

Haastattelukysymykset - Asiakaspalvelijat (Interview questions - Customer service agents)

Taustat: (Background)

- Mikä sinun mielestäsi on ollut syy muutokseen lähtemiseen? (What is your opinion of the reason why change was started?)
- Miten sinulle on perusteltu muutoksen välttämättömyys? (How the necessity of the change has been justified to you?)
- Olisitko itse huomannut tarvetta muutokselle? (Would you have noticed the need for change yourself?)

Visio: (Vision)

- Mikä on ollut Fonectan visio tämän muutoksen aikana? (What has been Fonecta's vision during this change?)
- Miten visio on näkynyt työssä ja työympäristössä? (How the vision has been reflected in the work and in working environment?)
- Millä keinoin visio on sinulle viestitty? (sähköpostilla, suullisesti jne) (In what way the vision has been communicated to you? By e-mail, orally etc.)
- Kuinka usein olet kuullut visiosta? (How often have you heard about the vision?)
- Onko visiosta kerrottu innostuneesti? (Has the vision been told enthusiastically?)
- Onko vision taustalla ollut jokin tarina? (Has there been some kind of story behind the vision?)
- Miten ymmärsit vision? (How did you understand the vision?)
- Miten sitoutunut olit visioon? (How committed were you in the vision?)
- Onko johto asettanut välitavoitteita yksilökohtaisesti? (Has the management set middle targets to the individuals?)
- Onko johto asettanut välitavoitteita tiimikohtaisesti? (Has the management set middle targets to the teams?)

Muutoksen johtaminen: (Leading the change)

- Ketkä sinun mielestäsi ovat olleet avainhenkilöitä muutosprosessissa? (Who have been the key persons in change process in your opinion?)
- Millaista tietoa olet saanut muutoksen etenemisestä? (What kind of information have you got during the change process?)
- Miten muutos näkyy jokapäiväisessä työssäsi ja työympäristössäsi? (How the change is visible in your every day work and work environment?)
- Miten koet esimiehen roolin muutoksen eteenpäinviejänä? (How do you see the role of the superior as a promoter of the change?)
- Mitkä toimenpiteet koit hyväksi muutosta eteenpäinvietäessä? (What actions did you see good during the change?)
- Mitä olisit kaivannut lisää? (What would you have needed more?)

Haasteet: (Challenges)

- Millaisia vastoin käymisiä olet havainnut muutoksen aikana? (Tekniikka, hallinto, taidot jne?) (What kind of challenges have you noticed during the change? Technique, administration, skills etc.)
- Miten näihin vastoin käymisiin on reagoitu? (How these challenges have been reacted?)
- Miten sinun osaaminen muutoksen myötä on varmistettu? (How your own know-how has been ensured during the change?)
- Koetko, että olet tullut kuulluksi muutoksen aikana? (Do you feel that you have been heard during the change?)
- Millaisia tunteita muutoksen aikana heräsi? (What kind of feelings did come during the change?)
- Miten nämä tunteet on huomioitu? (How these feelings have been noticed?)

Onnistumiset: (Wins)

- Millaisia onnistumisia olet havainnut muutosprosessin aikana? (What kind of wins have you noticed during the change process?)
- Miten onnistumiset on viestitty? (How these wins have been communicated?)
- Millä tavalla onnistumiset on huomioitu? (How these wins have been noticed?)
- Miten muutosprosessi on vaikuttanut sinun työhösi? (How the change process has been affected in your work?)
- Miten työsi on muuttunut vuosien varrella? (How your work has been changed during the years?)
- Mitä hyvää muutos on tuonut tullessaan? (What good things the change has brought?)
- Mitä huonoa muutos on tuonut tullessaan? (What bad things the change has brought?)

Haastattelukysymykset - Ryhmäpäälliköt (Interview questions - Group leaders)

Taustat: (Background)

- Mikä sinun mielestäsi on ollut syy muutokseen lähtemiseen? (What is your opinion of the reason why change was started?)
- Miten sinulle on perusteltu muutoksen välttämättömyys? (How the necessity of the change has been justified to you?)
- Olisitko itse huomannut tarvetta muutokselle? (Would you have noticed the need for change yourself?)
- Miten henkilöstölle on viestitty muutoksen välttämättömyys? (How the necessity of the change has been communicated to the personnel?)
- Mikä oli oma suhtautumisesi muutosprosessiin? (What was your own reaction to the change process?)

Visio: (Vision)

- Mikä on ollut Fonectan visio tämän muutoksen aikana? (What has been Fonecta's vision during this change?)
- Miten visio on näkynyt työssä ja työympäristössä? (How the vision has been reflected in the work and in working environment?)
- Millä keinoin visio on sinulle viestitty? (In what way the vision has been communicated to you? By e-mail, orally etc.)
- Kuinka usein olet kuullut visiosta? (How often have you heard about the vision?)
- Onko visiosta kerrottu innostuneesti? (Has the vision been told enthusiastically?)
- Onko vision taustalla ollut jokin tarina? (Has there been some kind of story behind the vision?)
- Miten ymmärsit vision? (How did you understand the vision?)
- Miten sitoutunut olit visioon? (How committed were you in the vision?)
- Onko johto asettanut välitavoitteita yksilökohtaisesti? (Has the management set middle targets to the individuals?)
- Onko johto asettanut välitavoitteita tiimikohtaisesti? (Has the management set middle targets to the teams?)

Muutoksen johtaminen: (Leading the change)

- Miten sinut on valmistettu muutoksen läpiviemiseen? (How you have been prepared to lead the change?)
- Ketkä ovat olleet avainhenkilöitä muutosprosessissa? (Who have been the key persons in change process in your opinion?)
- Miten henkilöstöä on tiedotettu muutoksen etenemisestä? (How the personnel has been informed the proceeding of the change?)
- Miten sisäisillä mittareilla on tuettu muutosta? (How inner indicators have supported the change?)
- Miten muutos näkyy jokapäiväisessä työssäsi ja työympäristössäsi? (How the change is visible in your every day work and work environment?)
- Miten koet esimiehen roolin muutoksen eteenpäinviejänä? (How do you see the role of the superior as a promoter of the change?)
- Mitkä toimenpiteet koit hyväksi muutosta eteenpäinvietäessä? (What actions did you see good during the change?)
- Mitä olisit kaivannut lisää? (What would you have needed more?)
- Miten henkilöstön tunnetiloja on hoidettu muutoksen aikana? (How the feelings of the personnel have been taken care during the change?)

Haasteet: (Challenges)

- Millaisia vastoinkäymisiä olet havainnut muutoksen aikana? (Tekniikka, hallinto, taidot jne?) (What kind of challenges have you noticed during the change? Technique, administration, skills etc.)
- Miten näihin vastoinkäymisiin on reagoitu? (How these challenges have been reacted?)
- Millaisia esteitä muutokselle on tullut prosessin aikana? (What kind of obstacles the change has faced during the process?)
- Miten nämä esteet on pyritty poistamaan? (How these obstacles/barriers has been tried to remove?)
- Miten sinun osaaminen muutoksen aikana on varmistettu? (How your own know-how has been ensured during the change?)

- Koetko, että olet tullut kuulluksi muutoksen aikana? (Do you feel that you have been heard during the change?)
- Millaisia tunteita muutoksen aikana heräsi? (What kind of feelings did come during the change?)
- Miten nämä tunteet on huomioitu? (How these feelings have been noticed?)

Onnistumiset: (Wins)

- Millaisia onnistumisia olet havainnut muutosprosessin aikana? (What kind of wins have you noticed during the change process?)
- Miten onnistumiset on viestitty? (How these wins have been communicated?)
- Millä tavalla onnistumiset on huomioitu? (How these wins have been noticed?)
- Miten muutosprosessi on vaikuttanut sinun työhösi? (How the change process has been affected in your work?)
- Miten työsi on muuttunut vuosien varrella? (How your work has been changed during the years?)
- Mitä hyvää muutos on tuonut tullessaan? (What good things the change has brought?)
- Mitä huonoa muutos on tuonut tullessaan? (What bad things the change has brought?)

Haastattelukysymykset – Johto (Interview questions – management)

Taustat: (Background)

- Mikä ajoi muutokseen, miksi muutosta lähdettiin hakemaan? (What was leading to change, why the change was started?)
- Onko muutoksen läpivienti perustunut johonkin teoriaan? (Has the change process been based on some theory?)
- Miten henkilöstölle on viestitty muutoksen välttämättömyys? (How the personnel has been communicated the necessity of the change?)

Visio: (Vision)

- Mikä on ollut Fonectan visio tämän muutoksen aikana? (What has been Fonecta's vision during this change?)
- Miten visio on näkynyt työssä ja työympäristössä? (How the vision has been reflected in the work and in working environment?)
- Miten visio on viestitty henkilöstölle? (How the vision has been communicated to the personnel?)
- Onko visiosta kerrottu innostuneesti? (Has the vision been told enthusiastically?)
- Onko vision taustalla ollut jokin tarina? (Has there been some kind of story behind the vision?)
- Miten on varmistettu, että henkilöstö on tietoinen uudesta visiosta? (How it has been ensured that the personnel know about the new vision?)
- Onko henkilöstöllä ollut mahdollisuus keskustella uudesta visiosta ja sen tarkoituksista johdon kanssa? (Has the personnel been possibility to discuss about the new vision and its reasons with the management?)
- Millaisin keinoin henkilöstö on voinut käydä läpi muutosprosessia ja visiota? (In what ways the personnel have been possibility to process the change process and vision?)
- Ketkä olivat suunnittelemassa strategiaa, visiota sekä muutoksen hallintaa? (Who were planning the strategy, vision and the change management?)

- Millaisella aikataululla visio suunniteltiin? (What kind of time period was the vision planned?)
- Onko vision pohjalta asetettu henkilökohtaisia välitavoitteita? (Has the management set middle targets to the individuals based on the vision?)
- Onko vision pohjalta asetettu tiimikohtaisia välitavoitteita? (Has the management set middle targets to the teams based on the vision?)

Muutoksen johtaminen: (Leading the Change)

- Mitkä olivat muutoksen ensiaskeleet? (What were the first steps of the change?)
- Miten sisäisillä mittareilla on tuettu muutosta? (How the inner indicators have been supporting the change process?)
- Miten yrityksessä on korostettu muutoksen välttämättömyyttä? (How the necessity of the change has been underlined in the organisation?)
- Miten lähiesimiehet on valmistettu muutoksen läpiviemiseen? (How the superiors have been prepared to lead the change?)
- Mitä toimenpiteitä on tehty, jotta henkilöstö ymmärtäisi muutoksen välttämättömyyden? (What actions have been made that the personnel would understand the necessity of the change?)
- Ketkä ovat olleet avainhenkilöitä muutosprosessissa? (Who have been key persons in the change process?)
- Millä perusteella juuri nämä henkilöt on valittu ryhmään? (In what principles these persons were selected to the group?)
- Millaiset vahvuudet/taustat valituilla henkilöillä on? (What kind of strengts/backgrounds these persons have?)
- Miten henkilöstölle on annettu mahdollisuus osallistua muutosprosessin läpiviemiseen? (How the personnel has been given the possibility to take part in change process?)
- Miten henkilöstöä on tiedotettu muutoksen etenemisestä? (How the personnel have been informed about the proceeding of the change?)
- Ovatko palkkajärjestelmät, rekrytointi, urasuunnittelu ja ylennykset sopusoinnussa uuden vision kanssa? (Has the payment system, recruitment, career planning and promotions in line with the new vision?)

- Miten muutoksen pysyvyys on varmistettu? (How the stability of the change has been ensured?)
- Miten henkilöstöä on autettu ymmärtämään jatkuvan muutoksen tärkeys? (How the personnel have been helped to understand the importance of continuous change?)
- Miten on varmistettu, että muutos juurtuu yrityksen toimintakulttuuriin? (How it has been ensured that the change will ingrain into the organisations culture?)
- Mitä merkkejä on muutoksen juurtumisesta yrityksen toimintakulttuuriin? (What signs there are about the ingraining the change to organisations culture?)
- Mitkä toimenpiteet koit hyväksi muutosta eteenpäinvietäessä? (What actions did you see good when leading the change?)
- Miten henkilöstön tunnetiloja on hoidettu muutoksen aikana? (How the personnels feelings have been taken care during the change?)

Haasteet: (Challenges)

- Millaisia vastoinkäymisiä olet havainnut muutoksen aikana? (What kind of challenges have you noticed during the change?)
- Miten näihin vastoinkäymisiin on reagoitu? (How these challenges have been reacted?)
- Millaisia esteitä muutokselle on tullut prosessin aikana? (Tekniikka, hallinto, taidot, esimiehet jne?) (What kind of obstacles/barriers the change has faced during the process? Technique, administration, skills, superiors etc)
- Miten nämä esteet on pyritty poistamaan? (How these obstacles/barriers has been tried to remove?)
- Millaisia tunteita muutoksen aikana heräsi? (What kind of feelings did come during the change?)
- Miten nämä tunteet on huomioitu? (How these feelings have been noticed?)

Onnistumiset: (Wins)

- Millaisia onnistumisia muutosprosessin myötä on tullut? (What kind of wins have come during the change process?)

- Miten onnistumiset on viestitty henkilöstölle? (How these wins have been communicated to the personnel?)
- Miten onnistumiset on huomioitu? (How these wins have been noticed?)
- Miten muutosprosessi on vaikuttanut sinun työhösi? (How the change process has been affected in your work?)
- Miten työsi on muuttunut vuosien varrella? (How your work has been changed during the years?)
- Mitä hyvää muutos on tuonut tullessaan? (What good things the change has brought?)
- Mitä huonoa muutos on tuonut tullessaan? (What bad things the change has brought?)
- Missä kohtaa ensimmäiset onnistumiset muutosprosessista tulivat? (In what stage of the change process did the first wins come?)

HANDBOOK

Change in an organisation is never easy job to do. There are many aspects to take into account when starting and implementing a change process. In this handbook there are general guidelines to directory assistance change process. The purpose is to give tips and ideas to think in advance when planning a change process in directory assistance. This handbook is based on a research done to Master's Thesis, where there were researched the change process in one Finnish directory assistance company. The research was done comparing John Kotter's theory of eight steps of successful change to actions that has been made in this certain Finnish directory assistance company. This company was selected as target company because of its good numbers in turnover compared to other directory assistance's around the Europe. In the end there are listed "Rules for the Change" as a summary of this handbook. Below every rule there are also mentioned the main points to help remembering.

Where to start?

The most important thing in the beginning is to get people understand the purpose of the change. Why is it necessary? If people don't understand why something is done, they will not commit into it. (Kotter, 1996.) The necessity of the change should be informed as soon as possible and in the way that everyone hears it at the same time. This can be done for example by arranging info's in every service centre where all the personnel are gathered to listen the info. Numbers should be shown to give perspective of the matters. After the info everyone should know why the change process is needed to do. (Kortesaalo, 2014.)

Important People

People who are leading and implementing the change does matter. That is why it is important to select the right persons already in the beginning to make decisions. Kotter (1996, p. 51) says that these people should have different

characters; power to make decisions, expertise, credibility and leadership. There should be people from the top management, middle management and also customer service level planning and testing the new ideas and direction of the new service. Also a consult outside an organisation can help to start the process. Selecting a right consult has a huge meaning; it should be paid attention in an organisation. Consult needs to be 100% focused on the organisation and its change. (Kortesalo, 2014.)

Vision

Vision should be clear and understandable. It should be explained in five minutes and be in line with the change process. Vision should be easy to put into practise, so that everyone can understand it. It needs to be made sure that everyone in an organisation knows the vision and are able to explain its meaning. (Kotter, 1996.) How to make sure of it? Putting effort in communicating the vision. It should be visible everywhere; in conversations, speeches, posters, e-mails, info screens, everywhere that no-one would forget it. It should be the guiding line in whole change process. Vision can be emphasised by using metaphors to make it easier to understand to the personnel. (Kortesalo, 2014.)

Facing the challenges

Every change process faces challenges. Those challenges can be technical, personal, based on skills or structural challenges in an organisation. People should give freedom to handle these challenges, they need to be trusted. No matter what was the challenge, it needs to be faced and fixed. (Kotter, 1996.) Technical matters need to put in condition to meet the demands of the change process. Skills have to be trained and coached that people are able to do their job in a way that is wanted. Amount of coaching makes an important role in it. Structural matters have to be put in condition that the change process is possible. This might even mean changing people in an organisation. (Kortesalo, 2014.)

Handling the emotions

Change process causes emotions from side to side. There are moments of disbelief and moments of joy and happiness. An organisation should pay lot of attention handling the emotions, because if people can talk about and handle their feelings they are more adaptive to commit into change process. Strengths of the superiors is good to be taken care of because they are the ones who are taking care of the customer service agents. Professional guidance should be available both superiors and customer service agents. (Kortesoalo, 2014.)

Personnel Being Part of the Change

Usually when a person is part of the change, the commitment into the matter is better. That is why it is important to give the personnel possibility to be a part of the change process. They should ask advice of matters, their opinions has to be valued. Often the ones who are working closest to the customers, knows their will the best. This is why the value of the personnel should be remembered. This can be done for example by creating an online surrounding where everyone can take part and comment to new inventions and ideas. Also a council in every service centre, where there are customer service agents from every team, would be good to establish. People need to feel that their opinions are heard during the change process. (Kortesoalo, 2014.)

Celebrating wins

There exists disbelief towards change in an organisation. To prove people that there are right things done, all the wins should be visible already in an early stage of the process. (Kotter, 1996.) No matter it was small win, it has to be made visible. It can be win in a service; customer service agent gets great feedback from a customer, this should be celebrated in some way. If the service is rewarded, this should be celebrated among people in service centres. Celebrations are visible signs to people who doubt the success of change that the change process is going to the right direction. It can be for example

rewarding customer service agents with small prizes when they succeeded in their daily job. Thanking and mentioning customer service agents' name in info monitor after getting the positive feedback from the customer makes the feeling of pride high. Big wins can be celebrated in service centers for example by offering a cake or giving a small gift to everyone. (Kortesalo, 2014.)

Informing

During the change process it has to be taken care that information from top management to the personnel works. The risk of rumours does exist and the reason for rumours is usually the lack of information. That is why rather too much information than too little. There are many ways to inform the personnel. For example e-mails, notifications, information panels or videos made by the business manager to show in every team meeting are good ways to keep the personnel informed on matters. The main thing is that information is given and it is given invariable to everyone. If there become rumours, they have to be corrected straight away. (Kortesalo, 2014.)

Visibility of the Change

When the change is happening, it should be visible everywhere. Matters have to be repeated over and over again, so that everyone remembers them. (Kotter, 1996.) New methods to do the work have to be emphasised in every action that are done in service. It has to make sure that when someone new enters the service center, he/she adapts the new way of doing straight away. This is why it is important to choose the right people to train new beginners. It is also important that inside the service centers the change is visible in posters, workstations, colors and all over the place so that the new way of doing is easy to adapt. (Kortesalo, 2014.)

Rules for Change

1. Make sure that everyone in an organisation knows why the change is done.
 - organise an info meeting
 - explain things clearly and understandably
 - ask did everyone understand the purpose of an info meeting
2. Choose right people to plan and implement the change process. Pay attention when selecting an outside consult company.
 - people from top management, middle management and employee level
 - power to make decisions, expertise, credibility and leadership
 - select a consult company that focuses on your organisation 100%
3. Make sure that everyone in an organisation knows the vision and that the vision is in line with the change process.
 - vision has to be clear and understandable
 - it has to be joined to everyday work
 - it has to be explained in five minutes
 - communicate vision everywhere
 - use metaphors
4. Take the challenges seriously and fix them.
 - trust your staff
 - face the challenges, do not try to hide them
 - coach your staff
5. Pay attention towards people's feelings during the change process.
 - give people space and possibility to handle their emotions
 - offer superiors professional guidance
6. Make the personnel possibility to be part of the change process.
 - ask their opinion and value it
 - give them possibility to affect on matters
7. Remember to celebrate every win, no matter it was small or big.
 - reward your staff
 - mention the win every time possible
 - make the win visible in the organisation

8. Make sure that the personnel are informed well during the change process.
 - send e-mails, put notes on the walls, small info's to info monitors
 - make sure that everyone in the team hears the matter
 - cut wings from rumours
9. Make the change visible in every service centre.
 - repeat matters over and over again
 - make the vision part of every coaching session
 - choose the right people to train new beginners
 - put the vision visible in all the decoration that is in service centres

References:

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