

HOW TO MAKE THE STARS SHINE BRIGHTER

A guide booklet of leadership and communication for Glitter Oy

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<p>This Bachelor's thesis is about creating a guide booklet of leadership and communication for Glitter Oy. The thesis is commissioned by Glitter Oy, a Sweden originated company working in retail driven by family business values emphasizing the importance of every employee and calling them Glitter Stars.</p> <p>The objective of this thesis is to build a guide booklet that will be used after the transition of a store manager or when a new store manager is hired to manage a store that has already existing staff. By giving these guidelines the thesis aims to decrease the potential problems that might occur because of this managerial transition. The guide booklet is constructed in Finnish since it is the official work language in Glitter Oy.</p> <p>The theoretical part starts by describing the leadership profile by Glitter Oy, then continues introducing similar findings of leadership characteristics from different authors. The effects of transition on individual employee are introduced as well as communication involved during that transition process. Communication and communication skills are defined to be the key elements of managing the transition of a leader.</p> <p>The process of making the product is described and the feedback of the commissioning party is discussed. The chosen guidelines in the final version of the product are discussed referring the leadership profile of Glitter Oy and the characteristics found in the theoretical part. The form and the distribution of the guide booklet are directed by the values of Glitter Oy.</p> <p>Thesis concludes in the description how the product is needed and relevant for Glitter Oy and the evaluation of the learning process and the professional growth is described. This is a functional thesis and the thesis process was completed in spring 2015.</p>	
Keywords Leadership, Management, Communication, Transition	

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1 Introduction

"Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter." (Gilbert Amelio 2014.)

As Gilbert Amelio said it, excellent communication skills are essential to be an effective leader. This is what I have come to realize in the process of making my thesis. The objective of this thesis is to share my experience of managing transition and making a guide booklet of communication with the workers. The thesis is a functional thesis and the end product will be an guide booklet which can be used in the future by the commissioning party Glitter Oy.

In the second chapter I introduce the commissioning party Glitter Oy. I describe the background of the company and discuss the way employees are valued in Glitter Oy and referred as stars.

In the third chapter I discuss the leadership profile created in Glitter Oy. I also discuss leadership and management and I introduce the leadership skills needed to be a manager while linking them back to the Glitter Oy leadership profile introduced in chapter two. In chapter four I discuss how transition affects employees and how communication between the manager and employees can be used during the transition.

Chapter five goes through the process of making the guide booklet starting from the commissioning, planning the content, the format of the guide booklet and how to distribute it and also the evaluation of the work by the commissioning party.

In the final chapter will discuss about why I was the best choice to make this thesis and the guide booklet as its product. I will present the target audience of the product and the usefulness as well as the need for it. I will present the decisions I made according to the theory I put into the product, the problems that came up while doing the literature review and how the information put into the guide booklet was defined. Finally I will describe my own professional growth and progress.

1.1 Background

The process of making the guide booklet started almost a year ago when I started working at my current workplace. I was placed to manage a store that had an already existing

work team and they had worked together for a while at the time. They had also gone through transition of the store manager three times in a really short time period. When I started to work there I decided to take my time getting to know the team and how they work together. I also wanted to make sure that they knew what my goal was; to make the store gain more customers and revenue and train the team in selling. This was the same goal that I had had in my previous stores since I have been a store manager for five years now in three different stores.

At first everything in the store continued smoothly and I finally felt confident enough to start changing routines that I saw could be done differently or aspects that were for completely against the company rules: For example the sales persons having their own phone at the cashier's desk is strictly forbidden but still happened in my store. I wanted to take on smaller details at first, bigger things later. And then the problems started. Major part of the team seemed to feel like I did not trust them nor value the work that they had done so far. One of the sales persons felt confident enough to say this to me, and also the lack of motivation was visible in the sales numbers that started to go down. Suddenly I was the outsider of the team who had come there to judge them and change things without asking. Eventually I spend my nights at home reading literature about leadership and team management, wondering where I had gone wrong and how I could still save the situation. With the help of my regional manager I had meetings and discussions with my team where we tried to achieve an open discussion about the situation and how it could be improved. Some of the meetings went well, some not. I had performance and development discussions one on one with all the members of my team. There they had the private situation where they told the aspects of their and my work that they were satisfied with and aspect that needed improvements. For example few of them still felt that I did not trust them because I had not discussed about the future of the store with them. But all felt that I was trying and succeeding to keep the positive atmosphere and supportive environment in the store. Finally, almost one year later I had managed to convince the team that I was there to work with them, not on them and that we shared to common goal.

2 Glitter Oy

Glitter Oy is part of Glitter International AB. Including Finland Glitter International AB has stores in four different countries, Sweden, Norway and Denmark. (Figure 1.) Glitter International AB is part of Bergendahl & Son AB group that has stores in three different retail fields. It has more than 4000 employees in six different countries. (Glitter Oy 2012.)

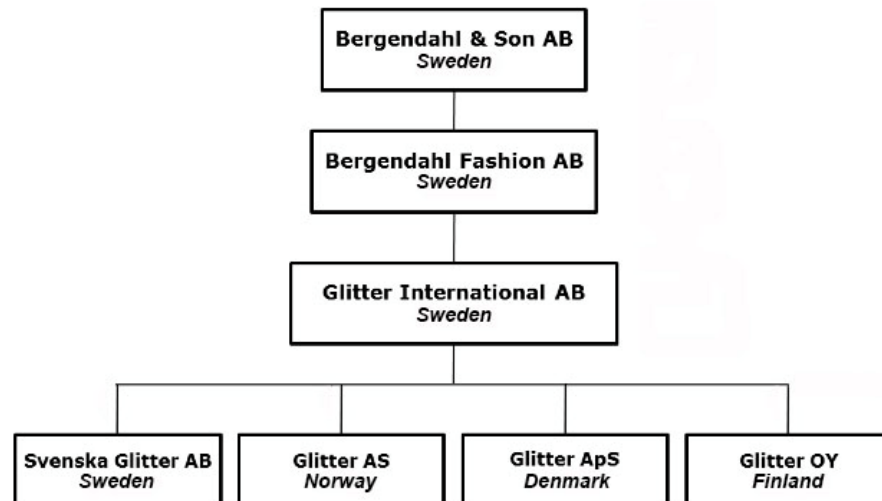


Figure 1. Organizational structure, Bergendahl & Son AB (Glitter Oy 2012.)

Glitter Oy has 40 stores in Finland and the company started out in Helsinki in 2005. The company sells costume jewellery and accessories. The structure of the organization is intimate and simple. Each store has an average of five sales persons working under one store manager. Store managers report to regional managers who in turn work under the sales manager assisted by the marketing manager. There are four regional managers all together and the country has been divided into four regions: Helsinki, North, East and West. (Figure 2.)

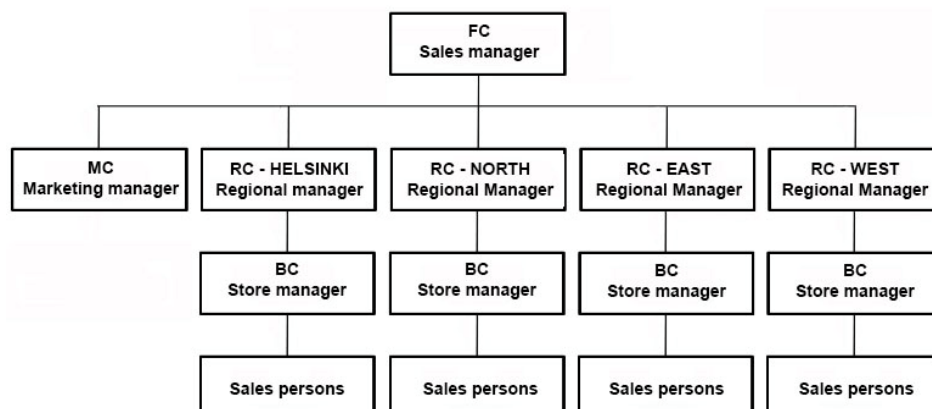


Figure 2. Organizational structure of Glitter Oy (Glitter Oy 2012.)

As the Bergendahl & Son AB business is run by traditional family values, these values also reflect to Glitter Oy. All the employees are equally important and the wish is to have a workplace where employees feel welcomed and taken care of. In Glitter Oy the company management refers to their employees as stars, emphasizing the importance of each and every employee. The importance of each and every sales person is emphasized and the small size of the company enables fast flow of information between the employees and managers. This is one of the strong points of the company since it is able to act quickly for example if there are improvements that need to be done at the store concerning the campaigns or products or basically anything. "Nothing is permanent except change" is one of the mottos of the company's sales manager.

3 Leadership skills needed to be a good manager

In this chapter I will introduce the leadership profile of Glitter Oy. After this I will discuss similar characteristics found by researchers and how these findings support the Glitter Oy Leadership profile. Being a leader does not exclude being a manager but more is a crucial part of acting as one. The terminology changes from John Kotter's Leadership model (Optiway Global 2013.) to Drouillard and Kleiner (1996) list of characteristics of a leader.

3.1 Glitter Oy Leadership profile

Glitter Oy has created its own leadership profile in order to help store managers in their work. (Figure 1.) and it is something that the store managers are expected to use in the background in their daily work and professional growth. Store managers are expected to grow professionally in their work and this leadership profile determines the abilities or characteristics needed. These are ability to improve functions of the company, to manage and improve employees, to work towards results and to cooperate with others and showing maturity.

Glitter Oy Leadership profile

- | |
|---|
| 1. Ability to improve functions of the company
- Strategically oriented
- Leading changes and open for changes |
| 2. Ability to manage and improve employees
- Delegate and coach
- Communicate and inspire |
| 3. Ability to work towards results
- Goal-oriented
- Ability to see things through and energy |
| 4. Ability to cooperate with others and maturity
- co-operation skills
- honesty and discernment |

Figure 3. Glitter Oy Leadership profile. (Glitter Oy 2015.)

The ability to improve functions of the company is the first characteristic in Glitter Oy leadership profile. In Glitter Oy the store managers are challenged by their regional manager on a daily basis. They are asked to look back for example the previous week and its sales, then analyse what was done well, what could have been done differently or better. Ideas and improvements are welcomed and hoped for and store managers are

urged to speak what is on their mind. The retail industry is always changing and evolving and so are the companies working in it. As said before, nothing is more permanent than change and this is the attitude expected to be found in every store manager.

The ability to manage and improve employees is the second characteristic in Glitter Oy leadership profile. Delegating is the easiest way to show trust to your employees and this is encouraged in Glitter Oy. It is expected that every sales person knows all the functions and routines of the store so that if the store manager becomes ill, the store will stay open and functioning regardless of this. And when a new sales person is hired each store manager takes the responsibility for the training of his new staff and sees that the new comer is able to work independently after the training. The store managers are expected to grow and learn new things and so are the sales persons as well. The responsibility for this is on the store manager. The training of the employees does not end after the new sales person has learned the routines of the store but continues throughout the employment. All of this is done using of mentoring and coaching, and the new sales person is encouraged to ask and get enthusiastic of the work. As said before new ideas are always welcomed and the ideas coming from the sales persons are equally important as the store managers' ideas.

The third characteristic in Glitter Oy leadership profile is the ability to work towards results. Store managers are expected to be goal-oriented and driven by the fact that they have a sales budget that needs to be reached. The budget is meant to be a challenge, not an obstacle and all that the store manager does should aim towards reaching it. It is always to break the goal, in this case the budget in smaller pieces and make a plan on how to get there eventually. The store manager is the one who keeps the store functions running and with his energy keeps the sales persons working on their own tasks.

The ability to work with others and showing maturity is the fourth and final characteristic in Glitter Oy leadership profile. The people working in each store are seen as a team working together towards a common goal. The store manager needs to have cooperation skills in order to run his team and communicate with them in an honest way. Trust is also a key word here. The store manager needs to trust his employees and they need to trust him. This trust is gained through communication (Braverman & Lovegrove 2008, 30-31). The lack of communication gives room of making assumptions, which can lead to misunderstandings. By communication his plans and goals for the sales persons the store manager is able to keep these assumptions and misunderstandings away and show to the sales person that he is there to work with sales persons. (Lawler III E. 2008, 105.) As an example of these assumptions a scenario where employee was quiet and seemed to be

lacking of energy to work. The leader made the assumption that the employee was losing the motivation to work. But what actually was the case that the employee was just getting sick and did not want to show it. But the store manager needs to remember that he is in charge and responsible for his team so he has to have discernment in order to do this. He has to be able to step back and look at his team as a whole, and then admit if there is something done wrong and then fix it. It requires maturity to admit that you might have done something wrong and now you need to fix it. I experienced this when I first started as a store manager five years ago and trained my new team. Months later I realized that some of the routines that I had taught were incorrect. I had to call my regional manager and admit that I had done wrong and now needed help fixing the situation.

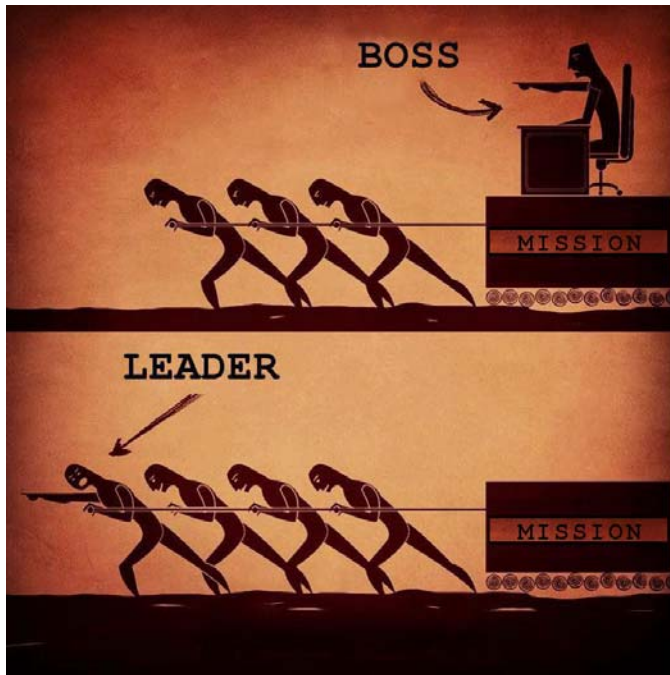
3.2 Characteristics of a leader

John Kotter's Leadership model (Picture 1.) brings forth the differences between a manager and a leader. He argues that a manager is someone who copes with complexity (Optiway Global 2013.). A manager sees patterns and connections in situations and people from above and has an analytical approach to his work. He uses evaluation tools and analyses the results afterwards. A manager works to maintain the status quo, keeping things as they are. As long as it is working, there is no need for change. By following the company vision he aims to keep the operation running and people working towards the common goal. A manager makes short-term plans, is more focused on the systems and structures and works more in the present.

Leader	Manager
Copes with change	Copes with complexity
Challenges the status quo	Works with the status quo
Asks Why	Asks What
Plans long term	Plans short term
Aligns people	Organizes people
Motivates and inspires	Administrates and control
Focuses of people	Focuses on systems and structures
Communicates and delivers the Vision	Follows the vision
Looks into the future	Works in the present

Picture 2. John Kotter Leadership model (Optiway Global 2013.)

A leader works to motivate and inspire people. His focus is on the people and he wants to keep the operation evolving. A leader copes with change and makes long-term plans for the future. He connects the right people with right work and works side by side with them. A leader wants to communicate the vision to the workers rather than just follow it. Keeping in mind the leadership profile by Glitter Oy it seems that the store managers need to be more leaders than managers when compared to the characteristics by John Kotter.



Picture 2. Bad Boss vs. Good Leader (Modern Servant Leader 2015.)

Modern Servant Leader (2015) suggests that employees are in need of a leader, not a boss (Picture 2.). This goes along with the John Kotter Leadership Model and the characteristics of a leader presented in their article by Drouillard and Kleiner (1996). The article presents also the confrontation of leading and managing. "The difference between a developing leader and a manager is that one chooses to confront and grow from an adverse experience and the other chooses to avoid or manipulate the situation." (Drouillard S. & Kleiner B. 1996, 31.) This is the same confrontation that can be found in John Kotter's Leadership Model. (Picture 1.)

In their article Drouillard and Kleiner (1996) list certain characteristics that a leader needs. They might vary a bit between different leaders but they are all necessary. These characteristics are communication skills, integrity, genuine interest in others, rewarding and recognizing achievement, team orientation, visionary and idea-oriented outlook, decisive nature and responsibility, and finally competence. (Drouillard & Kleiner 1996, 32-33.) All of these characteristics can be found or fitted into Glitter Oy leadership profile so

in the following I will discuss these more in the order of that leadership profile. (Figure 3.) Communication skills are one of the most important characteristics of a leader and this will be discussed more in the next chapter.

As said before in the previous chapter Glitter Oy wishes their store managers to be able to improve the functions of the company. This requires the ability to work and think at the same time, being and acting at the present time while also planning ahead and trying to see into the future. (Armstrong 2012, 24-25.) This ability of seeing in the future calls for visionary skills and ideas (Drouillard & Kleiner 1996, 33). Ideas and improvements are welcomed in Glitter Oy since it means that the manager is also open for changes and willing to grow professionally.

To be able to lead and improve his employees as said in Glitter Oy leadership profile, a leader has to have a genuine interest in others. He has to know his employees, and be interested of them and make them notice this. By asking questions, not only about their professional life but also their life outside the workplace and helping them to grow in their work and fulfilling their wishes the leader can have influence on employees' loyalty and commitment on their work. (Kontkanen & Makkonen 2008, 115-118.) When the employees are willing to follow their leader, the managing of them will be effortless (Drouillard & Kleiner 1996, 32). While following employees' work like this the leader will be able to recognize achievements and reward the employees who deserve it. This will encourage the employees to work harder and enforces the feeling that the leader is interested in their performance. (Drouillard & Kleiner 1996, 32-33.) As said before, in order to achieve the company goals the leader needs to have the right people in the right places. This calls for team orientation, i.e. an ability to form a functional group inside the store. By recognising the employees' talents and capabilities the leader is able to form his team and give them tasks according to these talents and capabilities. (Drouillard & Kleiner 1996, 33.)

The work of the store managers is driven by the budget and the goal of reaching it. This goal orientation and ability to make decisions can also be found in Drouillard and Kleiner article (1996.) In order to work towards the goals a leader needs to break the goal down to pieces, i.e. tasks to give out to the employees to work on. This also requires decisiveness. The employees cannot make the decisions by themselves and divide the tasks; it is the leaders' responsibility to do this. And even though sometimes there might not be that much time to make the decision, the leader has to make it and take the responsibility for the outcome. (Drouillard & Kleiner 1996, 33.)

The maturity to take responsibility and work with others as a team calls for integrity and competence. (Drouillard S. & Kleiner B. 1996, 33.) This can be also found in Glitter Oy leadership profile. Integrity helps a leader to show that he is willing to do the right thing and act on his words. Many times when asked employees say that they want their leader to be honest with them. This applies also to the employees in Glitter Oy, and the leader has to be willing to act like it. Employees are more likely to fulfil their tasks if they trust their leader and feel that he is being honest with them. The last of the characteristics mentioned by Drouillard and Kleiner (1996) is competence. Competence is more than just one characteristic. It is the mixture of the characteristics mentioned earlier combined with the experience and knowledge of the leader. Competence is what makes someone a leader; it is all of his talents, education, experience and characteristics combined. Competence is what the employees respect and follow in their leader, and gives him the authority to run the store. (Drouillard & Kleiner 1996, 33.)

To sum up the leadership profile Glitter Oy has created has similarities found in different theories of leadership. The profile shares characteristics listed by John Kotter's leadership profile (2013) as well as list made by Drouillard and Kleiner (1996). They all place the leader working among the employees, not managing the work from above and acting as an example to members of the staff.

4 Change, communication skills in transition

In this chapter I will discuss how changes in any aspects of work affect on employees, a theory introduced by Järvinen (2008). After this I will bring forth the communication skills needed in the transition of a leader by reflecting the article by Braverman E. and Lovegrove N. (2008) and interviews found in the book by Kontkanen and Makkonen (2008). The term change implies to any changes happening at the work place or in the work itself (Järvinen 2008, 143.) and the term transition means the process of a leader being replaced by another leader. (Braverman E. & Lovegrove N. 2008, 31.)

Communication skills that I will concentrate are building a mutual trust and getting to know the staff members, starting a two-way communication, importance of listening and asking for help.

In his book Järvinen (2008) introduces the psychological work that is involved to the change at work and how it affects to the employees. He argues that to be able to process this employees need psychological work and later in this chapter I will concentrate on the communication skill the leader needs in order to help employees in this psychological work.

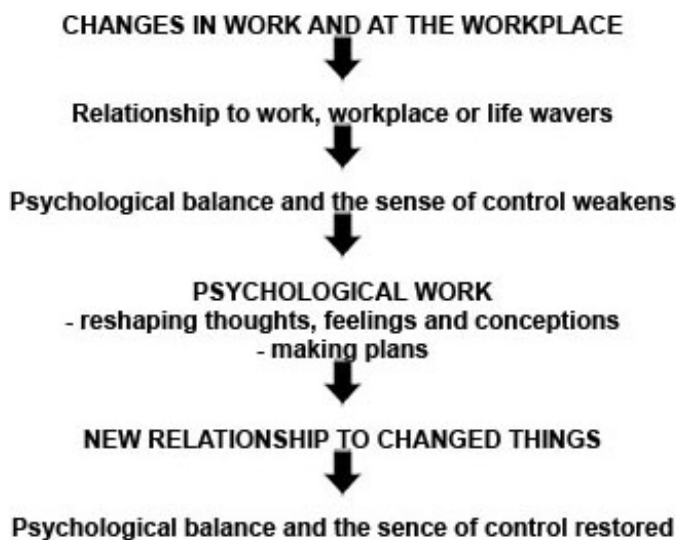


Figure 4. Psychological work (Järvinen, 2008.)

Change is something that affects the employees' relationship to the work and the working environment, and through this it might even affect their personal life. Employees might even feel that the situation is out of their control and they are just watching from the side while everything is changing (Järvinen 2008. 143-144.) It takes time for the employee to settle in the new situation (Järvinen 2008. 143.) During this time employees need

information in order to do their psychological work. Psychological work means the mental process that the employee goes through in his head in order to accept the change and getting used to the situation (Järvinen 2008. 143.) By communication with the employees and giving them information the manager is able to make the employees see the benefit and purpose why the change is happening. Without the information employees might not trust the company or the new manager since most of the people need time to adjust to new things and everything unfamiliar might seem threatening to them (Järvinen 2008. 143-144; Kontkanen & Makkonen 2008, 115). By this communication and information sharing the employees are able to reshape their thoughts and feelings about the change and the conception that they have about the work and the workplace. This way the employees are able to build a new relationship to the aspects that have changed and restore their psychological balance and sense of control. (Järvinen 2008 144.)

4.1 Communication skills in transition

In their book Kontkanen and Makkonen (2008) interviewed managers who had gone through the change in their new companies. They asked from the managers what they would do differently if given the chance and from these interviews I have gathered the points how to communicate with the employees during the change in order to help in the psychological work introduced by Järvinen (2008). In their article Braverman and Lovegrove (2008) identify communication as the key element when managing leader transition and mentioned before in chapter three being a leader requires for skills in communication (Drouillard S. & Kleiner B. 1996, 32). And said before according to Järvinen (2008) these communication skills are needed while the employees are doing the psychological work of the transition of a leader. These skills include building a mutual trust and getting to know the staff members, starting a two-way communication, importance of listening and asking for help.

Braverman and Lovegrove (2008) emphasize the need of building trust between the leader and staff, and getting to know the staff before starting to change aspects of the work. Talking with the employees and communicating with them about the transition at the store helps the manager to gather background information and form picture of the situation. By doing this the manager will also build a mutual trust between him and the employees and get them to see the need for the change from the company's point of view. (Järvinen 2008, 143; Braverman & Lovegrove 2008, 30-31.)

No workplace can function without communication between the manager and the employees. This is what the manager needs to establish at first when starting at workplace (Kontkanen & Makkonen 2008, 115; Järvinen 2008, 143). During the first days

and weeks of the transition manager should concentrate talking with the employees and getting to know them well (Kontkanen & Makkonen 2008, 43; Järvinen 2008. 152-153). Getting hands on to work is the best way to start. If the manager stays in his office behind closed doors, the employees are more likely to grow to distrust him (Kontkanen & Makkonen 2008, 43). If the time in the office is needed, the manager has to make sure that the employees know what he is doing so they will understand his absence from the store. As said in the previous paragraph the employees need to know what the manager is aiming for and how he plans to get there. This helps to lessen of the anxiety and insecurity caused by the changes at the workplace. The manager has to make sure that the employees feel comfortable enough to talk to him about their concerns regarding the transition and asking questions. (Braverman & Lovegrove 30-33; Kontkanen & Makkonen 2008, 115.) If the trust that was mentioned in the previous paragraph is gained, the employees will feel comfortable enough to ask the question and talk to the manager. Kontkanen and Makkonen (2008) talk also about the honeymoon phase that happens after the managerial transition. With this they mean that during the first couple of months the employees are more interested in hearing what the new manager has to say. The employees are also keener to bring our their own ideas for improvements. (Kontkanen & Makkonen 2008, 12.) The manager has to have a clear plan of what he wants and willingness to communicate this to his employees so that he will listen to their suggestions and problems but all the time aiming to help them in their psychological work needed to process the transition of a leader. (Järvinen 2008. 146; Kontkanen & Makkonen 2008, 115.)

Communication is hard and it needs practice. It is said that good managers are good speakers and they share their enthusiasm with the employees in their speeches (Kontkanen & Makkonen 2008, 116; Drouillard & Kleiner 1996, 32). But speaking is only one half of communication. Communication does not only mean the ability to talk and give out information but also listening to others. It is the key element in how the leader can deliver his ideas to the employees and inspire them to work towards the company goals. (Drouillard S. & Kleiner B. 1996, 32; Kontkanen & Makkonen 2008, 115.) Everyone listens and understands things differently because of to their past and previous experiences (Kontkanen & Makkonen 2008, 116). The new manager needs to show that he listens to the employees (Braverman & Lovegrove 2008, 32-34; Kontkanen & Makkonen 2008, 119; Drouillard & Kleiner 1996, 32). The employees have information of the business so the manager should not waste such valuable source. Communicating and giving out enough information the manager can avoid misunderstandings and failures (Kontkanen & Makkonen, 118). And by listening the manager makes sure that he is helping the employees in the right way in their psychological work (Järvinen 2008, 146). Without

listening he might be missing important information and end up doing the wrong things and making the situation during the transition worse.

Asking for help is one the most important things any manager or employee needs to do. It is allowed and mandatory when the manager feels overwhelmed or lost. Often managers think that when you are in a managerial position, you are there alone and no one will help you with your problems (Kontkanen & Makkonen 2008, 38). This feeling of being alone might affect the employees during the transition and the manager has to make to make sure that the employees know that he is there to help and talk with them if needed in their psychological work (Järvinen 2008, 146). It is not weakness to ask for help but stupidity not to. Communicating with the manager gives the employees a sensible way to open their feelings about the transition and not to bottle them inside. (Järvinen 2008. 146-149.) And as the employees are able to ask help, so should the manager be as well. It is not wrong to ask help from the employees when making decisions and improvements at the workplace. Sometimes they can provide a perspective that the new manager did not even think about. Involving the employees in planning and decision-making also creates a mutual trusts (Kontkanen & Makkonen 2008, 88.) and it gives the feeling of being in control of the situation, not just watching everything go by when the change is happening (Järvinen 2008, 149-150).

To conclude changes in any aspects of work will have an influence on employees and it will take time to process through this. Feelings of losing control and inability to influence are common during the change process. Regarding the transition of a leader communication and communication skills are key elements to get through this process. Two-way communication builds a mutual trust and helps the leader to see the situation from the employees' point of view. Communication must involve sharing information and also listening one another so making assumptions and misunderstandings will be avoided. After the trust has been gained through this communication, help can be asked and the leader will gain important knowledge of the work place and employees.

5 Process of making the guide booklet

In this chapter I will go through the commissioning of the thesis, process of making the guide booklet involving the decisions regarding the product and finally I will present the feedback that I got from the commissioning party.

5.1 Commissioning

While having our yearly development discussion with my regional manager we came to the conclusion that it would be beneficial for Glitter Oy if I made some a guide booklet of my experience and findings since the company is in the constant state of evolving and growing. Similar situations that I have faced are most likely to come up again and can be solved by the guide booklet. I had already gone through a lot of materials; books and articles, during the problem-solving period mentioned in the first chapter and had found some really interesting and useful information. The literature studied had already given me advices and guidelines that I could now gather together.

We agreed that it would optimal that the thesis would be done before summer 2015. The guide booklet would be introduced in a meeting in September for all the store managers of Glitter Oy as a part of agenda of discussing and planning processes for autumn and before Christmas. Christmas is the busiest selling time of the year and brings almost third of the yearly revenue in retail so everything must run smoothly with the manager and his team. Glitter Oy would be commissioning party but I would not be paid for my work and I would do the thesis outside of my working hours.

5.2 Format of the guide booklet and distribution

Glitter Oy does not see value in big heavy manuals of how to do things. Things are done in a faster pace, giving out short info packages, which are gone through in meetings by discussions and sharing experiences. In my five years of working as a store manager in Glitter Oy I have been given new instructions in weekly basis, some of which are completely new and some improving previous instructions. The longest manual that we have is 20 pages and regards the using of the cash machine. That is the reason I decided to do a short guide booklet in PowerPoint presentation. Glitter Oy has launched its own intranet called Glitternet and all the company employees can access to any information or instructions needed through that channel. At first I had planned to print my guide booklet in paper and distribute it to all the store managers in a meeting. But one of the values of Bergendahl & Son AB and Glitter Oy is to be environmentally friendly and for this I decided that after presenting my guide booklet in the meeting I would upload my

PowerPoint-presentation to Glitternet from where any store manager could access it when they would feel the need to. The background and format of the presentation is guided by Glitter Oy marketing materials. The picture is used Glitter Oy marketing campaigns and the font Arial is used in the official inside the stores. The current picture used in the presentation will be updated accordingly after the new marketing materials and images are released.

The other thing that was obvious to me about the content of the guide booklet was that all the information in it should be presented in a positive way. One of the principles in Glitter Oy is that the work should be fun. The employees are encouraged to express their enjoyment of the work and have fun while selling the products, and I wanted to reflect this positive attitude in my guide booklet. The instructions are how things should be done, and none of the sentences start with "Do not do this". In Glitter Oy everything is also explained and reasoned. Instructions never come without any explanation and this helped in the form of the guide booklet. Each page has its own notion followed by few sentences, which answer to the question "Why?"

5.3 Content of the guide booklet

The aim of the thesis was to make a guide booklet for store managers in Glitter Oy. The product is written in Finnish since it is the work language of the company. The thesis process started from my personal experiences of transition of a store manager and how should leadership be communicated to the staff in the store. I narrowed the subject of the thesis to leadership and communication skills since it was visible in many theories and also in Glitter Oy leadership profile that communication is the key element in the transition of store manager. While searching for the theory from literature I reflected my personal experience and thoughts and found information to support my experience. Kontkanen and Makkonen (2008) in their book *Mitä nyt tekisin toisin* present experiences of different managers and their afterthoughts about starting in a new position and the transition of a manager. Interviews mentioned changes they had made in the daily routines and procedures that had worked out good, but also the decisions they would correct if given the chance. I found this helpful and supportive information since their experiences were similar as mine.

In my contract with Glitter Oy the job description says Store manager. But there is a difference between manager and a leader as described in the John Kotter's leadership model. I decided to describe the differences of the two and argue that the store managers in Glitter Oy should be more leaders than managers. An article from Drouillard and Kleiner (1996) talks about good leadership and the characteristics of a leader. The article

presents also confrontation of leading and managing. "The difference between a developing leader and a manager is that one chooses to confront and grow from an adverse experience and the other chooses to avoid or manipulate the situation." (Drouillard & Kleiner 1996, 31.) This supported my decision that my theory I would open the confrontation between leadership and management and what characteristics are needed to be a leader. In their article Drouillard and Kleiner (1996) list communication skills as one of the characteristics of leadership which I compared to the leadership profile by Glitter Oy.

I narrowed my experiences and findings from the theory to eight different notions, which I wanted to put in my guide booklet. In below is the list of these notions and I have described them in detail in next paragraphs.

- Tell your staff why you are in this company and in this store.
- Express your goals clearly and make them understandable.
- Be yourself, not the previous store manager.
- Find out what motivates your staff.
- Build environment for open communication.
- Avoid making assumptions, ask.
- Be ready to stand your ground and back up your decisions.
- You act as an example for your staff and set the bar for working.

It is important for the staff to know why the new store manager has come to that specific store. They might have experienced already few changes of the store manager and this might have made them feel that there is something with the store or themselves why this has happened. This happened in my store and the members of the staff asked me many times, why am I here and when will I leave like the others before have left. Also they asked about my goals or did I even have any. And as Kontkanen & Makkonen (2008) said in their book many times making the goals clear for the members of the staff is crucial for the staff to work as a team and they will understand the decisions and changes the new store managers is doing in the store.

In Glitter Oy all the members of the staff are encouraged to be themselves, there are no frames where the store managers or salespersons are fitted. This is the reason why I wanted to remind the new store managers to be themselves and not to step in to the shoes of the previous manager. The same conclusion made several managers also in Kontkanen & Makkonen (2008) book.

Getting to know to the members of the staff is important for the new store manager. What motivates them and what tasks are they willing to perform help in delegating the work in the store. By asking and being interested also builds the trust between the store manager and the sales persons. Helpful tool for this is open communication. The new store manager needs to listen what the staff members have to say and also let them know what he is thinking about. Open communication helps also to avoid making assumptions. Assumptions are easy to make but can lead to big misunderstandings which then will take time and resources to get solved. The members of the staff might make assumptions as well so the store manager has to be ready to answer their questions if needed. I learned this the hard way and many of the problems that I had in my store, could have been avoided by just asking the right questions.

If the members of the staff ask why there are changes made in the store or new task are brought forth, the store manager has to be ready to answer their questions. Some of them might even want explanations and try to challenge the decisions of the store manager like some of the managers interviewed by Kontkanen & Makkonen (2008) had experienced. The store manager has to remember that he was chosen to manage that store for a reason and he is there to make the decisions and carrying the responsibility. He is there to make decisions, which he can explain to the salespersons but he do not have to excuse himself or those decisions.

The last and the most important notion that I wanted to share was that the store manager is the one who is always acting as an example for his staff members. Same conclusion made several managers interviewed by Kontkanen & Makkonen (2008). In Glitter Oy salespersons most important task is to sell and this should be supported by the example of the store manager. And there is no better way to train new members of the staff than leading them with your own example.

5.4 Evaluation by the commissioning party

The product of the thesis, the guide booklet of leadership and communication is made for Glitter Oy to use so during the process of making the guide booklet the commissioning party evaluated it. It was agreed that my regional manager would do the evaluation. After finishing the first version of the guide booklet I showed it to my regional manager. In the first version I had only one notion on each of the pages of the booklet but she wished that I would explain the idea with a few sentences. This way someone else could present the booklet to the store managers if I would be unable to do it myself. I had planned to have the booklet to be printed but she said it would be easier to keep it in PowerPoint presentation and that would support the company value of being environmentally friendly.

She also suggested that I would show it to other store managers who had been in the same situation as I had been, and maybe they would give me some ideas as well. Otherwise my regional manager was satisfied with the work that I had done in my guide booklet and the fact that I had managed to reflect the leadership profile and the ideas of Glitter Oy in my work was appraised.

I showed my work to two other store managers. They had gone through the similar transition process that I had in the past year. They had come to the same conclusions as I had about the importance of communication with the members of the staff and the importance of being you and not to do everything the same as the previous manager had done. What surprised them was how my staff members had wanted to know why I was placed in my store. Overall the two store managers agreed with what I had done.

6 Discussion

In this chapter I will discuss about why I was the best choice to make this thesis and the guide booklet as its product. I will also present the target audience of the product, the usefulness of it as well as the need for it. I will present the decisions I made according to the theory I put into the product, the problems that came up while doing the literature review and how the information put into the guide booklet was defined. Finally I will describe my own professional growth and progress.

The aim of the thesis was to make a guide booklet about leadership and communication for store managers who are placed to a new store to manage an already existing team. The idea came from my own experiences so the topic was close to me and motivational to write about. My regional manager and I formed the idea as early as in November 2014, but the actual thesis process started in March 2015. This gave me only two months to finish the whole thesis process. I had already started the literature review during the autumn 2014 and had formed some of the ideas I wanted to put in the product. Since lot of the information in the product is gained through actual experience I had had at my store, I would be able to construct the guide booklet with the instruction I had seen to work.

At the moment Glitter Oy has 40 stores in Finland. But plans have been made for new stores to be opened and transitions of store managers are done on yearly basis. Normally contracts are written in only to a region, not to a specific store. The guide booklet made for the store managers, and it is needed in order to maintain the positive working environment and to avoid misunderstandings that are common to happen with the employees and a new manager. The final product will be presented to the store managers at the beginning of a new financial year, the first week of September. By this time the possible transitions have been already made and the guide booklet can be put to use.

Gathering information proved to be hard due the wide spread of research available and the theory I was looking for needed to be defined in many occasions. The theory was narrowed to leadership inspired by the leadership profile of Glitter Oy and communication skills since every theory underlined the need and importance of communication skills of a leader. There was problems of defining the theory of communication and if given the time, the chapter four could be broadened even more to give more explanations to a wide spread of information.

The form and the tone of the guide booklet were directed by the values of Glitter Oy. No paper version was needed; in order to save the environment and also making the use of the launched intranet. PowerPoint presentation is in the intranet for anyone to access and use. New store managers and store managers who are transferred to a new store will be introduced with the presentation and encouraged to familiarize with it if needed. The background picture of the presentation reflects the current marketing materials and will be updated accordingly when new materials are released by Glitter Oy. All the instructions given in the guide booklet are written in the positive tone since in Glitter Oy employees are always encouraged to have fun and nothing is forced. According to the wishes of the representative of the commissioning party the instructions are opened with few sentences in order to avoid misunderstandings.

While making the thesis, especially when searching the theory I learned the importance of defining what information is relevant and what should be ruled out. Since the topic was so important for myself I wished to tell everything that I had experienced and learned. But I managed to pick the most relevant information and make the definition of what needed to be told all the other store managers. Some of the theory that I found seemed familiar to me and gave me the confidence that I was the right person to do this product and increased the motivation of finishing the whole thesis. This same confidence reflected towards my work as a store manager as well, since I realised that I had made the right decision before I read the information found in the theory. Communication skills have always been the number one priority for me personally and now I was able to share this information with others.

To sum up the aim and objective of the thesis was met. A guide booklet was created and it will be put into use. Narrowing down the materials used in the literature review proved to be difficult. Commissioning party informed their wishes about the format and the visual look of the product and provided the materials to accomplish this. And as a professional I gained more knowledge of leadership and communication.

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Appendices

Appendix 1. Guide booklet





KERRO TAVOITTEESI SELKEÄSTI JA YMMÄRRETTÄVÄSTI.

Sinut on valittu uuteen myymälääsi syystä. Keskustele oman aluepäällikkösi kanssa, mitä sinulta odotetaan ja aseta tavoitteesi sen mukaisesti. On tärkeää kommunikoida nämä tavoitteet myös henkilökunnalle, jotta he tietävät mikä työskentelyäsi ajaa eteenpäin. Näin saat myös perusteluja mahdollisille muutoksille, joita saatat tehdä myymälässä ja siellä tapahtuvissa työtavoissa.

Glitter
Small details. Big difference.



OLE OMA ITSESI, ÄLÄ ASTU EDELLISEN MYYMÄLÄPÄÄLLIKÖN KENKIIN.

Myymälähenkilökunta saattaa odottaa sinun toimivan samoin kuin myymälän edellinen esimies. On tärkeää tehdä selväksi tavat, joilla teet työtäsi ja miten toivot henkilökunnan tekevän omat tehtävänsä. Ei ole tarvetta yrittää olla jotain mitä et ole.

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Small details. Big difference.

SELVITÄ MIKÄ MOTIVOI HENKILÖKUNTAASI.

Kun tiedät mistä kukakin henkilökuntasi jäsen motivoituu, sinun on helpompi jakaa työtehtäviä ja delegoida asioita eteenpäin. Kyselemällä henkilökunnalta heidän motivaatiotaan tuet myös yhteisen luottamuksen rakentamista. Henkilökunta ymmärtää sinun kuuntelevan heidän toiveitaan ja haluaan tehdä erilaisia työtehtäviä myymälässä.

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RAKENNA VÄYLÄ AVOIMELLE KOMMUNIKAATIOLLE.

Kommunikaatio on tärkeää esimiesvaihdoksen yhteydessä ja luottamuksen synnyttämisessä. Kuuntele mitä henkilökunnalla on sanottavanaan mutta muista myös kertoa heille omat ajatukset.

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VÄLTÄ OLETUKSIEN TEKEMISTÄ, KYSY.

Olettamusten tekeminen on helppoa, jokainen meistä tekee niitä päivittäin. Uuden henkilökuntasi kohdalla muista aina tarvittaessa kysyä ja välttää olettamusten tekemistä.

Olettamukset johtavat helposti väärinkäsityksiin ja niiden korjaamiseen kuluu aikaa. Ole myös valmis vastaamaan henkilökuntasi kysymyksiin ja rohkaise heitä esittämään niitä, sillä myös he saattavat sortua olettamusten tekemiseen.

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Small details. Big difference.

OLE VALMIS PITÄMÄÄN PUOLESI, JA PERUSTELE PÄÄTÖKSESI TARVITTAESSA.

Toisinaan henkilökunnasta joku saattaa yrittää haastaa sinun esimiesasemasi ja päätöksesi. Ole valmis perustelemaan miksi haluat työtehtävien tapahtuvan tavalla, jolla olet ne ohjeistanut ja ole myös tarvittaessa valmis pitämään puolesi. Sinut on valittu esimiestehtävään syystä ja sinä teet päätökset ja kannat niistä vastuun.

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Small details. Big difference.

SINÄ TOIMIT ESIMERKKINÄ MUILLE JA ASETAT TASON TYÖNTEOLLE.

Myymäläpäällikkö toimii aina esimerkkinä omalle henkilökunnalleen. Myynti on myyjien tärkein tehtävä ja niin myös sinun. Omalla esimerkilläsi voit näyttää myynnin ja asiakaspalvelun eri tavat. Samalla tavoin pystyt myös luomaan avoimen ja luottavaisen työilmapiirin.

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