Change Management and Change Communication during Change Process: Reflections from the Marketing and Communications Team in the Education Division at the City of Helsinki, August 2017 to June 2018

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Abstract:
This research examines the perceptions of change management and communication in the Education Division’s marketing and communications team at the City of Helsinki from August 2017 to June 2018. It also examines the role of the cooperative committee as a tool in the organisational reform process. The research answers the questions on how change management is implemented and how it is perceived by members of the marketing and communications team in the Education Division. The research provides a background into the organisational reform in the City of Helsinki, its history and structure, and explains concepts around change management and change communication. The research method is qualitative semi-structured interviews with the unit of analysis that consists of respondents chosen on the basis of their diverse background in the organisation. This thesis discusses existing studies in relation to this research and analyses the effects of the organisational reform on the unit of analysis. The results of the study show that respondents distinguish between change management and change communication. They criticize change management but feel that change communication works well in the organisation. They experience a lack of support from management in general that creates mistrust. The findings show that using change managers in the change process could benefit the organisation. This thesis provides recommendations for future change management and communication in different organisations and recommends the use of knowledgeable change managers in processes of change.

Keywords:
change management, change communication, organisational change, organisational reform, cooperative committee, change manager
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FOREWORD

I cannot believe this research is ready! It has been a long and winding process and thanks are in order. I want to thank all my colleagues who participated in this research and made my life easier during the research process. The way you opened up and talked honestly about your experiences and shared your reflections with me is remarkable. I feel lucky to be a part of such a community of professionals and honest individuals who strive for the best and keep each other motivated through ever changing atmospheres and processes. This thesis and its topic was formed by a lucky accident, since I became elected representative in the Cooperation Committee and was able to be in the epicentre of the change.

My aim in writing a thesis about change management and change communication is to someday be able to work more with these areas and research these phenomena even more. I am thankful that The Education Division at the City of Helsinki gave me access to materials used in this research and provided me with an open atmosphere to research in.

Last but not least my thank you goes to my supervisor, Dr. Nathalie Hyde-Clarke, for pushing, motivating me and giving me the support I needed to finish this thesis. Many times during this year of research I have wondered how this all came to be in such a non-stressful and simple way, and that is all thanks to Dr. Hyde-Clarke.

I hope you enjoy reading my research and find the information given as a valuable source and resource for work with organisational change.
1 INTRODUCTION

This research will examine the perceptions of change management and change communication in the Education Division’s marketing and communications team at the City of Helsinki from August 2017 to June 2018. It will also examine the role of the cooperative committee as part of the organisational reform process. The focus of the study will be on the marketing and communications team and their experiences in a vast change process. The reform officially came to effect on June 1st, 2017. The research will focus on questions such as how change management was implemented and perceived by members of the marketing and communications team in the Education Division (the unit of analysis). It also explores how the introduction of a reform tool, the Cooperative Committee, facilitated the change process and its effect on the unit.

This thesis will explain the concepts of change management and organisational reform along with their effect on the unit of analysis. A background of the organisational reform, its context, as well as team consistency will also be provided. This research will go through existing studies on the concept of reform and change management and will consider the main aspects in these studies in relation to this research and the unit under investigation.

2 UNIT OF ANALYSIS

The unit of analysis for this research is the marketing and communications team at the Education Division. The team consists of 23 members, including communication and marketing professionals, graphic designers and customer service advisors. The 23 employees were not consistent at the time of the research, due to team members leaving, new members arriving or positions staying open. As part of the change process, the titles were unified for everyone working with the same job description, as should happen for the rest of the employees at the City of Helsinki during 2018. This is to, firstly clarify what people work with to give a clear view over role descriptions, and secondly, in the future, enable equal pay for employees in same occupations.
The unit of analysis has been through immense change, and will continue to be a changing organism, due to pressure from both the Helsinki City strategy, management and inhabitants of Helsinki. A survey in 2017 indicated that change communication has thus far not been sufficient enough to make the unit heard or taken into consideration amidst the organisational reform. Therefore, the attitudes have shown change resistance but also the embrace of change (yle.fi, 2018).

3 CONCEPT DEFINITIONS

The terminology used in this paper will include several organisation specific terms and also managerial terms that occur frequently. These follow below:

3.1 Organisational reform or organizational change

Organisational change occurs:

…when a company makes a transition from its current state to some desired future state. Managing organisational change is the process of planning and implementing change in organisations in such a way as to minimize employee resistance and cost to the organisation while simultaneously maximizing the effectiveness of the change effort (inc.com).

3.2 Change management

This is a concept on managing change in a workplace or organisation. According to Düren (2016), change management is to plan a change project thoroughly in advance, launch and realize the process, and then balance and reflect the change process afterwards.

3.3 Change communication

The information provided and delivered in processes of change. The information should be timely and clear and a transparent dialogue between parties in the midst of change. Communication can be done through meetings, e-mail, forums, discussions, documents etc. (Düren, 2016; Jørgensen et al., 2009; Smith, 2006)
3.4 **Merger**

Several organisations joining forces or coming together as one organisation, or several departments inside an organisation being combined into one bigger entity usually to strengthen finances of the company (Merrian-Webster Dictionary; Investopedia, 2017).

3.5 **Change roadmap**

Change road maps guide decisions and actions, anywhere from a year through to three or more years. (Cady et al., 2014)

Just as a map would suggest, a change roadmap is a guide to a destination or goal. It can be a template or strategy for a change management process. A change roadmap consists of a time schedule and different tasks required to implement the change and their timespan. It should also include tasks by several staff groups, such as management, teams, advisors depending on the organisation’s structure (Cady et al., 2014).

3.6 **The city of Helsinki**

Helsinki is the capital of Finland. The City of Helsinki is the employer of approximately 37 000 people and a municipal organisation providing basic services to all of its inhabitants. It includes four divisions: The Education Division, The Urban Environment Division, The Culture and Leisure Division and The Social Services and Health Care Division. (www.hel.fi)

3.7 **The Education Division**

The division including the public educational network of Helsinki as a whole. This division includes early childhood and preschool education, playgrounds and playgroups, comprehensive education, general upper secondary education, vocational education and the Adult Education Centres (both Finnish and Swedish). It employs 13 000 people. Universities and polytechnics are not included in this division. (Education Division website, 2018)
3.8 Cooperative committee

The Cooperative committee hosts the following members and roles: elected representatives responsible for co-operation from each unit, unit supervisors, service managers, human resources, shop stewards, occupational health and safety manager, occupational safety representatives. The Cooperative committee is a joint forum for both staff and employer. The committee is utilized in the development and deployment of operational models, in working together, in preparing matters and in the mutual dialogue. (Finlex, 2007, information published with permission of Education Division, 2018)

3.9 Marketing and communications team

A team of 23 people consisting of employees working as communications officers, other communication and marketing employees, graphic designers and customer service advisors. This team is led by a communications manager, who in turn reports to the Administration manager and Education Division director. The marketing and communications team communicates to the citizens and the media. Experts are used for comments on specific know-how. The managers and directors work together on press releases and other communicative materials with their assigned marketing and communication team members. The marketing and communications team is the unit of analysis in this research. (Information published with permission of Education Division, 2018)

3.10 Bureau, department or segment

Before 1.6.2017 all service complexes were known as bureaus, departments or segments, all with an individual body of decision making as well as incumbent. In light of the organisational reform the five departments (Swedish and Finnish Adult Education Centres, Education Office, Early Childhood Office and the vocational school Stadin ammatti- ja aikuisopisto) were transferred under the Education Division and were to be called service complexes.
4 CONTEXT

An organisational reform was implemented on June 1st, 2017 in the City of Helsinki. Before 1.6.2017 the City of Helsinki was divided into 30 bureaus, which have now been emerged into four divisions. These four divisions, in turn, consist of smaller segments or service complexes (*palvelukokonaisuus*). This is illustrated in Figure 1 below:

- **The Education Division** consists of four segments as well as administration, which are: (1) early and preschool education, (2) comprehensive school education, (3) general upper secondary and vocational education, liberal adult education and (4) Swedish-language operations. The division employs approximately 13 000 employees (2018).

- **The Urban Environment Division** consists of three segments, which are (1) land use and city structure, (2) buildings and public areas, and (3) services and permits. The rescue function and the Helsinki City Transport (HKL) municipal enterprise are organisational units corresponding to segments. The division employs 1 700 people.

- **The Culture and Leisure Division** consists of three segments, which are (1) culture, (2) youth and (3) sports. The culture segment comprises the Cultural Of-
fice, Helsinki Art Museum HAM, Helsinki City Museum, the Helsinki Philharmonic Orchestra and Helsinki City Library. The division employs 7 300 people.

- **The Social Services and Health Care Division**’s segments are (1) family and social services, (2) health care and substance abuse services, and (3) hospital, rehabilitation and care services. The division employs 15 000 people. (City of Helsinki, 2018)

Previously the 30 bureaus were more self-sufficient, and had their own incumbent, who was the decision maker of the bureau. Now these incumbents have significantly less power in decision making due to them being subordinate to the divisions.

The City has outlined that existing staff contracts will not be terminated and that salaries will not be decreased more than 15%, despite change in the job description. The trade union for the public and welfare industries (JHL) has had a significant amount of city employees voice their concern. Fear of losing their jobs has caused stress, anxiety, insomnia etc. due to the uncertainty of the future of their work. At the same time employees that are members of high-level training trade unions (e.g. Akava) are pleased with the outcome regarding their jobs (Pukkila, yle.fi, 2018).

Due to the vast change that was introduced to the city on 1st of June 2017, some of the city’s employees have had difficulties coping with the organisation changing or their job changing and also in some cases their whole team changing.

Many of the positions were changed due to the independent units merging through the reform. The aim with the organisational reform was to minimize bureaucracy and remove middle-management, which caused many of the management jobs to change radically. Job descriptions were narrowed down from previous ones, which in turn caused some jobs to become focused on one thing rather than having several tasks and areas of expertise included in a job description (e.g. the case of my former job). Thus, new positions were invented from old ones (usually merged with several former positions), creating the opportunity for a small amount of people versus creating loss of jobs or decreased pay for others. Low paid jobs have consistently been the ones to be subject to
pay cuts or job descriptions narrowing. People working with higher paid jobs have felt, according to an occupational health survey done in November 2017 (yle.fi, 2017), that they have not been affected negatively by the organisational reform. Almost 18 000 employees answered the survey (57% of the total).

Employee movement between segments and divisions has been enabled due to the reform, but some have been transferred after role relocations (e.g. some in the marketing and communications team). Staff relocation has in the merging of bureaus been inevitable, but some positions have not been updated to the new organisation, i.e. there no longer is a position to a certain job done by a certain person and a relocation to another task was necessary. The change of titles for jobs was taken into practise to unify people with the same job description\(^1\). This ignites changes in salaries for titles as well, since people with the same title might have a significantly different salary, due to the old bureaus having differences in salaries. Also, this enables salaries to fluctuate both upwards and downwards.

5 RATIONALE

This research will focus on the Education Division. The marketing and communications team (i.e. the unit of analysis) was created from the four previous bureaus merged into the Education division; the Swedish and Finnish Adult Education centres, the Education Office (Opptusvirasto) and Early Childhood Office (Varhaiskasvatusvirasto). The positions were moved from the previous bureaus to the Education Division as such and some positions like marketing planner and interaction expert (vuorovaikutusasiantuntija) were added from vacancies created when previous employees had left their roles. Most role descriptions were changed or specified to the current tasks, since some positions no longer were occupied, and tasks had to be split on other positions. A pool of positions was created, and the positions were redistributed to suitable segments. During the research period as some team members left their jobs, their roles were either modified according to needs of the team or re-opened for recruitment.

\(^1\) Appendix 3 shows a PowerPoint with the unified titles for communications and marketing professionals proposed in 2017.
For example, the Finnish Adult Education Centre (Helsingin työväenopisto) previously had two information officers and one graphic designer, but since the merger they have had to share a graphic designer with the Swedish Adult Education Centre (Helsingfors arbis) and parts of the other segments.

The cooperation committee was put in place due to the law of cooperation between the employer and the staff in the municipalities (449/2007), for the employees to be able to affect the development of their work together with the employer as well as being a part of the arrangement/preparation of decisions concerning their work. (Information published with permission of Education Division and former Education Office 2018 & Finlex, 2007)

The committee discusses changes, topical issues and forwards their suggestions further both to decision makers and managers/supervisors, as well as staff in units. The committee consists of 22 unit managers, 11 service managers, 21 elected cooperative representatives, 14 occupational safety and health representatives (työsuojeluvaltuutettu) and
eleven shop stewards. In every service and unit, the manager works closely with the elected representative, so they make a cooperative pair. This pairing is supposed to make it easier for units and services to put forward their agendas in the committees/forums and keep their colleagues on top of changes or news concerning them.

The cooperation committee model has previously been used by The Early Childhood Office, which 1.6.2017 became a part of the Education Division alongside the other previous offices and proved to be a useful tool to continue being used in the reformed organisation as well. The City of Helsinki as a cooperation agreement that is followed by all divisions. The committee are not mandatory but seemed to work well with the structure of the new organisation. At the education division the committees’ structure was set and work started in Fall 2017, encouraged by the Executive Director of Education. Some of the services inside the division have their own cooperation committees in a smaller scale. These committees are also tied to result bonuses, as an incentive to commit employees to follow the strategies of the city as well as other targets set each year. For the result bonus targets for 2018 one is encouragement of interactive management through joint cooperative committee meetings between services.

With my research, I wanted to locate the perceived weaknesses and strengths in the reform and change management at the Education Division in the marketing and communications team, in order to make the working environment of this team as functional, productive and positive as possible. I have highlighted the similarities in change management and organisational reform.

Due to the unit of analysis being a part of a very large organisation (the City of Helsinki), my intention was to create a clearly structured view of the organisational change on the marketing and communications team. My study added evidence to the importance of change manager involvement in big change processes through a collective forum, and how through their expertise, negativity towards change can be removed.

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2 Shop stewards from The Federation of Public and Private Sector Employees Jyty, The Finnish Union of Practical Nurses SuPer, Educated Public Sector Employee Negotiation Association (Julkisalan koulutetujen neuvottelujärjestö) Juko, The Union of Health and Social Care Professionals in Finland Tehy and The Trade Union for the Public and Welfare Sectors JHL.
A specific change management method for the marketing and communications team will also benefit several other organisations and workplaces struggling with reform or mergers, change of job descriptions or layoffs.

6 LITERATURE REVIEW

In Finland alone, there has been several case studies and research in organisational change and attitudes toward change (see Huttunen, 2017; Scott, 2017; Rintaniemi, 2016; Heikkilä, 2015; Sevenne, 2015; Luoma-aho, Mäkikangas, 2014). Change management has been discussed in Finland, but the role of change managers not as much. Mergers and reform seem to be a fresh topic in Finland, and research in this area is increasing. The literature supporting this research has shown that mergers are common, both in Finland, as well as the rest of the world not only in the private sector but also in governmental and municipal organisations.

The Change Formula and the history of change management has been researched since the early 1960s by Raymond M. Hainer, when organisational behaviour was a fresh topic for research (Cady et al. 2014). Decades of research and generations of change formulas later, Cady et al. lift up change roadmaps to be a possible change management tool that could work in several change processes as guidelines. Some would argue that accurate road maps cannot be designed because of continuous change (Cady et al., 2014, as cited by Cady & Dannemiller, 1999). The research concludes, that people are highly subjective and prone to be guided by their own perceptions. They state that leaders and organisational members have “their own individual assumptions, experiences and beliefs” that they hold onto. This leads to people caring less about other’s point of view in the organisation, linking management to the result, i.e. individual assumptions affect management and organisational behaviour.

In change processes goals, calculations, indicators and facts are usually the highlighted aspects, whereas the only factor that can be led is people, and through their actions these other aspects come to life, therefore people should be in a central role in change. Psychological security, drawing strength from emotions, openness, trust, listening and dis-
cussing, transparency and a tool of tracking the change process are key ways of leading change (Kankaanpää, et al., 2018).

Brené Brown (2018) argues that leadership is courage and being vulnerable. Brown explains that most leaders have an armour to protect them and they are “knowers” (in that they already ‘know’ everything and are not open to learn), which often stops them from being courageous and leads to lack of trust, poor decisions and conflicts. The alternative to knowers is “learners”, which is based on learning and trying to “get things right” instead of knowers “being right”. The willingness to learn and find out creates collaboration and, in the long run, success (Brown, 2018). A definition of street smart, a more intuitive intelligence or holistic way to think about leadership, is the ability to read between the lines, and find that what is not brought to daylight (Allen et al., 2018). Street smart consists of the following skillset or personality traits:

- intellectual, cultural, emotional, interpersonal (people-smart), intra-personal (self-smart), transformational, intuitive, body-conscious-smart and environmental.

In order to become a street-smart leader, one needs to practise awareness. Gutekunst, one of the writers of Street Smart Awareness, has with their company developed a framework for this type of leadership, where three traits are common among transformational leaders: 1) pragmatic and passionate learning, 2) exercising power in mature and healthy ways and 3) thinking and acting systemically. The leaders can possess one or several of these three traits, but anyone of them impacts their surroundings in an influential and positive way.

When looking at methods of management, teamwork and team building is discussed at Google, a conglomerate and ever-changing organisation including several teams, that has gone on a quest for the perfect team. The most important factors in their research is teamwork and collaboration.

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3 Pragmatic and passionate learning means promoting learning and self-development to their subordinates through their own learning and development via peer learning and feedback that in turn would translate into action and changing personal patterns.
4 Exercising power in mature and healthy ways is to question traditional power dynamics and finding an openness to exploring and experiencing power in different ways in order to not abuse it.
5 Thinking and acting systemically manifests in being fluent in different environments and a variety of situations, i.e. enjoying “free and open interactions”. (Allen et al., 2018)
People working in teams tend to achieve better results and report higher job satisfaction… Within companies and conglomerates, as well as in government agencies and schools, teams are now the fundamental unit of organization (Duhigg, 2016).

Modern work is more team based. Teams innovate and find mistakes faster as well as find better solutions (Rozovsky, 2015; Duhigg, 2016).

More than three-quarters of an employee’s day is spent communicating with colleagues (Cross et al., 2016).

In an evaluation report concerning the industry reform (into divisions) and management system, done by KPMG for the City of Helsinki, (Helsingin johtamisjärjestelmän ja toimialamallin arviointi 2018–2019), the Education Division management interviews show 38.4% of the respondents being somewhat dissatisfied with the change management in the management system and industry reform, and 5.5% said they were dissatisfied, compared with 31.5% being somewhat satisfied with the change management.

Figure 3. Results from the statement “The management system and change management in the division reform has been done well”. (KPMG, 2018).

According to Jørgensen et al. (2009, p. 38) continuous change is the new normal. This proves that change management might not be a trend anymore, rather a norm. In most of the theses and journals used as references in this research, that is set in Finland, have shown that many companies in municipalities or city organisations are reforming, merging or undergoing a huge change. These measures usually have been tied to cost effectiveness and making an organisation less bureaucratic. It has been done through letting people go or restructuring job descriptions, versus removing middle management in the hierarchical chain to make the work and/or the decision process smoother and faster (Helsingin kaupungin kaupunkistrategia 2017-2021, 2017). In order for organisations to thrive in today’s world, effectiveness and renewal are demanded, but also taking care of
employees’ well-being is a key aspect in success (Heikkilä, 2015). According to Sevenne (2015 as cited by Surakka and Laine, 2011), the manager has the responsibility to strive to create an ideal situation where employees have a chance to grow, be motivated in their tasks and know-how among employees rises.

Another new norm according to Deephouse and Carter (2005) is downsizing, especially in the public sector (Al-Haddad and Kotnour, 2015 as cited by Ackoff, 2006; Burnes, 2004; By, 2005; Hailey and Balogun, 2002; Kotter, 1996; Mintzberg, 1979; Moran and Brightman, 2001; Luoma-aho and Mäkikangas, 2014). Organisational change often has a goal of saving money (Luoma-aho and Mäkikangas, 2014; Jørgensen et al., 2009; Kumar and Blomqvist, 2006) and resources, such as personnel (Scott, 2017). Saving resources has not always changed the organisation for the better (Luoma-aho and Mäkikangas, 2014; Jørgensen et al., 2009) and usually has affected employees in negative ways (Scott, 2017; Al-Haddad and Kotnour, 2015; Turner Parish et al., 2008), through a heavier work burden, lesser pay or simply fear of change (Scott 2017, Düren 2016; Edmonds, 2011). Although reputation of the company may not change for the worse, employees might still view the change as negative (Turner Parish et al., 2008).

In their research, Düren (2016) and Jørgensen et al. (2009) also found that in a time of change, discussion and timely information from management and leadership are key variables to successful change management. It bridges the gap between employees and the leadership as well as heightens the efficiency of work and a sense of belonging to the organisation. Hence a leader should be empathetic and have outstanding communications skills, which in turn builds trustworthiness. Leaders should instead of using stiff forums of communication (e.g. staff meetings, long e-mails or press conferences) break down information in smaller chunks and discuss this one on one with their employees or in smaller groups. In a change process, leaders should also remember to have faith in their employees and appraise their good work (Düren, 2016). The bottom line in change communication is honesty, accuracy and openness (Düren, 2016; Smith, 2006).

This research will contribute to this literature by emphasizing the importance of transparency in organisational change as well as an effective communication during a change process. A well-structured change process has a positive effect on both staff and organisational development. This will also contribute to Finnish and Nordic research on or-
ganisational change in the public sector, which is also applicable to the private sector or any industry.

7 METHODOLOGY

The research was conducted using a non-probability and purposive approach through the use of interviews. The in-depth interviews were semi-structured and were held with eight people in order to get a deep analysis of the team and their point of view. By using interviews to conduct the research, I was able to get a various sample of answers from the interviewees and have gained a diverse range of data (e.g. feelings, observations and opinions) from the team. Through this method I was also able get more insight to each of the team members personal opinions, how these affected their view on change and their adjustment to the new team.

The interviews have been conducted one on one. The interviewees have given consent to their answers being used and analysed for the research and they were also aware of who has taken part in the research.

Permission has been received from the City of Helsinki to conduct this research with employees (research permit acquired on 7 March 2018). The interviewees are anonymous and all but one expressed consent to being recorded.

Since the research was conducted as a qualitative method, I have used several articles on change management, organisational reform, mergers and change communication as support. A quantitative method would not have worked for such a small team of 23 members, therefore I have chosen particular people that took part in the interviews to gain range in research, by choosing a unit of analysis with a diverse background in terms of work experience.

The analysis will be conducted through combining supporting literature with the interview findings. The analysis will look into how change management and change communication has been conducted in the unit of analysis. The goal of the interviews is to acquire honest opinions on how the marketing and communications team has been managed and communicated to in the organisational reform process.
Through the supportive literature I collected similar findings in my research, such as the importance of change communication, timely discussion and empathetic leadership in times of change. The analysis will critically examine the results from the interviews and compare them in terms of work responsibility. There has been a lot of research done in Finland and the Nordic countries in municipalities, cities and public and private organisations of different sizes (Huttunen, 2017; Scott, 2017; Rintaniemi, 2016; Sevenne, 2015; Heikkilä, 2015; Luoma-aho, Mäkikangas, 2014). Most of the research has different samples and target organisations and areas or branches, but the result in the studies shows the same weaknesses and strengths.

8 INTERVIEWS

The interviews were conducted on the following themes: starting point in the organisational reform, current situation of one’s work and job description, general feeling about the reform, vision of the future and insights on the development of the marketing and communications team.

Through the answers, I analysed the common concerns or pitfalls in the organisational reform. This allows the findings to be applied within a larger setting, based on arguments from previous studies.

The sample of people interviewed in order to get the most out of the research, and to get as diverse answers as possible included a selection of the following participants (P):

1.1. members of the cooperation committee occupying a managerial post because of their view on the organisation from a leadership perspective,
1.2. members of the committee occupying support positions because of their knowledge of human resources and staff affairs,
1.3. new recruits because of the tabula rasa; they do not possess the previous knowledge of the organisation and old models,
1.4. people who have worked for the City of Helsinki for over ten years because of their previous knowledge and ability to see the change and where it might lead,
1.5. employees whose jobs changed drastically, due to their adaptation of the change and how they think it has contributed to their skills and how their roles have evolved from the former title or job descriptions to the current ones and lastly

1.6. employees who have moved between departments how they see the change, do they also see a significant change in management, leadership and functionality of the new teams.

Interviews were conducted in the person’s native language (in this case Finnish). Translations provided are as true to the original responses as possible.

Since I myself am an active member of the team, there are ethical considerations to be addressed. My affiliation with the Division has benefited the study as the interviewees felt more comfortable discussing their experiences because of the familiarity of the interviewer. I had an expert role due to being a part of the team myself, which motivated my research to find solutions to weaknesses in the change management and leadership. While there is the possibility of researcher bias, given the subjective nature of the research and my relationship with the organisation, all differing opinions and perspectives will be recorded and analysed in order to present a diversity of views on the subject of change management.

Questions for interviews of employees and elected cooperative committee member:

1. How has your job changed from 1.6.2017?
2. Would you consider the organisational reform to have a positive or a negative effect on you and your job description?
3. How has change been communicated across the Division?
4. Have changes in your job been discussed with you?
5. How would you see your future in the organisation?
6. Identify one aspect that was been lacking or poorly executed in the change communication and management; and one aspect that has worked really well.
7. What do you think could have been done differently?

Questions for interviews of members of the cooperation committee occupying a managerial post:

1. What has your role been in the organisational reform process?
2. How have you communicated change to your team*?
3. How has it been like to manage a new team*?
4. Have you noticed any particular ups and downs in your team* (motivation, change)?
5. Do you feel that you as a manager have gotten enough support and information in a situation of change? Explain in terms of how you were briefed.
6. The future of the team: What aspects should be developed further or removed?
7. Cooperation committee: How do you experience the cooperation committee? Do you think it contributes positively to change management?
   (*Team: unit/s under the leadership of that specific manager)

Questions for interview of the member of the cooperation committee occupying a support role:
1. What is your perception of how the change has been managed and communicated?
2. How has your team/group/colleagues been affected? Why?
3. How have they reacted?
4. What measures have been taken by you or your colleagues to facilitate this process?
5. How important is it to have a change management committee across the units in the Division?

9 FINDINGS
Classified due to confidentiality clause.

10 ANALYSIS AND RECOMMENDATIONS
The research focused on the perceptions of change management and communication in the marketing and communication team and the cooperation committee at the Education
Division. The objectives were to find out if and how the cooperation committee had facilitated change in the unit of analysis.

The interviews show that there has been uncertainty in tasks and future roles or opportunities as well as discontent towards supervisors and management at different levels with regards to change management. Discontent is also shown towards the management of the city as a whole. The unit of analysis experienced discontent for the following reasons: lack of managerial support, inequalities in salaries and titles, unclear roles or tasks, little or no time for planning (reactive work rather than proactive), micromanaging (both in their team as well as higher up), uncertain prospects for the future, insufficient induction, the recruitment processes have been too slow, and operations have not been as transparent.

The interviews also showed that the unit continued its change process even after the organisational change had occurred and continued to change after the research process. This meant, that changes in roles or tasks as well as team structure could still be subject to change long after the reform had taken place. The unit of analysis would have wanted a clearer role and division of tasks from the start, whereas the members of the cooperation committee occupying a managerial post viewed that adjusting to change constantly and doing things in a new way would restructure teams as well as future tasks. Participants agreed that change happens continuously, as also pointed out in the literature review (Jørgensen et al., 2009). A missing link in the change process mentioned was managerial support, which, would it have been present, could have changed the perceptions and mindsets of the participants. If the unit of analysis would have believed they had more support from management, they would have had a higher trust for the process and felt they were heard in a tumultuous time of change. This is discussed in more detail below. Kankaanpää et al. (2018) supported by Düren (2016), Smith (2006) and Jørgensen et al. (2009) prove just this when they say people are the only thing that can be led in change processes: people need psychological security, openness, trust and an open dialogue.

The interviews with the team members/unit of analysis show, that due to the perceived lack of managerial support, the employees felt they had to lead themselves and find support from their colleagues and team members. Most of the unit was structured according to services they worked for, so most of them already had mini teams of two to
three people in them. As Cross et al. (2016), Duhigg (2016) and Rozovsky (2015) state, several people already work in teams and that leads to a higher amount of innovation, job satisfaction and teams find better solutions to tasks. Some of this great teamwork did not always pay off due to the perceived micromanaging of tasks. Having to stop work progress to explain and justify decisions taken by the team was becoming counterproductive. This created mistrust within the unit of analysis, because they felt that management did not trust their employees to do their own job.

Management and leadership could have gotten better feedback and might have led the change process better if they had more knowledge of change management processes or had an experienced change manager guiding them through the change process. Instead of having the normal/usual managers run the change, they could have had a few senior change managers acting as coaches or mentors by supporting management in the process. If needed, the change managers could have also coached a single team or unit if management felt like they needed extra support or an outside expert. Workshops and timetables for management as well as other staff could have helped everyone feel more at ease and part of the decision making and implementation of new ways of working. Misconceptions and the spreading of rumours would have been minimized if every single member of staff had the possibility to take part in such workshops.

A change roadmap could have helped both management and staff to navigate more easily in the new organisation and it would have provided a timeframe and schedule for different themes and aspects of the change process to be discussed and put into place. A roadmap would have given both sides a clear guideline around which to work and created a transparent atmosphere to discuss past, present and future of the process. It would have eliminated feelings of uncertainty and created an environment of trust. The change managers could have been a valuable support network for management by functioning as mentors or coaches. Participants could have received more support, and therefore the change managers could have guided the process to be more people centred with a focus on human resource management in the team.

The staff appear to be content with the change communication, which they have gotten before and during the research period. The change communication has come from other channels in various ways, even before the research period and change implementation. This signifies that when change was implemented, work was expected to start as normal
in the new organisation and that information would be shared in teams or units. All of
the team members in the unit of analysis had other managers before the new manager,
and according to the interviews, both their former supervisor and their current manager
had been giving timely information to their employees throughout the time leading to
the reform. This could also mean that employees would visit the Division intraweb page
and read topical matters or decisions that concerned them. However, as the organisation
(both the Education Division and the City of Helsinki) is so big, information easily gets
lost or is not as visible as it should be. It might also be, that the unit of analysis felt like
the information forums (Töysän paja) held once a month were functional as the com-
munications forum to topical matters, and that the topics there then made their way to
the units for discussion.

It is important to realise that participants clearly distinguished between change man-
agement and change communication. As mentioned earlier in the section, change man-
agement gathered criticism from participants. As such, the cooperation committee has
not been as meaningful a change management tool for the unit of analysis nor has it had
a meaningful impact on the unit of analysis. This implies that change managers would
have been a valuable facilitator in the change process, to avoid some of the situations
the unit of analysis were discontent with.

Of course, each unit has been managed by their own manager, and not by the commit-
tee, in a time of change. The cooperation committee has worked as a background mech-
anism for managers and members to meet and discuss current issues or topics, which
they later on inform their subordinates or colleagues about. The unit experienced the
elected committee representative as a person who delivers the unit current information
about the organisation and takes their concerns and agendas to the cooperation commit-
tee to be discussed in a forum. The same is expected of their manager. The meetings are
at least attended by both manager and elected member, which means that information is
passed on to the unit of analysis by two people with different roles in the organisation.
Some topics might be more interesting to management and some to non-managers. Of
course, this may lead to some bias in information distributed, but the combination may
present a more holistic picture. The elected representatives are also expected to speak up
in the committee meetings if there is an issue in their team they want to bring up. This
task is expected by the members of the cooperation committee occupying a managerial
post in team management meetings. Another beneficial factor is the presence of occupa-
tional health and safety managers as well as shop stewards in the committee. They also have the agenda of employee safety and well-being, and they usually are vocal when it comes to these topics. The committee really gathers staff from all areas of expertise and with various interests, which then gives a diverse platform to discuss topics from everyone’s point of view. The general feeling was that the meetings should not be held too seldom (no specification of times per year), and as a result of the interviews and analysis, it might be sufficient if they were held only two or three times per year, since there are other staff meetings and forums where most of the same topics are discussed. If a cooperation negotiation should take place, the cooperation committee meetings should then become more frequent in order to keep a timely discussion and exchange of information to all parties.

The members of the cooperation committee occupying a managerial post reviewed their own role more neutrally and as a part of a bigger entirety in the city organisation. They have not addressed the issue of change management as critically as the other participants. Management saw it as “work as normal”, which could explain the discrepancy in perception between change management and change communication. Of course, participants in management may not have been as critical due to their position in the organisation, i.e. they could have censored their opinions or kept a more general approach instead of critically analysing their role and the committee’s role in order to give a better result for the research.

Although, they may have showed more honesty in the evaluation report by KPMG (2018). It showed that discontent in management is something that management is aware of and they are themselves not very content with the outcome. Hence, the employees are not the only ones struggling with the change, but so was management. Once again, these results show that the use of change managers could have been helpful in the organisational reform. That being said, it is quite alarming that management is aware of the situation, but thus far, little has been done to change the outcome.

11 CONCLUSION

In conclusion, although the unit of analysis has had a year of ‘ups and downs’, they were mostly critical about change management and had positive comments about change communication. We learned that communication had been timely and accurate,
and information had been discussed in various forums. However, most of the participants had to lead themselves and thus worked together as smaller teams with their colleagues during the research period due to a perceived lack of change management support. The introduction of the role of the cooperation committee did not have such a big impact on the unit of analysis, since most of the same topics were discussed in other staff meetings.

Since the results stress the struggles in management and particularly change management, the use of experienced change managers must be considered in organisational reforms of any size. Organisational reform and change is experienced all over the world, both in the public and private sector, but the one factor that is present in all of them is people. If people are managed with trust and support, that signifies good management. Change is not a one-time occurrence, but in fact an ongoing process, which both staff and management can benefit from, as long as it is done transparently. Hence, the key to a successful change management process is transparency, trust, openness, discussion and timely information.

REFERENCES


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APPENDICES

Appendix 1. Differences between planner and expert
Appendix 2. Titles in communication and marketing, 2017
Appendix 1. Differences between planner and expert

**Viestintäasiantuntija = 6 hlöä**

Tehtävän edellyttämä vaatimustaso: ylempi korkeakoulututkinto tai riittävä työkokemus vaativista ja vastuullisista viestinnän ja markkinoinnin tehtävistä. Kieltä: su, ru ja en

- Vaatimat viestinnän tehtävät, jotka läpäiseivät toimialan eri palvelukokonaisuuot
- Vaatimat projektitehtävät: asiakkuuksien hallinta ja projektien johtaminen
- Vaatimat tehtävät viestinnän digitaalisten kehittämishankkeiden parissa
- Toimialan sisäisen ja ulkoisen viestinnän ja markkinoinnin strateginen suunnittelu, kehittäminen ja toteutus
- Ohjelmien ja käyttöjärjestelmiien hallinta
- Palvelukokonaisuuden viestinnän kokonaisvaltainen kehittäminen (viestintäasiantuntija koordinoi palvelukokonaisuuden viestintää ilman esimiesvastuuta)
  - tehtävien koordinointi, töiden jakaminen ja aikataulutaminen

Viestintäasiantuntijat kehittävät palvelukokonaisuuden lisäksi toimialan viestintää ja markkinointia yhdessä viestintäpäällikön kanssa. Asiointijat kehittävät viestintää ja markkinointia sekä suom-kieliselle että ruots. kielisille palveluille.

**Viestintäsuunnittelija = 4 hlöä**

- Tehtävän edellyttämä vaatimustaso: alempi korkeakoulututkinto tai riittävä työkokemus viestinnän tehtävistä. Kieltä: su, ru ja en

- Toimialan ulkoisen ja sisäisen viestinnän ja markkinoinnin suunnittelu ja toteutus
- Mediavuoteiden hoitaminen ja aktiivinen mediaseuranta
- Verkkoviestinnän ja sosiaalisen median suunnittelu ja toteutus
- Tarjouspyynnön ja hankintaesitysten tekeminen

Viestintäsuunnittelijat kehittävät kokonaisvaltaisesti palvelukokonaisuuden viestintää ja markkinointia yhdessä viestintäasiantuntijoiden kanssa.

*Kaikkiin tehtäviin lisätään: Muut esimiehen määräämät tehtävät

4.10.2018

**Markkinointisuunnittelija = 2 hlöä**

- Tehtävän edellyttämä vaatimustaso: alempi korkeakoulututkinto tai riittävä työkokemus markkinoinnin tehtävistä. Kieltä: su, ru ja en

- Toimialan markkinointiviestinnän suunnittelu ja toteutus
- Toimialan brändin hallinta ja toteutus markkinointiviestinnän keinoin
- Tapauksumarkkinointi
- Tarjouspyynnöjen ja hankintaesitysten tekeminen

Markkinointisuunnittelijat kehittävät kokonaisvaltaisesti toimialan ja sen eri palveluiden markkinointiviestintää yhdessä viestintäasiantuntijoiden kanssa.

*Kaikkiin tehtäviin lisätään: Muut esimiehen määräämät tehtävät
Appendix 2. Titles in communication and marketing, 2017

Viestintäasiantuntija
markkinointiasiantuntija
vuorovaikutusasiantuntija

Viestintäsuunnittelija
markkinointisuunnittelija
graafinen suunnittelija
vuorovaikutussuunnittelija

Vaativuustaso 3
Vaativat viestinnän ammattitehtävät:
tiedottaja, johtava tiedottaja,
verkkotiedottaja, viestintäsuunnittelija,
markkinointiasiantuntija, vastava
graafinen suunnittelija, vastava tiedottaja
jne.

Vaadittava koulutus / osaaminen
Valmiudet hankintaan yleensä ylemmällä
korkeakoulutason, koulutuksella,
useamman vuoden työkokemuksella sekä
ammatillisella täydennyskoulutuksella.

Helsinki

Vaativuustaso 4
Viestinnän ammattitehtävät:
tiedotussihteerit, markkinointisihteerit,
julkaisutoimittajat, graafinen suunnittelija,
tiedotussuunnittelija, esitesuunnittelija,
tiedotusneuvoja

Vaadittava koulutus / osaaminen
Valmiudet hankita esimerkiksi
korkeakoulussa alemmalla
korkeakoulututkinnolla,
ammattikorkeakoulututkinnolla,
opistotasoilla tutkinnolla tai vastaavalla
työkokemuksella ja ammattikursseilla.