

Developing dialogue and a culture of trust in an expert organisation

An action research of a team leader

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ABSTRACT

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This action research focused on the organisational culture change process inside an expert team of eight members. It investigated how to rebuild and reinforce a culture of trust and open dialogue between the team and the management. The context and the relevance of the research topic arose both, from the requirements of the management, and the new operating circumstances.

The research question was *How to develop dialogue and culture of trust in an expert organisation?* The theoretical frame offers usable ideas and tools for the regeneration of trust and change process. The chosen empirical action research strategy and process offered answers and solution alternatives to the problem by using an integration of multiple qualitative and quantitative research methods. These were suitable for practical problems and analyses and improvements to implement in the team.

The research included two mixed method anonymous web surveys with an open and closed questionnaire. Semi-structured theme interviews were conducted in the team. The author's diary and memoranda were also included to the research data. The final themes and interventions for change originated from the participants. The interventions were carried out in close co-operation with the team. The author concentrated on solving the two main obstacles: the lack of open dialogue in communication and the lack of internal trust.

During the six-month research and development process both openness (open dialogue and co-operation) and trust increased (+29% and +28%, respectively) between team members and management. For example, co-operation and trust were fostered by offering more possibilities to work together in collective material preparing, meeting colleagues, and executing more demanding tasks. The team leader purposefully orchestrated more win-win situations for the team and management. Attention was also paid to avoidance of personal stress and micromanagement culture.

The research is partly adaptable to expert organisations having a need to reshape an organisation culture of authoritarian management style towards 21st century market and co-operative expert culture.

Key words: dialogue, leadership, organisational culture change, trust

CONTENTS

1	INTRODUCTION	5
	1.1 Research purpose and objectives	6
	1.2 Research questions	7
	1.3 Organisation X	8
	1.4 Measures of culture change	9
	1.5 Thesis structure.....	9
2	LEADING CULTURE CHANGE	11
	2.1 Working culture challenges and values in Finland	11
	2.2 Organisational culture	13
	2.3 Trust and ability to trust.....	19
	2.4 Dialogue.....	23
	2.5 Leadership theories, models and styles for cultural change.....	23
	2.5.1 Leadership.....	24
	2.5.2 Leadership skills and styles	26
	2.5.3 Organisational culture reinforcement and transformation ...	28
	2.6 Models and practices for the change processes	29
	2.6.1 Lewin’s three-step model of change	33
	2.6.2 Kotter’s eight-step model of change	33
	2.6.3 Modification of Kotter’s 8-step model: cycle of change.....	35
	2.7 Highlights of the theory	36
3	RESEARCH METHODOLOGY.....	37
	3.1 Research strategy and approach	37
	3.2 Action research	38
	3.2.1 Mixed methods	39
	3.2.2 Explanatory sequential mixed method approach	40
	3.3 Benefits to use qualitative and quantitative research	40
	3.4 Measuring culture change.....	41
4	RESEARCH IMPLEMENTATION – ACTION RESEARCH IN A TEAM 43	
	4.1 Research plan and process in the organisation X.....	43
	4.2 Development process overview - data collection and analyses ...	44
	4.2.1 Phase 1 - Current situation and the 1 st data collection.....	46
	4.2.2 Phase 2 – Analysis of the 1 st web survey results.....	48
	4.2.3 Phase 3 – Semi structured theme group interviews	50
	4.2.4 Phase 4 – Proposals for change.....	54
	4.2.5 Phase 5 – Interventions started	55
	4.2.6 Phase 6 – 2 nd Web survey	56

4.2.7 Phase 7 – Analysis and comparison of the results and observations.....	57
4.2.8 Phase 8 – Conclusions of the research process results and methods	60
4.2.9 Synthesis of the empirical process	62
4.3 Measures used in a culture change	63
4.4 Validity and reliability of the accomplished research process	65
5 SUMMARY AND CONCLUSIONS.....	67
5.1 Aim of the development process.....	67
5.2 Found obstacles blocking trust and open discussion	68
5.2.1 Ways to improve trust.....	69
5.2.2 Ways to improve open discourse.....	69
5.2.3 How to prevent a culture of dissatisfaction?	70
5.3 Reflections and limitations of the applied process	72
5.4 Reflections and final conclusions of the outcome.....	73
REFERENCES	78
APPENDICES.....	84
Appendix 1. Organisation X common values	84
Appendix 2. 1 st Mixed method survey form	85
Appendix 3. Semi structured theme interview form.....	86
Appendix 4. 2 nd Mixed method survey form	87

1 INTRODUCTION

The modern 21st century organisational culture enables and incites us to changes. Change is often seen as a continuous and a strategic tool to survive and develop, and as a key to success and satisfaction. The ability to tolerate pressure in order to be successful, cost effective, profitable, and innovative is a necessity for organisations (Kotter & Heskett, 1992, 11–12; Kouzes & Posner 2012, 59). However, in practice people's ability to tolerate uncertainty is different (Mayer, Davis & Schoorman 1995, 710-712; Schein 2004, 145). Emotions have often strong impact in people and the emotional climate of an organisation determines how devotedly people will work (Hellriegel & Slocum 1974, 272; Schein 2004, 7). Eventual low trust inside organisation can create fear, broken communication, and resistance to change (Schein 2004, 330, 37, 386; Cameron & Green 2009, 34-35, 59).

Trust, leadership and ethics are values which are linked tight together. The level of trust and especially the absence of trust has also financial impact to organisations (Kotter 2011; Lau, Lam & Wen 2014, 125). The trust is also a measure of relationships and the importance of trust is increasing in our society (Schein 2004, 103, 174, 198–199, 256; Cameron et. al, 2009, 352; Lau et al. 2014, 113–144). To change the implicit values of an organisation, such as trust or ethics, is harder than to change its explicit values, such as behaviour (Kotter et al.1992, 5). Also, the change process may fail due to several reasons and the longstanding practices can be hard to change. The real organisational change is expected to happen slowly and steadily (Schein 2004, 307-406).

The research was executed in the multicultural expert team providing training services. The change of leadership took place a few years before this research was done. Also, the change of leadership styles, from owner based to hired management, has increased the pressure for adjustments in processes and culture. Today, the value of trust and openness and reliance is high in the organisation. Not only changes in operating environment but strategy and values write the

words of development urgency and require co-operative actions and commitment. At the same time internal challenges concerning work related stress and work satisfaction require reshape of work processes and responsibilities.

1.1 Research purpose and objectives

The purpose of this study is to achieve a culture change and an increase in trust inside a small expert organisation. The organisation X is described in more detail in the following section 1.3. The research focuses on co-operation, execution of interventions in a form of action research and both leadership and trust challenges in the organisational culture change process.

The main research objective is to find out actions how to create more internal trust compared to the starting point, and how to contribute to dialogue in such a culture where people are an important part of the process. The second objective is to identify the obstacles affecting the trust negatively and to involve the personnel to the change process. Furthermore, the goal is also to find out how to implement required actions into practice in a few months with low costs and minor resources.

The final objective is to develop a higher culture of trust by steering the organisation to actions which affect the trust positively and encourage to open discussion. To achieve these goals, practical theories to foster the change process itself need to be studied first. The necessary key concepts of the study are described below in Figure 1.

Key concepts

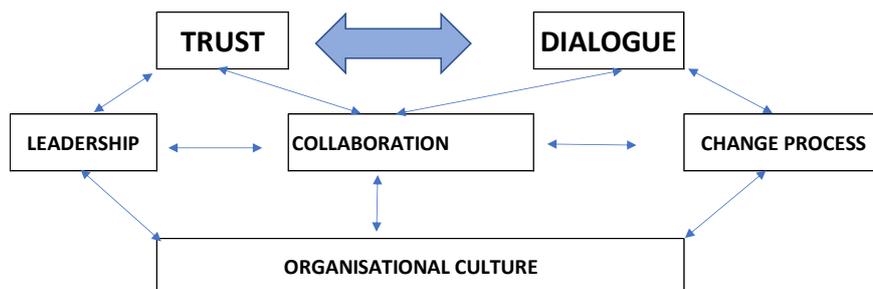


FIGURE 1: Key concepts of this research

According to Kuusela (2015, 134–135) a great and profitable workplace would offer competitive edge for an organisation and contribute to leader's occupation towards general success and employers' commitment to organisation's core values. A dynamic, appreciative and happy culture could foster relationships with customers, partners and other stakeholders and attract skilled persons to stay and join the organisation (Cameron et al. 2009, 183, 258, 276). A great place to work is worth to aim at also in this development process.

Further, the ability to regenerate is discovered to have influence on organisation's cash flow, profitability and productivity. Even more important for the organisation would be the resilience which will offer possibilities to operate and succeed in changed circumstances. It will be a question of skills and ability to tolerate uncertainty and ability to recognise new possibilities in organisations, states Janhonen from Finnish Institute of Occupational Health (Janhonen 2018). An intra-organisational trust has an essential role in uncertain circumstances, for example in change.

The benefit and purpose of the study, as well as to reshape and update organisational culture is also to offer tools to foster trust, dialogue and employer commitment. The research is limited to one small organisation and it is carried through by the author and active members. No extra external professionals, extra commercial tools, or dedicated research budget is available to conduct this work process.

1.2 Research questions

The main research question is *How to develop dialogue and a culture of trust in an expert organisation?*

It is question about work community's interdependency and mutual trust. In order to reach assigned research objectives, it is essential to find out team members' opinions and commitment how to co-operate. Therefore, additional research questions are

- *How do team members experience the level of trust and open discussion?*

- *Are there obstacles blocking trust or open discussion?*

The measures of these research questions are listed in section 1.4.

1.3 Organisation X

The research is conducted in a team of a small organisation in Finland in the 21st century and within six months, which indeed is not long time for the trust building and increasing process (Cameron 2009, 168). The team consists of eight multicultural training experts and administrative personnel. The team members participate to this study by offering their comments, beliefs and knowhow concerning study topic and questions from their point of view. The author participates to the study by organising phases of the process and, offering possibilities to co-operate more than earlier. The author is also responsible of all actions and achievements arising from this research process.

The context and relevance of the action research in this thesis arises from one organisation's needs and experiences of culture. There was detectable problem with co-operation and communication when a new leader took over the leadership. Further, the leader's observations indicated that there is a need to study this topic further. The research process reported in this study starts from an internal survey concerning trust and open dialogue inside the team. The author is the new leader and offers a theoretical frame and process for the organisation to solve internal challenges. Furthermore, the author works in close co-operation with the organisation to change it more open, collaborative, and communicative. Pressure for success, even partial success, is high in this development process.

The practical and participatory action research in X covers the methods used to collect and to analyse research data as far as validity and reliability of the study requires, instead of considering or presenting existing different research techniques, methods, or main philosophies available. The theoretical frame is introduced shortly as far as it is relevant for problem solving. Optional solutions for further development are not discussed in this study.

1.4 Measures of culture change

The targets of this study are evaluated according to measures listed in Table 1.

Measures
<ul style="list-style-type: none"> • Level of trust • Level of openness (=open discussion and co-operation)
<ul style="list-style-type: none"> • Emotional climate • Change resistance
<ul style="list-style-type: none"> • Discovered disbenefits of change • Estimated costs of change

TABLE 1. Measures to evaluate the actions

The results and analysis of measures are discussed more in sections 4.2, 4.3 and 5.

1.5 Thesis structure

The research is structured as follows:

1. Introduction
2. Leading culture change theories
3. Research methodology
4. Research implementation – action research
5. Summary and conclusions

In the chapter one the importance of trust in organisational changes is discussed and the reader will get a general view of the topic. The chapter presents also the research objectives and reasons for the development process. After that the organisation X is presented shortly as well as the research questions and the measures are defined.

The theoretical framework of the values fostering openness (= open dialogue and co-operation) and trust as well as some leadership theories and change models are considered in the chapter two. Discussions about research concerning organisational change and culture issues are covered here. The topics in chapter two

are originating from the study process and authentic enquiry topics arisen from the empirical research.

In the chapter three the research methods and typical measures are presented. The chapter covers also the adapted mixed method study approach and strategy. Data collection and the analysis of mixed methods are explored. Furthermore, the sequential mixed method design of action research is presented.

In the chapter four the practical study is presented including the empirical action research plan, leading-through operations, processes and the analysis of the results. Used research measures, validity, and relevance to existing empirical work results are considered here, too. At the end of chapter four the conclusions of the practical study are discussed.

The chapter five answers to the research questions. Also, the summary and conclusions are presented here, and the writer considers how to contribute to open dialogue and trust to prevent unfavourable dissatisfaction.

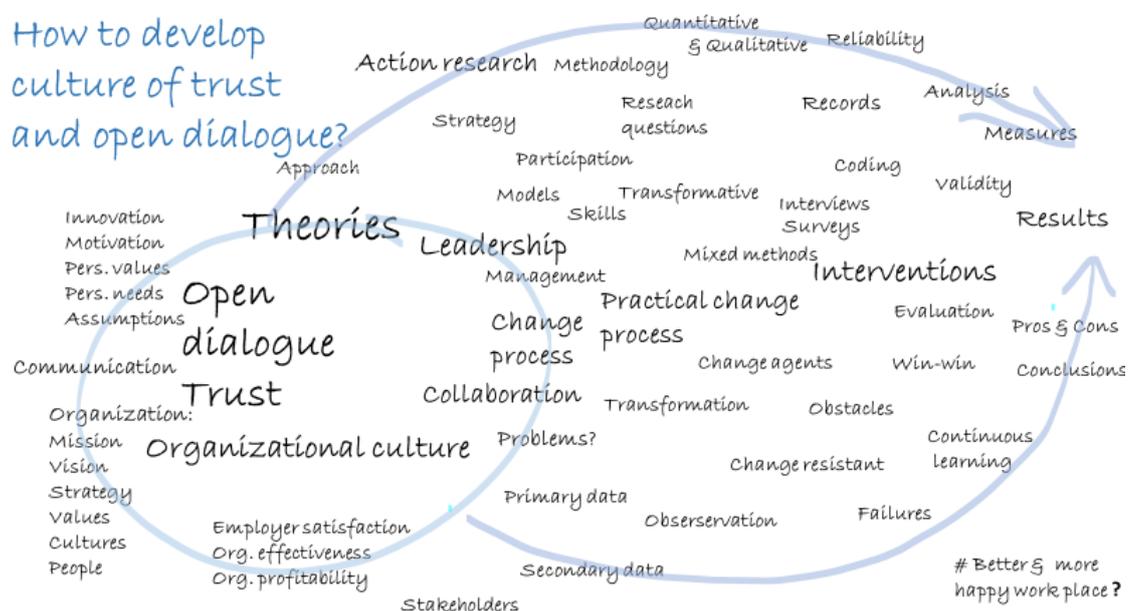


FIGURE 2. Mind map of the research structure

The mind map (=a central idea and connected ideas) in Figure 2 presents the circulation of the thesis process and how the author has identified the process, theories, and content around the topic. There was many parallel and supporting processes in progress during this research process.

2 LEADING CULTURE CHANGE

In this chapter some national working culture traits are considered to offer insight to commonly appreciated values at work. The organisational culture and features having impact on people's experiences are discussed. Also, beliefs for trust and openness as well as the obstacles preventing the creation of trust are presented. Leadership, leaders' role, and organisational culture change theories are discussed in such extent what research problem resolution requires. Generally, this chapter forms the theoretical base for the research work.

2.1 Working culture challenges and values in Finland

Finnish working life has been in continuous change for years and employees are reported to be more dissatisfied and stressed than before. For instance, according to Good Job Barometer of SAK (The Central Organisation of Finnish Trade Unions) in 2018 to achieve the highest score and to be "a good place to work" there should exist none dissatisfied worker in the entire organisation (Aamulehti 2019). The target is rigid but understandable for trade union and these above experiences are collected from workers trade unions members.

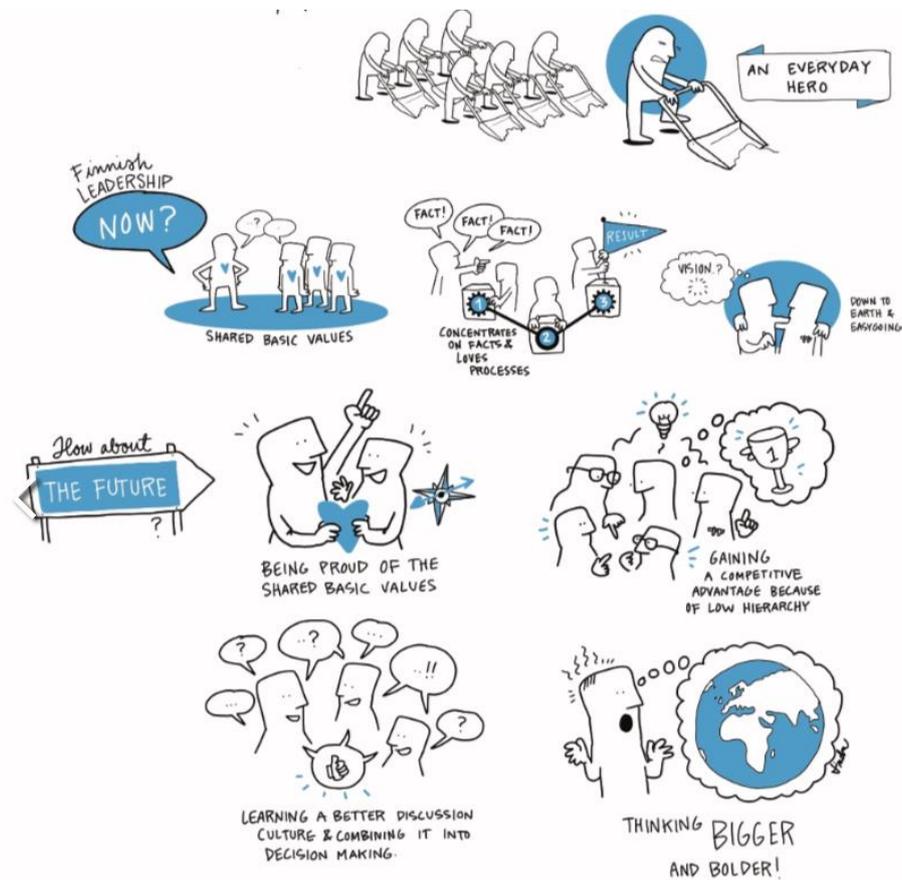
By contrast, the Finnish Council of state reports that since the year 2000 the balance between work and meaningfulness of work has been positive in 2017 (VN 2018, 96). Viewpoints and importance of subjects are varying depending from where and when and whom it has been asked but transformation is certain. In a study concerning the change of Finnish working life Järvensivu mention (2010, 9—13) that the current change in our working environment is arising from an urgency to produce more and perpetually cheaper to be able to be successful in tight global competition. She also states that change is not efficient in case it is implemented short sighted and without participation of those persons involved in the practical development process (Järvensivu 2010, 30).

Change itself can be challenging and according to Järvensivu (2010, 60) most people in Finland work for payment, not for passion or love towards organisation

or owners. Both compensation and meaningful tasks for employees are also mentioned as a getting over strategy of an expert organisation (Järvensivu 2010, 257). Concurrently people are expecting special meaning and value for their daily operations. They expect to find shared values and culture with organisations they belong to. It is also considered that for instance innovators are willing to work even without compensations for a while, especially if there is a chance for substitute compensation later (Järvensivu 2010, 258). Motivation is a powerful fuel to use also in the change processes.

The latest working age population (*generations Y & Z*) also assigns conditions to daily work and timetable, need for holidays and private flexibility, and willingness to do and accept work assignments in a workplace (Järvensivu 2010, 161—182). In Järvensivu's studies such issues as common discussions, freedom of choice, excitement to act according to own personal values and ethics, and to gain success will foster people's motivation and productivity at work (Järvensivu 2010, 260). When the work has real meaning and values it can also generate results, commitment and motivation (Ristikangas & Ristikangas 2010, 19—20.) These are central to observe while planning organisational change.

Values like sincerity, interaction, collaboration, coaching and mutual respect are required from leaders for common success (Ristikangas et al. 2010, 19—20). A leader has keys to develop and reshape organisation for well-being and thrive it financially by contributing collaboration and commitment of people. Trust as regards is a relational concept that occurs between people. Trust is also important value in Finnish culture and therefore value of trust at work is still high in our society. The Finnish Working life 2020 has listed persistence, trust, courage and meaningfulness as working life attributes (Working Life 2020 2018, 14—17). By learning a better discussion culture and by combining it into design making are our targets for future (Working Life 2020 2018, 21).



PICTURE 1. "Value of trust in Finland" (Working Life 2020 2018, 4)

The picture 1 presents Finland's goals for the year 2020. Trust building requires also dialogue and common understanding between people, and this is worth to notice in organisational life and transformation processes as well. Reasons for change may vary and leading the change process is also dependent on a type of the requested change.

2.2 Organisational culture

Every organisation has a culture of its own and there are also several definitions for organisational culture. Academic debate about the concept of culture has focused for instance on whether culture should be viewed from materialist or abstract perspective, or how it should be assessed and studied (e.g. Schneider 1987, 438; Chatman & O'Reilly 2016). One definition of culture by anthropologists refer to customs and rituals developed by societies during history (Schein 2010, 13). Cameron and Quinn state that there are over 150 definitions of culture

identified, but the two main foundations are sociological and anthropological (Cameron & Quinn 2011, 18). With that they refer to organisations which have and are cultures. Additionally, De Witte and van Muijen (1999) mention that some researchers argue that organisational culture is a socially constructed system of shared beliefs and values or not, and they do not believe that managing or controlling the organisational culture is reasonable in the first place.

One of the recognised researchers of our age is the well-known Edgar H. Schein, a social psychology from the Harvard University. The formal definition of culture by Schein is as follows: "Organisational culture is the pattern of basic assumption that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems." (Schein 2010, 18).

The organisational theory of Schein describes organisational culture as set of complex group processes which are durable and not easy to revise. Attempts to change these processes can offend the core values and assumptions of people in an organisation. Nevertheless, to understand culture issues better could help leaders to understand change, communication problems or misunderstandings between people. For instance, why reasonable people in the middle of change process continue to act as if they had not understood what was agreed or asked by management. (Schein 2010, 8). People may not see real need for change unless they do not feel safe enough or they may even experience change as on invasion of privacy (Schein 2003, 215). Resistance to change is obvious in organisational change (Schein 2004, 336, 378) and therefore, information could ease the process.

A leader can receive valuable information about peoples' values and principles which lead peoples' behaviour and decisions making. Management can also make conclusions which methods to use in case of cultural transformation (Kuu-sela 2015, 14). An organisation with its active members has created organisation culture, and members of organisation also foster certain culture and sub-cultures.

Additionally, Schein has defined that cultural phenomena has different layers. He describes the organisational culture levels in Figure 3 (Schein 2004, 26).

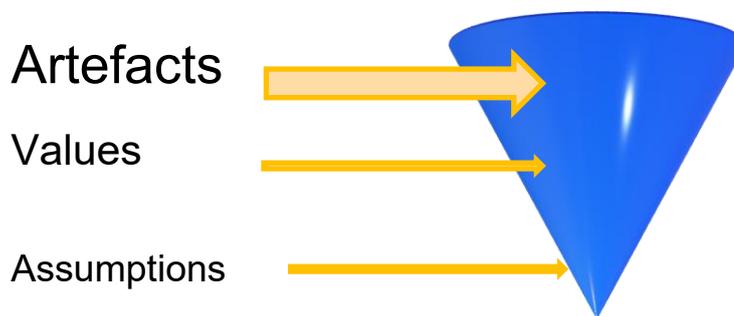


FIGURE 3: Illustration of Schein's model of organisational culture (Schein 2004, 26)

In Schein's culture model created at 1980s three different levels of organisation cultures are identified: 1) the visible elements like dress code, 2) the espoused values of organisation, such as official values and rules, even future hopes, and finally 3) the shared basic assumptions, which are often deeply integrated and unconscious. (Schein 2004, 26).

These artefacts are visible for all organisation members and stakeholders. Values and norms are shared rules inside an organisation and a condition of activities. In the deepest level, basic assumptions have been formed during history by organisation members beliefs, actions, and professional culture. An often quoted definition of culture belongs also to Schein: "The essence of a culture lies in the pattern of basic underlying assumptions, and after you understand those, you can easily understand the other more surface levels and deal appropriately with them" (Schein 2010, 32).

Social psychologist Hofstede (2010, 12) has also discovered that no group can escape culture and by "creating shared rules, even if they are never written down, is a precondition for group survival". He has introduced an onion model to cover the total concept of culture, including four aspects: symbols, heroes, rituals, and values (Hofstede 2010, 8).

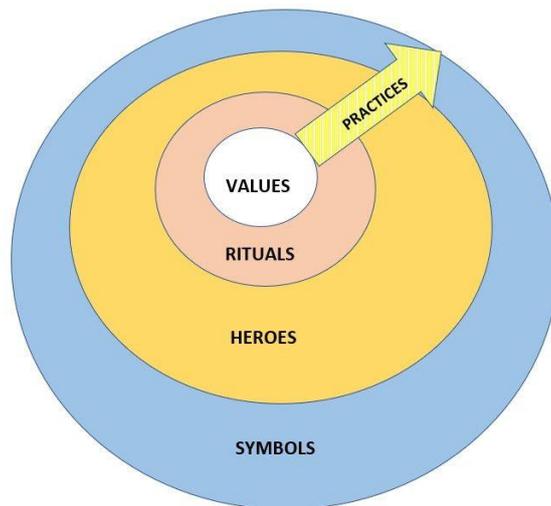


FIGURE 4: Illustration of Hofstede's onion model (Hofstede 2010, 8)

In Hofstede's onion model symbols represent the most superficial, and values on the other hand the deepest expression and core of the culture. Heroes presents highly prized persons and rituals collective activities in this model. Values refer to our fundamental beliefs: values, ethics, and spirits of an organisation. Hofstede has stated that culture is essentially about how people are expected to behave and how to reveal itself through practices (symbols, heroes, rituals) or how different traits drive people. (Hofstede 2010, 89).

In practice organisational culture presents behaviours that new members are advised to follow (Kotter et al. 1992, 7), or otherwise they will face troubles. Many researchers' have confirmed that culture really matters, and research has addressed that certain kind of cultures also correlate for example with the economic performance of an organisation (Kotter et al. 1992, 11; Denison & Mishra 1995, 205—206; Sørensen 2001, 20). Since culture matters, there is discussion of its impact on organisations' daily operations and how it can be changed if necessary.

Organisation culture is generally associated with leadership style (Kotter et al. 1992, 94—106). Schein (2010) points out that there are two essential factors that influence on effective culture management: structural stability and integration of superior standard of culture. In the organisational context such definitions as better or worse, and weak or strong cultures are often used. (Schein 2010, 13 — 14). Lately the word *culture* is used among scientists to refer to a climate and practices of an organisation. The organisational climate can be described as a

sense, feeling, and atmosphere or attitudes existing in everyday operations (Schein 2004, 13). The climate is based more on events and reactions, and it can be changed fast, but it is not same as culture.

Two dimensions of an organisation's social context, positive culture, and innovative climate (Schein 2004, 7) are said to be more critical for a success of an organisation than for example acceptance of latest technology (Glisson 2016). In fact, this is interesting information in our recent technical oriented society. Likewise, researchers, manufacturers, and media, e.g. NASA, Google, BBC, J.P Morgan, and GM, have used terms *organisational culture and climate* (Schein 2004, 7) to explain good performance.

To compare, Glisson (2016) states that “several studies suggest organisational culture is transmitted more through behavioural norms and expectations than through internalised values or assumptions, which may or may not be expressed, or even known to the organisation's members”. Organisational climate (Schein 2004, 13), on the other hand according to Glisson's' studies “is created by employees' shared perceptions of the psychological impact of their work environment on their own personal well-being and functioning” (Glisson 2016). These comprehensions of culture researchers will make change plans and required actions of unique organisation challenging because there are several aspects to be foreseen.

Remarkable notice of Glisson is a descriptive and realistic example from work places, which could fit to our work organisation as well, “When the individual service providers in a given human service organisational unit agree that they experience their work environment as highly stressful, the organisational climate is described as stressful” (Glisson 2016). The power of a group is enormous, and social order and people's different roles may therefore authorise or limit transformation process.

Because culture is created there where a specific group of people with shared history are aiming to the common goal, for instance Schein emphasises that leaders have a critical role in giving shape and reinforcing culture of their own organisations (Kotter 1995, 60; Schein 2004, 44). Strong and united culture can build a basement for an effective and profitable organisation (Sørensen 2001, 4;

Kouzes et al. 2012, 59—65). People and groups need to adapt to their environment, and the internal ability to adapt and to learn are essential for the survival of an organisation. The challenges from inside and outside of an organisation can be tackled best with the help of strong culture. (Schein 2010, 18; Kuusela 2015, 15).

Schein also states that leadership is the source of beliefs and values which make the group to work with its problems and tasks. Therefore, it is principal to understand the deeper levels of culture to be able to change single basic assumptions to common shared assumptions, which are important for the organisation (Schein 2010, 32—33). Well-designed culture should be internalised in close co-operation with all organisation members and it also should contribute and promote vision and strategy.

The culture is also a social force which have an effect to the organisation through norms, emotions and need of social respect and, it can also connect or separate people or organisations from each other (Kuusela 2015, 15—20). Culture is developed during the years and it is not stabile or easy to describe, according to Hofstede (2010, 38—42). It can be led by rules and values but also unofficial norms, and modern generation (Y & Z) with diverse personal values and new norms are bringing their own impact to organisational culture.

Shared history and social interaction of members are powerful and need to be foreseen in change process. Possible actions to deliver change are coherent statements of leaders and managers and shared organisational narratives (Kouzes et al. 2012, 88) and general involvement, and trust and respect. Shared vision and expectations are tools to create meaning and targets for whole organisation (Cameron 2009, 142—146.) Existing values and beliefs need also to be mistrusted frequently and new viewpoints, different opinions and even mistakes need to be accepted. By living out shared values a leader can also demonstrate honesty and trustworthiness (Kouzes et al. 2012, 38, 42, 240, 248).

An operator or a leader needs knowledge of an organisations internal trust level towards colleagues and especially towards management and administration to

carry out required changes (Schein 2010, 32—22; Hofstede 2010, 8-9, 404; Kuusela 2015, 149—156). A level of trust is not very easy to defect or to measure. At the same time a risk to measure the wrong issues of desired target exists.

2.3 Trust and ability to trust

The concept of trust is intangible and rather complex to be defined. Trust can be a core component for the success of an organisation and a substantial resource of leadership. The change inside an organisation without dialogue, internal trust and co-operation can also be a relevant risk. Trust means that a party is willing to take a risk (Mayer et al, 1995, 712). The willingness of the personnel to take risk, to trust and to act without a strict ability to control results is characteristics for example in trust demanding operations such as organisational changes (Mayer et al. 1995, 712).

Trust is a relational concept that occurs between people. Both leaders and followers play a fundamental role in creating as well as sustaining trusting relationships. For instance, Lao Tzu has said “He who does not trust enough, Will not be trusted” (Sharma 2012, 153). Humans have learned to survive and build trust by trusting other humans. A felt trust in organisation creates more trust and vice versa (Braithwaite & Levi 1998, 347). Our social networks and principle of reciprocity and trust are arising from collaboration (Mayer et al 1995, 730.) Collaboration is necessity in trust building on the organisational level.

Trust is also a foundation of positive relationship of organisational culture, co-operation, and success, but it can also be the most fragile issue of internal and external relationships. Trust can have a direct impact on an organisations' finances and profitability (Kotter et al., 1992,-11—12, Mayer et al. 1995, 712; Lau et al. 2014, 125; Kuusela 2015, 134–135). The Interactive Model of Trust, so called ABI-model of Mayer et al. presented in Academy of Management in 1995, shows how trust between persons could be build up and measured by using the features ability, benevolence and integrity (Mayer et al. 1995, 715).

These three pillars of trust are: Ability; persons actual capability and competence to build trust, Benevolence; disposition to do voluntary good to others, good will, and Integrity; personal choice and quality of being honest and having strong moral principles. Thus, they may vary independently of others but are necessary to build or re-build trust. A positive outcome will enhance a trustor's perception and unfavourable outcomes will decline perceptions of a trustee. (Mayer et al. 1995, 715). Figure 5 describes how trust and mistrust are consolidated.

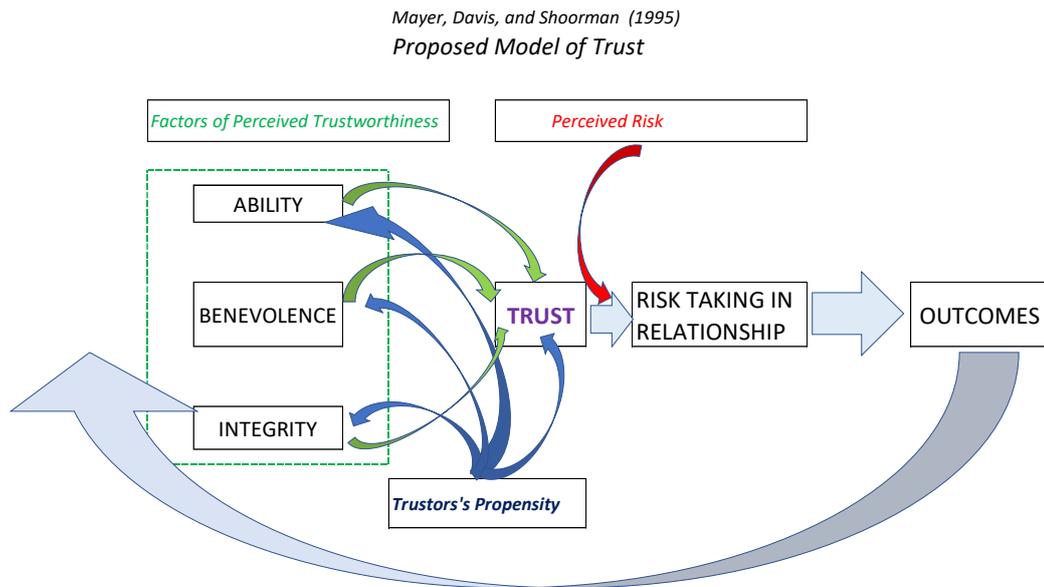


FIGURE 5. Modification of Mayer et al.'s proposed model of trust (1995, 715)

As a set, these three appear to explain a major quota of trustworthiness. The trustworthiness is said also to pertain to the characteristic of the trustee. The model determines the trustor's trustworthy behaviour towards the trustee and provides a perceptual viewpoint for the trustor to evaluate the trustee's benevolence, ability and integrity. (Mayer & al. 1995, 717.)

According to this model trust will automatically lead to risk taking in collaboration. Since people have different personality types, previous experiences and cultural dimensions modelling of trust will influence to their liability to trust in general (Hofstede 2010, 404). Mayer et al. mention blind trust as an extreme case of trust where an individual can repeatedly trust in situations where most people would not show trust at all. As a reverse end is the situation where people are unwilling to trust regardless of circumstances. (Mayer et al. 1995, 715.) Extreme ends are

not desirable, and they will expose to problems. Also changes in surrounding circumstances can affect our behaviour and feeling of trust and mistrust.

For instance, changes in organisation's political climate can cause a re-evaluation of trustworthiness. "A strong organisational control system could inhibit the development of trust, because a trustee's actions may be interpreted as responses to that control rather than signs of trustworthiness. A clear understanding of trust for a trustee necessitates understanding how the context affects perceptions of trustworthiness" (Mayer et al. 1995, 727). Peoples' feelings and personal interpretations have their own role in trust building process.

Not only the trustworthiness but also the imbalance of power will affect our ability to feel trust. Moral philosopher Pizarro and behavioural economist Ariely have suggested that due to imbalance in power between an individual and an organisation real trust can be hard to achieve. The organisation has more to win and the individual has more to lose, and therefore the system is not equal. (De La Rosa 2015, 7).

Nevertheless, it is obvious that trust can be created when people in an organisation have same kind of values and shared insights. Trust is also associated with justice and it means that even difficult decisions can be accepted when an idea and feeling of justice is present (Mayer et al. 1995, 24). Trust needs to be boosted continually and only by trust can commitment and courage to be innovative be increased inside an organisation.

Additionally, according to Savolainen (2019) common assumption has been that trust should be an undisputed value inside organisations, but this has not been reality in all organisations. It is relevant to notice that trust building will essentially require interaction skills. Trust building is also a cultural matter and different kind of cultural behaviour patterns create trust in different cultures and organisations. In Nordic working cultures important factors for trust building are for instance substance skills, transparent behaviour, and open communication. (Savolainen 2019).

Around 1970s scientists have realised that oxytocin is a neurotransmitter that acts in our brain's emotional centre (limbic system). According to Paul Zak's

(2017) research of happy employees, better engagement and productivity and good performance results originate from human brains. In fact, it is a question of amount of the oxytocin our brains are producing. (Zak 2017).

There is proven correlation between the level of trust to feel and the amount of oxytocin our brains are producing. Zak has also discovered that stress feelings are decreasing oxytocin production, and there exists a direct link between our oxytocin level and level of empathy (Zak 2017). This is a principal finding because empathy is a required attribute in trust-building process to create trust-based relationships. High oxytocin level offers higher empathy which empower deeper trust-based connection, and oxytocin is also known as 'moral molecule' (Zak 2012).

To foster trust building inside an organisation and to achieve more positive and lasting culture the level of real true connections needs to be constructed by increasing organisation member's oxytocin levels in their brains. Zak (2017) offers eight strategies for creating a culture of trust and to increase empathy among people. He mentions following advices for leaders to create more trust in their organisations: 1) recognise excellence, 2) moderate challenges to avoid extreme stress, 3) empower to choose own work patterns, 4) promote ownership, 5) communicate regularly, 6) promote internal relationship building, 7) facilitate personal growth and 8) show vulnerability.

If it is so easy to build trust, we could also wonder why people often behave in a hostile and cheating way. Zak's research has explained hostility with testosterone, which is our survival hormone and prevents oxytocin from binding to our brain receptors and balancing our trust and mistrust. There exists also criticism against Zak's oxytocin theory but in general it has been accepted to work in education and in parenthood science, as Zak has explained, and same trust building phenomena have already been discovered in sociology. (Zak 2017). Zak also states that leaders should treat people as responsible adults and withdraw from micromanagement and with help of that our level of trust will be increased (Zak 2017). This seems to be practical, credible and trustworthy advice for the contemporary leader.

2.4 Dialogue

Team learning is essential because teams are the fundamental learning unit in modern organisations and learning is also taking in information (Senge 2006, 10-13). Furthermore, demand of the dialogue in the organisational change process is a necessity. Practical dialogue can be even a question of life or death for an organisation in change (Gergen 2004). Especially participating culture change process requires open dialogue and dialogue is also a central element of the organisational transformation process because “it is a problem-formulation and problem-solving philosophy and technology” (Schein 2003, 27).

Constructive dialogue requires participants opinions, listening, collaboration, understanding and sharing of own ideas, trust and respect. Change in organisation’s operating circumstances requires also constant learning from the organisation because recent technology and designed functions are moving towards knowledge-based and distributed information. The challenge in leadership is to combine and lead organisational learning with shared ideas and dialogues towards common visions and targets. (Gergen 2004).

2.5 Leadership theories, models and styles for cultural change

If it is essential for an organisation to achieve its goal, leadership is an important and close part of a process. Remarkable is that leadership style which suits one organisation might not be suitable for another organisation or culture (Cameron et al. 2009, 346). Also, typical and successful leadership styles have changed from time to time (Kuusela 2015, 164—170). Successful leadership of subordinates (organisation members) will require also self-leadership skills (Carmeli, Meitar & Weisberg 2006). By and large an organisation offers a frame for leadership, but leadership requires also common understanding, rules for work distribution, common targets and collaboration (Cameron et al. 2009, 3, 351). Some leadership theories for organisational change are discussed in the following section.

2.5.1 Leadership

Leadership itself is a corner stone for organisational culture and it is deeply rooted in collaboration, common values, and trust (Schein 2004, 10-11). The interactions need to include internal stakeholders and the leaders need to have courage and trust to run a necessary change process. Therefore, leaders need to take challenging issues, for instance openness and trust, into account in their behaviour, strategies, visions and action plans. Leaders need to be anxious to discuss about the topics with the parties concerned (Smith 2003).

According to Uusi-Kakkuri (2017, 8), there are almost 70 different leadership theories in use. Transformational leadership is a widely studied theory and style. Leadership theories can be divided into trait theories and process theories. Leadership styles are also divided into task-versus people-orientated, and autocratic versus democratic, and directive versus participative styles (Bass & Riggio 2006, 11).

The traditional leadership model includes the trait model of leadership, and the behavioural model of leadership as regards to control over employees. According to behavioural model a good leader is born to be a leader and has certain personal physical characteristics, intellectual qualities and personality features to act as a leader (Schnake, Dumler & Cochran 1993, 352—365; Cameron et al. 2009, 139; Northouse 2018, 2). Born to be leaders are few hence it is obvious better to count on leadership training (Kouzes 2012, 203, 334; Khan, Nawaz & Kahn 2016).

The behavioural leadership model with it is autocratic, democratic and laissez-faire leadership styles, and the situational leadership model, where a level of readiness of the followers is essential, belong both to traditional leadership models. (Hellriegel et al. 1974, 273; Judge & Robbins 2013, 372). These traditional models are still in use, probably due to common and simple practical processes (planning, execution, control), but our society is changing and in general people's expectations towards leaders and to own personal life are growing, too (Järven-sivu 2015, 25—31, 160—182).

The main leadership theories of the 20th century is the Great Man theory, Trait theory, Process leadership theory, Style and Behavioural theory, Transformational, Transactional and Laissez Faire leadership theory (Khan et. al 2016). According to leadership literature review (Khan et al. 2016) these theories have been modified and none of them is completely irrelevant today because the relevance is also dependent on the applied context.

The main contemporary models of leadership include charismatic, transformational (creates valuable and positive change in the followers) and transactional leadership (to motivate and direct followers by appealing to their self-interest) models. The emerging models offer effectiveness improvement by enhancing leadership skills. According to a contemporary leadership model an effective leader has cognitive and behavioural capacity to recognise and to react to complex contradictions and changes of an environment (Denison, Hooijberg & Quinn 1995, 524—540.) Our rapidly changing society and unplanned curves in operational environment call also for high flexibility and adaption of leadership skills.

Burns (1978, 425) and Bass (1985) emphasise work community's reciprocal relations as centre of transformational leadership, and good working relations are also the requirement for transformational leadership style. In addition, Burns (1978) mention that central for transactional leader — employee relationship is a relation of work performance and compensation. Transformational leadership requires much deeper interaction between manager and worker and, also motivation has essential role in such relationships. (Burns 1978, 4, 19—20). According to Bass (1985, 20) the same person can be transactional and transformational leader at the same time, but usually people are either or leaders.

Recent leadership viewpoints are emphasizing such themes as empowerment, ethical leadership, servant leadership, transformational leadership, coaching, feminine leadership style and self-leadership (Bass et al. 2006, 3—18; Cameron 2009, 152; Amanchukwu, Stanley & Ololube 2015; Forbes 2019; Työterveyslaitos n.d). The servant leadership style (van Dierendonck 2011, 1229) is trendy on the moment (Työterveyslaitos n.d.). According to Uusi-Kakkuri (2017, 12) for instance a transformational leader shows own example and offers help and motivation and creates possibilities for employees to achieve new success. However,

leaders' challenge is to create more commitment and motivation by offering information about the vision, mission and targets for personnel and to offer possibilities to participate in future development and to share common values (Cameron et al. 2009, 328.)

2.5.2 Leadership skills and styles

The leadership style and skills of a leader can affect the success of change process. Cameron et al. (2009) have listed useful findings from Goleman's (2000) studies concerning performance of over 3.800 executives worldwide. (Cameron et al. 2009, 159—165). Three leadership styles of the emotional intelligence leaders defined by Coleman are described in Table 2.

TABLE 2. Modification of Coleman's leadership styles (Cameron et al. 2009, 162)
Modification of Coleman's Leadership Styles

	Affiliative	Democratic	Coaching
Definition	Building relationships with people through use of positive feedback.	Asking the team what they think and listen to this.	Encouraging and supporting people to try new things. Developing their skills.
When to use this style	When relationships are broken.	When the team members have something to contribute.	When there is a skill gap.
Disadvantages of this style	Not productive if it is the only style used.	May lead nowhere if team is inexperienced.	When manager is not a good coach, or if individual is not motivated, this style will not work.

Mixture of these three styles are suitable for the culture change process. With the help of emotional skills transformation can be carried through, but each leadership style contains advantages and disadvantages. Different change situations or circumstances in organisations will favour different leadership styles. For example, in case of emergency, affiliative or coaching styles might not be the best leadership styles for the desired result.

Emotional intelligence leadership competences are found to be twice as important for successful performance than skill-based or intellectual competences. The same research (Coleman 2000) showed that in case of self-awareness emotional intelligence skills are missing from the leader, also chance to be a competent on other emotional competences (self-management, social-awareness and social skills) is reduced (Cameron et al. 2009, 50, 163—165). Thus, emotionally unintelligent leader could be critical factor for the whole change process.

For leading change, several models are suggested. Leadership researchers Kouzes and Posner (2012, 24) advise leaders 1) to model the ways for others, 2) to inspire a shared vision, 3) to challenge processes and the status quo, and 4) to empower and enable others to act by fostering co-operation and team spirit, and 5) to encourage a team and celebrate achievements.

To be able to foster positive organisational culture leaders and management need a strategy process and abilities to predict the future trends and changes and, react on time when needed (Schein 2004, 80—81, 140, 156; Kouzes et al. 2012, 164), even 'a crystal ball' is missing. Behind the strategy there are human decisions, expectations, motivation and evaluation concerning methods and results of executed strategic actions (Cameron 2009, 16). Thus occasionally, strategic action can also be an omit of an action. Primary, organisations with great organisational culture are more innovative and capable to solve problems in their operational environment and to inspire members to fulfil their personal desires. (Kouzes et al. 2012, 130, 145—152).

Whatever the leadership theory, model, style, behaviour, role, state of engagement is the most important issue is organisation's and a leaders' ability, and passion to develop, and to adapt to ever changing circumstances. Without accompanying team, co-operation, reasonable operating results and trust a leader is fruitless for an organisation (Kouzes et al. 2012, 220, 243). To carry out organisational change requires a process (Cameron et al. 2009, 338) and there are many suitable models and processes for change. A few suitable models for cultural change are presented next.

2.5.3 Organisational culture reinforcement and transformation

The change or the transformation process does not happen overnight. The change may take time and challenge an existing official organisation culture as well hidden or visible sub-cultures (Kotter et al. 1992, 6). Organisational change can be defined as the adaptation of new ideas and behaviour. Organisations need to up-date or change their strategies from time to time, depending on their branch and market. The strategic change and development have many perspectives and both operational and transformational change belong to the organisational change. Moreover, leaders need to balance between outcomes, interests and emotions in the change (Cameron et al. 2009, 6).

The transformation of organisational culture is difficult to put into practice without reflective and productive dialogue (see section 2.4). And dialogue as regards allows the development of shared meanings. The common shared meaning will form more learning capacity for our collective culture change. (McCalman & Potter 2015, 135). Occasionally, in order to achieve adjusted organisational target, it will be enough to reinforce existing positive cultural features and to accomplish minor changes in the organisation. In the case it would not be enough foreseen the target of the organisation then the transformation process is required. Transformational change is broader process and the aim is to renew organisation's operations fundamentally. Transformational process should empower organisational functions both decently and profitable way. (Kuusela 2015, 174).

Often, individual motivation to change or to do something different is a trigger for changes in organisations (Cameron et al. 2009, 9). The theory of change management holds up such themes and approaches as organisations are open systems and organisations' performance and structure are dependent upon situational variables of each organisation, and 'one best way' for all organisations is not existing (Burnes 2004, 79; Cameron et al. 2009, 343). An open organisation needs to keep its dynamic balance to be profitable and an organisation must react to forces for change in their operating environment (Ward 1994, 27) to manage successful change.

For example, as a reason to foster change according to the research done by Deloitte “94 % of executives and 88 % of employees believe a distinct workplace culture is important to business success” (Deloitte 2012). Even a cultural change takes time it can actively be conducted towards new targets. The timeframe of transformation depends on the extent of change and it is reported to be from two to five years before new processes are fully adapted (Kuusela 2016, 164).

A top-class organisation without top-class culture can have a known and common target, but organisation members may not really pursue towards common targets. (Kouzes et al. 2012, 65). Based on previous we may assume that shared new common targets together with shared open and respective organisational culture would pursue towards business success, if the process is successful. One change solution for different kind of organisations, leadership and cultures could be impossible and unrealistic to define, and therefore unambiguous solutions are not available for writers’ research questions either (Cameron et al. 2009, 320, 346). However, there are variety of theories and guidance available to carry an organisation through a change process.

2.6 Models and practices for the change processes

The nature of change, as Cameron et al. (2009, 54) mention, can be externally imposed, internally generated or it can be evolutionary or revolutionary and, it can be routine or transformative. They recommend also change metaphors (comparisons and connection between ideas) to be utilised in change, for example a Machine metaphor, a Political system metaphor, an Organism metaphor, and a Flux and Transformation metaphor (Cameron et al. 2009, 109). In real life organisations may use mixture of these and many others (Cameron et al. 2009, 109). The change is also often said to be faster than ever, but our history indicates that every generation has the same belief of their own epoch and development compared to previous (Järvensivu 2010, 7—14). Therefore, change can’t be limited or reduced artificially beforehand.

Contingency theory

Especially Fiedler’s (2006, 369) contingency theory offers rational resolving tools and options for change management. This theory emphasises the importance of

both a leader's personality and the situation in which a leader operates. According to Fiedler's theory leaders will fall in to one of these categories; The task-oriented or people-oriented leaders, also known as interpersonal relationship or task accomplishment motivated leadership style. A change situation is defined by three factors which are a leader-member relation with feelings (confidence, loyalty and trust), a task structure with clarifications and accomplishment, and a position of power with authority of the leaders over the group (Northouse 2013, 9—11).

Leadership roles

Further, there are five leadership roles suitable for different organisational change leading contexts. They can be called situational leadership approach where leaders need to use flexible combinations of these five roles to manage the change process successful. The five roles are 1) the Edgy Catalyser, 2) The Visionary Motivator, 3) the Measured Connector, 4) the Tenacious Implementer and 5) the Thoughtful Architect. (Cameron et al. 2009, 344—345). According to Cameron and Green research (2009, 343— 344) most suitable mixture of roles in cultural change would be the Visionary Motivator and the Measured Connector. All these five roles are needed for successful change process. Leaders should use at least two of these roles flexible at the same time.

Daily routines

Moreover, Kuusela (2015, 149) emphasises that daily routines should work without problems especially during the change and transformation process because otherwise this would risk both the success and balance of people's work. She also mentions that parallel change from the top down and on different layers of the organisation simultaneously could accelerate the change process. (Kuusela 2015, 150-152). These parallel actions together with requirements to recognise and to balance the process and, lead the change are demanding from leadership point of view.

Win-win situations

Win-win situations inside the organisation and between its stakeholders are desirable objects. The win-win situation will obviously direct efficiently and satisfactory to the common organisational target. In addition to that the organisation can work more innovatively and profitably if members learn to learn effectively and they are able to increase their personal motivators (Cameron et al. 2009, 185—186). By these actions the whole organisation could receive added value of change.

The change process can either be done in a participative or in a forced manner. A participative change is achieved when information and possibility contribute to is given to participants as well. It will be easier for members to accept existing facts and development process and maintain a positive attitude towards the change. To build and address trust management is recommended to concentrate on actions which visibly convey trust and message of trust (Kouzes et al. 2012, 204).

Involvement-oriented management philosophy is recommended by Lau et al. (2014, 125) to use due to collective felt trust. According to Lau, Lam and Wen (2014, 113, 125) studies such trust has positive benefits for organisations, for instance in form of better task performance at individual level. Without trust and positive culture many people may struggle to find the real value in their work, and this leads to multiple negative consequences.

Change as value itself is not desired and to start a change process a clear purpose and target should be existing. Anyhow we need to recall the fact that emotional intelligence of leader's, the ability to manage ourselves and our relationships effectively, will be principal skill of leader's for successful change process. Culture is created by learning and it can be supported by leadership and renewed by co-operation (Kuusela 2015, 195—196).

Failures

The risk of failure is high. Planned and unplanned change require different processes and requirements of leadership, but the overly planned change is reported to have high (70 %) failure rate (Beer & Nohria 2000; Cameron et al. 2009, 332).

Also, Fiedler's model (contingency theory) effectiveness is criticised because the model is supported by field study data but not fully by laboratory study data, and because it is formulated from leaders' perspective (Kuhn 2007, 8—9). Anyhow, Fiedler's theory is said (Kuhn 2007) to be decisive because it discovers that different management styles work for different types of work, organisational structure or stress levels, and it offers possibilities to tailor management for specific organisational needs, for instance to a change process.

From management's point of view, it is good to recognise that in certain circumstances, as in the organisational change, if an opinion leader in the organisation starts to share and emphasise certain opinion other people are eager to follow easily. In worst the case this will divide people into segments and apart according to their opinions and personal ability to handle and tolerate change. Therefore, a good plan and evaluation are needed.

Resistance to change in a transformation process is possible but it can be handled by preparing well beforehand (Cameron et al. 2009, 57; Pieterse et al. 2012, 800-801). By communicating and creating short-term wins a leader could minimise participant's argument against change and with the help of internal and motivated change agents it is possible to carry a process out smoother and with less open resistance. (Cameron et al. 2009, 101—168). As noticed before, the power of group or single change agent can be essential.

Further, organisational studies are forecasting that failed culture change in the organisation would have a negative impact and prognose for the other organisational changes as well (Kotter et al. 1992, 11; Cameron & Quinn. 2011, 1—2). Change process is said to require different kind of leadership than excellent management would do and leading a change process requires realistic vision of organisational culture (Kotter et al. 1992, 12).

People-oriented approach

According to Cameron et al. (2009, i, 307) a people-oriented approach which emphasises feelings like confidence, loyalty and trust between members and leader would be suitable for developing process. To foster change also theoretical

frames and operative models are required in a process. There are plenty of suggested change models for organisational cultural change (Cameron et al. 2009, 135—136). For example, following three models described shortly below are accepted and used for change.

2.6.1 Lewin's three-step model of change

Lewin's three-step model is a mechanistic three-phase process: unfreeze, move and refreeze. During unfreezing the motivation to change will be created and in moving phase new concepts will be learned. In refreezing phase new concepts and meanings should be internalised. The last refreezing and stabilizing phase include also new policies and standards and rewarding system. (Cameron et al. 2009, 110—113).

The model includes a force-field analysis which examines the driving and resisting forces, and current state or end state discussions (Cameron et al. 2009, 110). For the moving phase participation and involvement of organisation members are essential for the end-result. This model can also be used as a planning tool of change instead of a development process. As a disadvantage is mentioned that people will change only if they feel a need for change. (Cameron et al. 2009, 110—113).

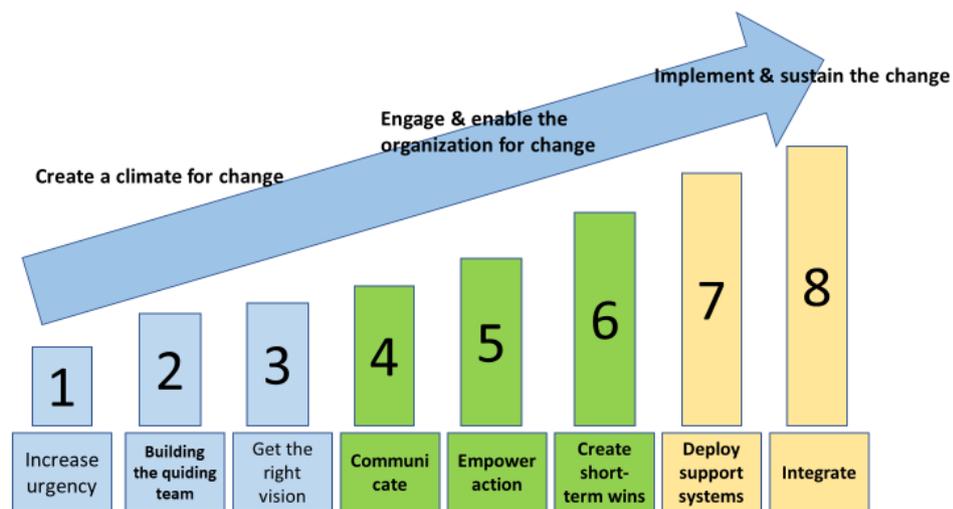
2.6.2 Kotter's eight-step model of change

Kotter's eight step leading change model works the other way around, focusing to the success of change and to the avoidance of errors. This model is a practical and it has been widely used in change management (Kotter 1998, 460). The proposed eight steps are the main critical steps in a change process. A risk of failure is higher and more obvious in these determined steps according to Kotter's studies (2007, 3—4).

Kotter (2007, 8) stresses that even a successful change process can be surprising and therefore it is important to concentrate in each step at a time and it is important not to skip any steps. By following this process and with a help of a

clear change vision error rate can be reduced, and less errors will finally generate more success in a change process (Kotter 2007, 8).

In Figure 6 Kotter identifies the most critical steps of an organisational change process recommended to be followed in steps from 1 to 8.



Kotter's eight step model

FIGURE 6. Modified from Kotter's Eight steps for transforming your organisation (Kotter 2007, 4)

In the first step the urgency of change is an essential fact and then the next step co-operative management is required. In the third and fourth step shared strategic vision of change and communication are expected to happen. In step five and six fundamental obstacles need to be removed and already visible results should be discovered. Steps seven and eight emphasise the increased credibility, and promotion of change process and adoption of new behaviour and processes. (Kotter 2007, 4).

Kotter (1995, 60) also compares management and leadership tasks with each other. Leaders' duty is direction establishment and aligning, motivating and inspiring people. The aim is to produce useful and dramatic change in an organisation. As regards to the managers duty in a change process budgeting, organizing, staffing and controlling etc. operational duties and producing are mentioned (Kotter 1995, 60; Cameron et al. 2009, 330, 343).

The leadership in a change process should be direction establishment and vision development for the future. Also, strategies are needed for the future. Then future direction needs to be communicated in words to everyone whose co-operation is needed to create the shared new vision in the organisation. It will be extremely important that the leader also walks the talk together with the organisation. (Kotter 2007, 6). Otherwise failure can be expected.

It is also central to notice that if operation model needs to be changed due to transformation process also the existing culture should contribute to the new action model. For instance, by implementing the new models to the organisational values and norms presented by Kotter. Otherwise a conflict situation may occur, and success of the change process can be critical.

2.6.3 Modification of Kotter's 8-step model: cycle of change

Instead of linear eight-step model of change Cameron and Green modified a continuous cycle of change model (figure 7):

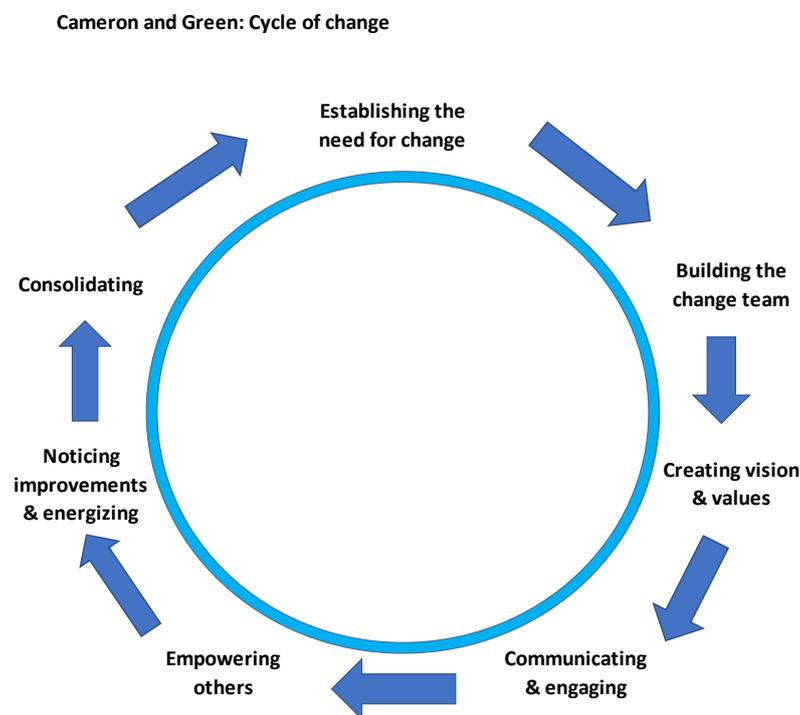


FIGURE 7: Modified from Cameron's and Greens' Cycle of change (Cameron et al. 2009, 116)

The change steps are the same than in Kotter's eight step model (figure 6) but instead of linear progress the process is seen as a cycle. Kotter's and Cameron's model of change is very similar with Lewin's older three step model even though Cameron's model has more steps to follow. This modification of the Cameron and Green Cycle of change model has been used as fundament of this action research process in the organisation X.

2.7 Highlights of the theory

Significance of trust is central, and lack of trust can block the organisational change efforts. The value of trust is critical by many means and the ability to trust will contribute to our ability to co-operate or commitment and profitability (Mayer & Schoorman 1995, Lau et al. 2014). The value of co-operation and participating development process combined with the favourable leadership style and model are strongly pointed out in leadership theories according to Mayer and Schoorman (1995), Cameron and Green (2009), Järvensivu (2010) and Kouzes and Posner (2012).

The importance of change resistance and how to tackle it is emphasised in organisational change theories because of its importance for success. Due to the risk of failure is high (Kotter & Heskett 1992; Beer & Nohria 2000; Cameron et al. 2009) in worst case it will indicate other problems for the organisation, like financial consequences (Kotter & Heskett 1992; Kotter 2011; Lau, Lam & Wen 2014). In this study cited leadership researchers' Kouzes and Posner (2012) and neuroscientist Zak (2017) advice leaders in organisational transformation process to empower members, to promote collaboration and team spirit and to facilitate personal growth. Recommendations are very alike and reasonable and there are scientific arguments behind them.

Also, the transformation models of Lewin, Kotter and Cameron et al. (see sections 2.6.1 —2.6.3) share the same approach even the number of steps or structure is different. Therefore, theories and solutions mentioned in this chapter are utilised in this study. Also, the change cycle model of Cameron et al. (2009, 166), which is also presented in section 2.6.3 is adapted in this work.

3 RESEARCH METHODOLOGY

3.1 Research strategy and approach

The work strategy used in this study belongs to the narrow-focused methods by locating outer surface of a strategy circle in Figure 8:



FIGURE 8: “Overall Research Strategies “(Koppa N.d.)

An action research methodology with its several different variations and ability to participate can be used as improvement and development activity for organisations. An active group itself or, with the help of a researcher, initiates and conducts a study, and creates proposals for improvements. The process starts with practical actions and scientifically recorded methods are used to process and measure results (data) which are analysed with a variety of methods. (Koppa n.d.).

Pragmatism can integrate more than one research approaches and strategies within a same study. In a study covering one organisation without an absolute need to have universal application, pragmatism is an adaptable research philosophy, states Dudovskiy (2018). An action research in general does not require any specific work method and it can be any sort of study where an aim is to find answers and clarification without statistical or quantitative measure (Kuula 1999, 218; Creswell 2014, 51—109).

3.2 Action research

Action research process offers very collaborative (Marshall et al. 2014, 21) social process of actions and possibilities for change and practical problem solving for development, learning and discourse on individual and social level. Kananen (2014, 77) states that the main idea of an action research is to offer a strategy for participative and an action-oriented inquiry. Such research creates a basement of learning for both the researcher and the participants (Ojasalo, Moilanen, Ritalahti 2014, 58-60).

In the action research the objectives of development process are in practical social sciences (e.g. economics, psychology, communication, sociology), and objectives are in continuous change. In change process progress takes place in operating cycles and a research require common discourse and communication. People, and peoples' behaviour, actions, contribution, attitudes and feelings are in the main part of research. The planning and development process in close cooperation with organisation is said to require confident and communicative culture (Cameron et al. 2009, 59). Previously mentioned requirement in the action research, where enquiry question is how to develop a culture of trust and dialogue in the organisation, is also a paradox in this study.

Cameron et al. (2009, 262) mention that a researcher with theoretical knowledge associated with coaching and cooperation skills could prosper the transformation process. The level of existing confidence and communication inside the team could disturb this research. After all people may be eager to participate and have commitment to run a change if the need for change is discovered together and their expertise and knowhow are utilised (Ojasalo et al. 2014, 59). People can share common understanding how these issues should look like after the change is over.

In the study the used research strategy covers those methods only to collect data and to produce analysis of results as far as validity and reliability of the research requires. Validity and reliability of results are ensured by multiple method data collecting due to a chosen work method. Reliability of the research is ensured for instance by using triangulation.

Triangulation

By using triangulation, the validity and quality of research can be increased. A research phenomenon can be examined from many viewpoints, less biased, and by using different data and sources, and by collecting data with different methods, or by using many researchers instead of only one (Creswell 2014, 259; Ojasalo et al. 2014,104). Though, often triangulation is used for example to generalise qualitative research instead of validating mixed method research, it may even complicate the study and create misinterpretation (Creswell 2014, 107—108). However, triangulation in a qualitative research offers holistic view of the existing problems and synergy from multiple viewpoints, and at the same time it may offer new material and give accuracy and even validate collected data.

At least two different sources or work methods are recommended to use in a triangulation, but the sources or data collection methods may be different, e.g. the primary interviews and secondary data from previous studies. (Creswell 2014, 259.) Mixing quantitative and qualitative methods can strengthen reliability and validity of the qualitative research, which tides a researcher over in the study.

3.2.1 Mixed methods

The mixed methods provide pragmatic understanding to a research problem, and a researcher must not commit to one system only. The researcher has also more freedom to choose between different methods, techniques and procedures best for the purpose (Creswell 2014, 35—40). By choosing a qualitative approach with multiple methods a researcher can explore in depth, and many individuals (examinees) are actively involved with the study. As a further benefit, the limitations of both qualitative and quantitative approaches are minimised, and the approach can be considered ideal if the researcher has access to both quantitative and qualitative data (Creswell 2014, 266—167). In a concurrent procedure quantitative and qualitative data could, according to Creswell (2014, 44), be collected at the same time, and collected data can be integrated, and interpreted in an overall analysis phase.

The author chooses to collect data by observing, and by conducting semi-structured interviews and by electronic surveys and questionnaires. There is no specific answer available how many participants or objects should be included to a process (Creswell 2014, 239). For the study in question data is collected with multiple methods from team members in the employment relationship and available on the research moment. The results are used for follow-up and analysis at the end of the study. The used explanatory sequential mixed method is explained next.

3.2.2 Explanatory sequential mixed method approach

The purpose of the multi-phase, explanatory mixed methods research is to obtain qualitative and quantitative results from participants of the study and then explore and analyse those results in more depth in order to be able to start and measure the required changes. The approach design is chosen due to qualitative background of a research problem. The process includes several steps and actions overlapping each other.

In the action research a researcher participates to problem solving by utilizing relevant theories and insights. Development work is based on insights, enquiries, interviews and reflection (Ojasalo et al. 2014, 58—64; Kiviniemi 2018, 73—86; Forbes 2019) and executed within months in several data collection phases. Multiple methods are used to examine and analyse such aspects as trust and dialogue.

3.3 Benefits to use qualitative and quantitative research

A qualitative research is a practical and effective method when studying emotions and attitudes or culturally specific information like opinions, behaviours, values, or social contexts of people (Kuusela 2015, 18—25). Qualitative data consists of survey responses, interviews, documents and participant observations in the natural and social settings. The research questions may change or be refined during a process and the researcher learns what to ask and from whom. However, used

methods as researchers' deduction or miscalculation may affect research results. The researcher can filter data through own goal orientation lenses as well as to use iteration and, complex and, simultaneous reasoning (Creswell 2003, 20—21).

Quantitative research, on the other hand, requires back-ground theories which can explain research subjects and from where the research questions can be created. It is theory based and requires empirical evidence. Quantitative method provides a quantitative or numeric description, and data usually includes closed-ended responses (Creswell 2014, 41—43.) Also, data could be processed and analysed by statistical methods and decoding only, but then researcher's own interpretation is not allowed (Kananen 2014, 202-203). Therefore, qualitative mixed method which combines qualitative and quantitative data is ideal for the action research process.

Costs of a research can be taken into consideration as well as decision how far it is worth to continue a search (Creswell 2003, 15—22; Marshall & Rossman. 2014, 15.) If used theory or methods do not require generalised information even a single observation object is enough to conduct a qualitative research (Creswell 2014, 239). Anyhow data should not be collected when fixed categories or themes are saturated (Creswell 2014, 239), and when new data do not offer new insights for a research. These make qualitative research method very flexible and suitable for this development process. Due to these reasons mixed research methods and action research is applicable concerning research topics and questions of trust and dialogue.

3.4 Measuring culture change

To measure the results for change is not unambiguous and for instance Cameron and Green (2009, 345) have listed a few measures to use: cost reduction, reduced head count or absenteeism, increase in stakeholder value or quality, increased customer or employee satisfaction. If the change will take longer time it is not unusual that the important objectives at the start of the process have lost

their value before the change process is over (Cameron et al. 2009, 345). In this research such problem does not exist due to short delivery cycle.

Due to the probability to manage a change can be as low as 30 % it is recommended to design systems, processes and measures before and to follow the assigned vision (Cameron and al. 2009, 349). Nevertheless, it is important to notice that people will notice and remember such issues they find out to be relevant for them and the feedback can be context related.

4 RESEARCH IMPLEMENTATION – ACTION RESEARCH IN A TEAM

4.1 Research plan and process in the organisation X

A practical research was carried out in the following cycles 1) diagnosing research problems, 2) action planning, 3) action taking, 4) evaluation and planning, 5) action taking, 6) measuring, 7) analysing and reflection for future and 8) conclusions of findings. Reflection and controlling the effects were done according to schedule and control points shown in Table 3. The initial state of a study and taken actions are described below.

Empirical mixed method research - process

The action plan and how this empirical mixed method survey in the organisation X was planned to run is presented in Table 3.

TABLE 3: Phases, tasks, actions and timetable for the study in the organisation from November to April.

Action Research Plan

Phase	Task	Action	By
1	Current situation	Survey and chiefs diary	30.11.
2	Analysis of results	Coding, analysing & selection of further themes	30.12.
3	Semi structured theme interviews	Interviews, coding, analysing and presentation	30.1.
4	Proposal for change	Proposal presentation	5.2.
5	Implementation	Implementation of actions	15.3.
6	Measuring	Study/interviews and chiefs diary	30.3.
7	Analysis of results	Analysis	15.4.
8	Conclusions of results		30.4.

By collecting data and by examining if there were problems existing, visible or invisible, and by launching a query, topics and issues were found that are relevant to the organisation in terms of further development. Through different stages and actions and analyses the plan ends to the conclusions phase. This is also the end

of this cyclical work process described in this study. Theory behind these actions were discussed in the chapters two and three.

Above were the main phases and tasks of this process and the target timetable per phase presented. The purpose of this plan was to offer a to-do list and due dates for the author to execute this study in a certain time. Above mentioned phases were used as such and as a logical frame of a work process reported the next section of this study.

4.2 Development process overview - data collection and analyses

At the first phase quantitative and qualitative (mixed) opinion questions were examined and measured. Questions are predetermined or open, depending on the need to specify in advance the type of information to be collected. The type of data was numeric or text (Creswell 2014, 194—197). Questions were: “To what extend do people feel and share trust and openness inside a team?” and” To what extend do they share same organisational values?”. The risk existed for too small sample size for a valid quantitative research, but it was minimised taking along the one whole team.

The first (1.) phase of the mixed method research was conducted anonymously per web survey in the team. The web survey printed form is presented in Appendix 2 in Finnish language. The response rate was 100 %. The used survey tool was free of charge license of Kyselynetti.com.

The analysis in phase two (2) was done based on open and closed-ended questions. The closed-ended answers were analysed quantitative and open-ended first qualitative and then quantitative. The answers were coded and indexed first, and then reduced and adjusted according to chosen themes by using MS Office365 tools. Themes arose from the observation and survey responses. Results are presented in section 4.2.1.

Next, a quantitative and a qualitative outline and explanatory results were used in the third (3.) qualitative phase where selected types of questions were asked

from the same participants to explain phase one survey responses. The 3-5 most important (most often mentioned) aspects blocking trust and open discussion inside a team and towards management were examined in form of a qualitative semi-structured theme interview. The questions were: “What common solution proposals are available in the short run and to which activities the participants are personally ready to be committed?” and “Which together agreed 2-3 most important interventions to develop a culture of trust and dialogue in the team can be started? “.

The third (3.) phase semi-structured theme interviews were conducted in the team. The response rate was 100 %. The interviews were done in Finnish language due to all respondents spoke Finnish fluently. They were recorded, and they were confidential as well. The interview questions are presented in Appendix 3.

The analysis was first qualitative and then quantitative. Collected data was transcribed, coded and indexed first, and then reduced and adjusted according to themes and counted by using MS Office365 tools. Given answers were in the central focus of the codification phase. The level of coding covered the registration of message core contents and then contents were divided to limited extent of segments and themes. Analysing was done as objectively as possible by utilizing the same themes and matrix as done in the 1st Web survey, but the interpretation of results was more subjective.

The aim was that qualitative data collection piled on the quantitative and qualitative (mixed) first phase results and especially the quantitative results were explored more in depth. This was also mentioned to be a strength of sequential mixed research design (Creswell 2014, 273; Ojasalo et al. 2014, 55). The questions in the third phase (3.) interviews were formulated from previous analysed data and themes. However only partial comparison between qualitative and quantitative databases was done due to fact that pure qualitative database questions narrowed the scope of the next mixed method questions. When agreed interventions in phases four and five (4 & 5) were accomplished in the team the last multiple method web survey could be conducted.

Finally, the next mixed method survey in phase six (6) was done in order to collect information of accomplished actions from participants. Then it was analysed, whether there was progress (change) to measure, recognise and to foster positive culture. The sixth (6.) phase of the mixed method research was conducted anonymously per web survey in the team. The web survey printed forms is presented in Appendix 4 in Finnish language. The response rate was 100 %. The used survey tool was free of charge license of Kyselynetti.com.

The analysis of these closed-ended questions in phase seven (7) was statistical. In data analysing phase attention is focused on explanations needed for further understanding of the qualitative questions and demographics of quantitative research questions. To understand a previous phase enabled and authorised the next phase of the research process.

The overall findings were compared if possible. (Creswell 2014, 275). However, analysing phase did not need to be the last step of a research. (Eskola & Suoranta 1998, 14—24; Kananen 2014, 21—22; Kiviniemi 2018, 76). The databases were also reported separately to be able to avoid misinterpretation in comparison phase (Creswell 2014, 273). The purpose to mix two approaches was to discover more complete understanding of a research problem.

Material which did not match to chosen research topics (common discussion outside the topic, other ideas, comments etc.) were indexed to irrelevant segment and were not used in this research. Topics concerning strategy and values were manipulated and analysed during the first and second research phases only (see sections 4.2.1. — 4.2.2). The conducted work process is described more detailed in following sections.

4.2.1 Phase 1 - Current situation and the 1st data collection

Process

Research work is started from the identification of obvious problems and preliminary target. In this action research the original target was to find explanations and understanding for people's behaviour and thoughts about current culture,

level of trust and openness and shared values. The aim was to collect information which could assist problem solving and the change process.

The themes, organisational confidence (trust) and sincerity of communication arose also among personnel and were experienced as a challenge before. These topics were singularly observed in form of personal notes (diary) and weekly meeting memoranda. Especially organisational climate and the way and art of discussions were observed by the author because previous experienced lack of professional respect and mistrust towards management. This also created valuable data for the study.

Then these observation topics were studied more closely in a form of mixed method research conducted in November among personnel. The members of the team could open these topics more up by giving anonymous opinions by answering the web survey.

The 1st web survey

The research was conducted in 21.11.—1.12. An electronic survey was sent to eight participants. The first survey included 28 questions including one background question (question “No. 1: How long have you worked in our organisation; over 5 years or less”). The time slot was purposeful long due to protection of anonymity in a small team. The amount of questions was rather high at the first phase because exact pain spots concerning discomfort were undefined and the author preferred not to manipulate the direction more than necessary from strategic point of view.

The study form included two quantitative questions; explicitly question “No. 25 How would you rate the general internal openness level in our organisation with a scale of 0-100 %, when 0 is low and 100 is high level of openness?” And question “No. 26 How would you rate our organisations general internal trust level with a scale of 0-100 % when 0 is low and 100 % is full level of trust inside the organisation?”

The rest of the questions (Nos -24) were open-ended questions, partly mandatory and partly optional to answer. 13 questions related with to respondents' personal

opinions concerning organisations strategy and values compared to known praxis and operational environment. Seven questions related to openness and trust people have experienced, and two of them discussed about direct managers' visible values and trustworthiness.

At the end of the questionnaire (Nos 27-28) there was one open-ended question concerning the culture (visible and invisible) and a question concerning a respondent's assumption about change possibilities/probabilities (if change could bring something positive or not). Original questions are in Appendix 2.

4.2.2 Phase 2 – Analysis of the 1st web survey results

Process

The web survey data from phase one was coded by using MS Office365 tools. Collected data was first transcribed according to the topics. Next data was coded and indexed, and then reduced and adjusted to themes (delegation, co-operation, open discussion and communication, mission, others, possibility to influence, professional skills, respect, training material, trust, values, vision) according to the mentioned themes. By analysing the 1st phase results the author expected to find more information how to continue with this process and what kind of solution alternatives were available.

The collected material and given answers were central in codification phase. That is, an approach to data was inductive but in praxis interpretation of data was more abductive, since the third research phase could still confirm and complete understanding, if necessary. Also, the existing theory was offering explanations and confirmation for interpretation of the research results. Already the first analysis cycle pointed two-three main issues arising from the material and the examined theory was supporting those findings.

Results

All eight team members (N = 8) answered in the web survey and participated in phase one (1), and the response rate was 100 %. The focus of this process phase

was to gather more relevant and supportive information about assumed challenges inside a team. According to the survey results, members' attitudes and acceptance of strategy and values were congruent with the organisations' official and current strategy and values (Appendix 1). As the result was positive, these issues did not require further actions for the time being. The results were then utilised as a relevant background information. However, they were important issues to verify because a gap between personal and organisation values (see section 1.1) and assumptions could have led to failure of this change process.

However, topics related to openness and trust got low appraisal, and the deviation between respondents was remarkable, as it was in the observation data. In the responses the lack of trust towards management, experienced mistrust and respect towards own professional expertise and missing communication was found. These most often mentioned responses were listed and counted to be compared later to final responses (see section 4.2.7).

Also, the author's diary, meeting memoranda and observations supported the survey findings. There were such subjects as speechlessness and silence, frustration and stress as well as hidden agendas to observe in peoples' behaviour. Further, according to notes people could occasionally complain about matters or processes but were not willing co-operate to solve them if the direct manager tried take them over. It was moans without realistic suggestion or desire to solve these claimed issues. There was also some sort of hidden action and discussion below the visible surface (figure 3) but only few people (1st web survey results) could participate in that. As a summary, the first phase results contributed to the observations.

Especially low trust level of certain members towards management was critical for daily operations and being continued could damage for instance motivation and work climate very easily. The results of openness and trust level are presented in more detail also in section (4.2.7.) analysis and comparison. As obstacles blocking openness were mentioned unshared expertise inside a team and lack of total freedom to express own personal ambitions. Also, lack of trust, openness, communication and mutual respect were mentioned as obstacles in the

responses. Additionally, the low level of trust between the management and the employees was mentioned as an obstacle in 12 % of answers.

Due to fact that 62 % of survey respondents in phase one assumed that development of these issues mentioned in the survey (question No 27) "would foster this organisation to be a better work community" it was profitable to continue this development process with these topics. However, 25 % of the respondents "did not know" and 13 % "did not believe" that development of these issues would be beneficial (see section 4.2.7.).

Due to openness is tied with confidence level (Cameron et al. 2009, 85, 273—274) it could not be ignored either when change was planned. These two cultural issues open dialogue and trust were the chosen research topics for the semi structured theme interviews in phase three (3) to be conducted in January. Participants acceptance to select these topics, and to continue our common change process especially with these chosen topics were also assured during the theme interviews in January.

4.2.3 Phase 3 – Semi structured theme group interviews

Phase three (3) of the semi structured theme focus group interviews were conducted in 18.1.—23.1. and both surveys were recorded. The interview place was a quiet meeting room. The conducted interviews are listed below.

TABLE 4: The conducted semi structured theme group interviews

Date	Quantity of respondents	Duration
18.1.	5	43:56 min.
23.1.	3	37:22 min.

There were eight respondents (N = 8) and the participation rate was 100 % in the phase three. One person left the team between phase one and three. The interviews were recorded, and they were confidential. The semi structured theme group interview questions are presented in Appendix 3.

Process

The semi structured theme interviews were conducted in two small groups and the author participated to both groups. The used interview method enabled individual answers and interpretation of participants. The respondents offered individual viewpoints and personal interpretation of these chosen topics with very open (=all participants discussed actively and gave constructive and critical opinions) and productive way. The atmosphere was open and respectful during the both interviews and this was promising sign.

The interview topics were; A) "How to create more confidence and openness (for instance honest comments and feed-back) between members on all organisation levels", and B) "Which 2-3 actions should be organised and adopted in practise during January-March to build more mutual trust?". C) "Name the 2-3 biggest obstacles preventing trust and openness on the moment?".

Participants for two different interview groups were chosen with the presence/availability principle and eight persons participated to phase three. These semi structured theme interviews were registered (in audio) during the interviews. When answers to the survey questions in phase three were given, D) the author confirmed from the participants both understanding and commitment also to act according to given practical solution proposals. The validity and reliability of the study should have arisen during the interviews.

The semi structured theme interview data of phase three was transcribed and coded by using MS Office365 tools. The point of view for coding, packing, calculating and analysing was to find realistic solutions and alternatives given from respondents; if there were similarities or differences, if there were practical and cost-effective proposals to put a change action in practice. Themes followed were: G) "Which tools or actions could be utilised to achieve positive change in short run and during limited time assigned for this process?" The perspective was realistic, but it has been made through with very pragmatic grasp recommended by Creswell (2014, 48).

Results

According to phase three (3) research results following proposals were typical and recommended by respondents when question was about creating more (A) trust and openness; more co-operation on material development and more external training as well as increased democracy in personal work-related issues. Direct citations were:

More co-operation when producing new training material (R7). More co-existence between people in and outside of working place (R2).

When the discussion was about solution (B) to foster open dialogue and trust answer were the following:

Management should show more trust to our professional skills (R6). Approved ability to be responsible of our own work and open discussions (R2).

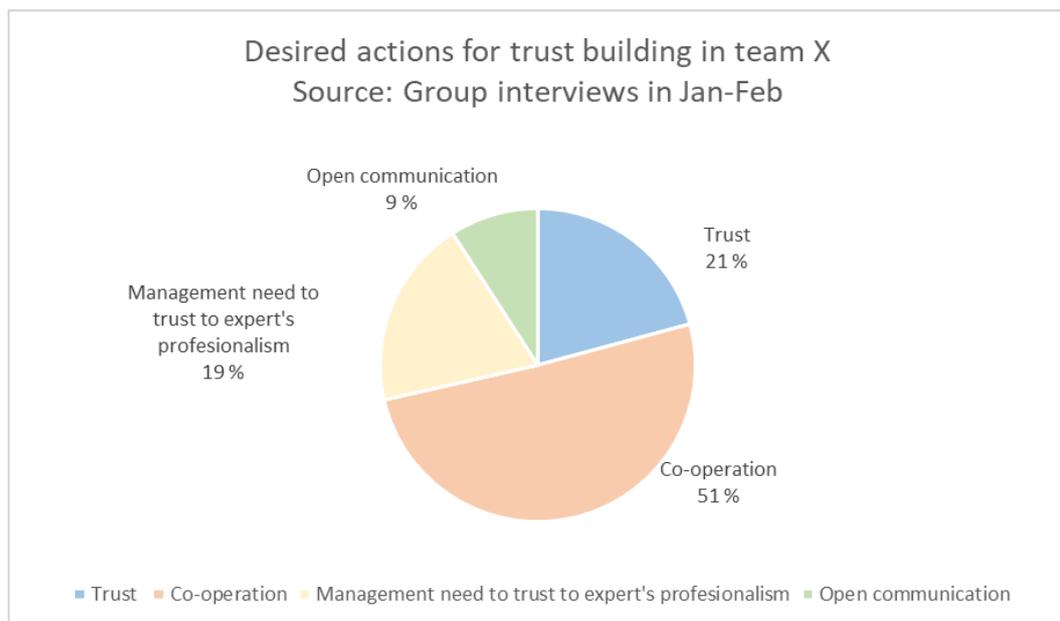


FIGURE 9: Question B: "Solutions to foster open dialogue and trust"

As shown in Figure 9, co-operation was most often mentioned solution for trust building. More trust and respect to employees' professional skills and know-how were mentioned alike in the interviews. The words *co-operation, trust and respect to people's know-how* covered 90 % of the solution proposals collected from the interviews. The found obstacles were the same ones as mentioned earlier.

In discussion concerning question “(C) “Name the 2-3 biggest obstacles preventing trust and openness on the moment?” Most of the respondents mentioned:

Need for increased co-operation, open discussion and trust from management towards their professional skills.

Such obstacles were also mentioned as:

Too little discussion (R2-7). Face to face meeting possibilities daily (R1, R5, R7). The lack of co-operation (R1-8). Mistrust towards peoples’ professional skills (R2-4).

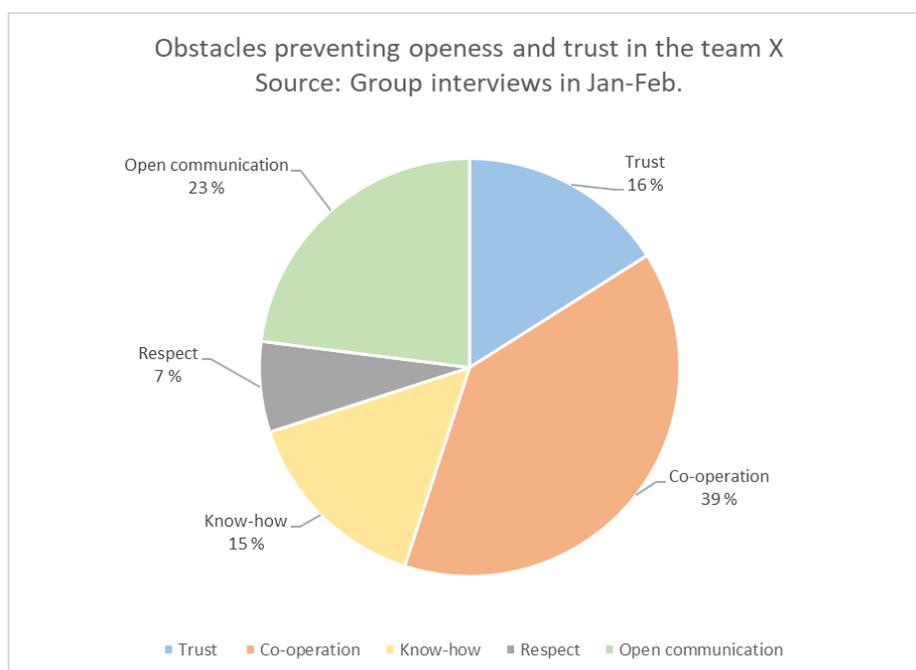


FIGURE 10: Question C: “Obstacles preventing open dialogue and trust”

As shown in Figure 10, *the lack of co-operation (39 %)* was most often mentioned obstacle. *The lack of open communication (23 %)* was mentioned more often than *trust (16 %)* and *know-how (15 %)*. Registered know-how in this context referred to trust towards peoples’ professional skills and especially felt lack of trust.

Other citations concerning these questions were:

Need for external training opportunities to achieve inspiration (R5). To increase democracy in decision making especially in own job-related issues (R2).

These were indirectly related to the topic of trust and open dialogue, but they expressed frustration and need for co-operation and involvement.

Again, deviation in given answers concerning trust and open dialogue were registered between members (like in phase two). Persons with longer working career in the organisation gave more negative statements concerning question C) "Name the 2-3 biggest obstacles preventing trust and openness on the moment?" than last arrivals gave. Contrary to the experienced experts the junior experts felt that they were *not as equal and trustworthy organisation members* (R6-7) as the members with longer career were. However, the junior experts had more positive attitude and level of trust towards the management. Above mentioned open-ended answers offered practical intervention solutions which are discussed next.

4.2.4 Phase 4 – Proposals for change

Planned interventions

The semi structured theme interviews have justified following research topics to be developed in the organisation further: dialogue and mutual trust among team members. These themes were presented to the members as common targets of short development sprint. Actions were executed/empowered by a leader and organisation members participated for their part. These themes were also concurrent with strategy and vision "to operate in a fair game spirit and treat employees equally and accountable" (Appendix 1).

One of the development targets was to foster such an organisational culture where people were more involved and solve obstacles and current problems disabling positive progress. Because solutions arose from member's proposals it was more obvious to finally achieve some positive acceptance and satisfactory results. The selected and started change interventions are discussed in the following section.

4.2.5 Phase 5 – Interventions started

The proposed and selected actions to contribute to dialogue and trust inside the team were following:

- Possibilities to meet colleagues outside of the working hours to foster co-operation, discussion and trust building.
- Common sessions to reshape training material as a team to work in close co-operation, to discuss and to offer possibilities to show personal professional skills.
- To participate more often to the external training sessions to contribute personal professional skills, to gain appreciation and external influences and ideas.

These proposals were taken to the action plan agenda as well. The execution of these proposals started during the research process.

The dates for training material reshaping sessions were agreed together in the weekly meeting and co-operation work was started immediately. The volunteer motivated participants worked together and reshaped and updated the common training material. In practise all team members participated somehow to this mission. The team members various professional skills were integrated for common activity and people had more possibilities to impact their own work processes. By offering time, place and relevant topics for these material reshaping sessions the management expressed also more trust and approved ability to master own work. These actions offered one forum more for open discussions as well.

To build more trust and foster to co-operation between members on all levels the first renewed event to meet colleagues outside of working hours was organised in form of Kick-off. This event created an opportunity to get more familiar with colleagues and management, discussion, and hopefully contributed to and boosted newly started internal trust building process.

Weekly meetings were continued regularly as before the research. Additionally, but not attentively reported in this study, the external training sessions as a parallel project were booked and started. Also, series of training sessions together

with health-care services provider concerning well-being at work were started for the team to help people to manage, handle and dissolve especially work-related stress preventing trust (see section 2.3).

4.2.6 Phase 6 – 2nd Web survey

Process

The second electronic survey was conducted on 27.—30.3. The web survey blank form is available in Appendix 4 and the survey included six questions. The research form included two quantitative questions (1 & 2), which dealt with the internal openness and trust level in the organisation.

The next three questions were closed-ended mandatory questions. The third question (3.) was related with respondents' personal opinions concerning the actions we have done or started to foster open discussion and trust in the organisation, and the fourth question (4.) was related with respondents' personal opinions concerning the actions we have done or started to foster development towards better place to work. The fifth question (5.) was about respondents' personal opinions concerned managements intention to support both open dialogue and trust for the best of the organisations' member and for the organisation itself. Both questions, number four and five included an option for open-ended comments. At the end of questionnaire, number six (6), there was one optional open-ended question where respondents could comment the topic freely.

Results

All team members (N = 7) answered in the 2nd web survey and response rate was 100 % in phase six (6). Such observations as personal stress at work were to notice concerning a few participants. The most participants had also private issues (family, health, studies) requiring their attention during the research phase when agreed liabilities were under construction.

The focus of this process phase six was to gather information and comprehension from participants concerning the outcome of the interventions carried out during

the process. The mixed method web survey results are presented next. Comparison between the results from the beginning and the end of process are discussed below.

4.2.7 Phase 7 – Analysis and comparison of the results and observations

The analysis was done based on open and closed questions. The closed-ended answers were analysed quantitative and open-ended first qualitative and then quantitative. The answers were coded and indexed first, and then reduced and adjusted according to themes by using MS Office365 tools. The codification method was frequency including the context (theme). Finally, comparable results were compared with the results of the 1st web survey in phase 2, from the beginning of this study process to notice the direction of change, if any and it was expressed graphical.

The mixed method web survey results concerning participants feelings and comprehension were measured by calculating average value in questions number “1)The level of openness when the scale is from low 0 % to full 100%” and “2) The level of internal trust when the scale is from 0 % low to full 100%”.

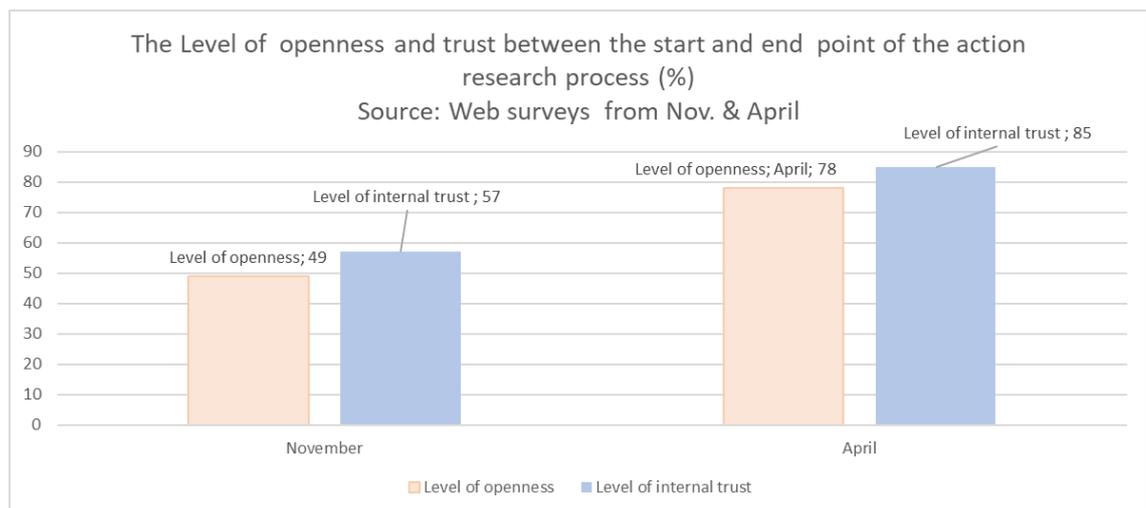


FIGURE 11: Question “No. 1 and 2: The level of openness and internal trust (%) in the organisation X “

As described in Figure 11, the level of openness and the level of trust were both arisen during the process and interventions, but the relative value of openness

arose more. The level of trust was higher than openness in both surveys. The both variables showed development and positive change.

As shown in Figure the 12, for the question number three (3), Do “together agreed and started actions foster dialogue and trust in organisation?” 100 % of respondents answered yes, and there was no deviation between the respondents.

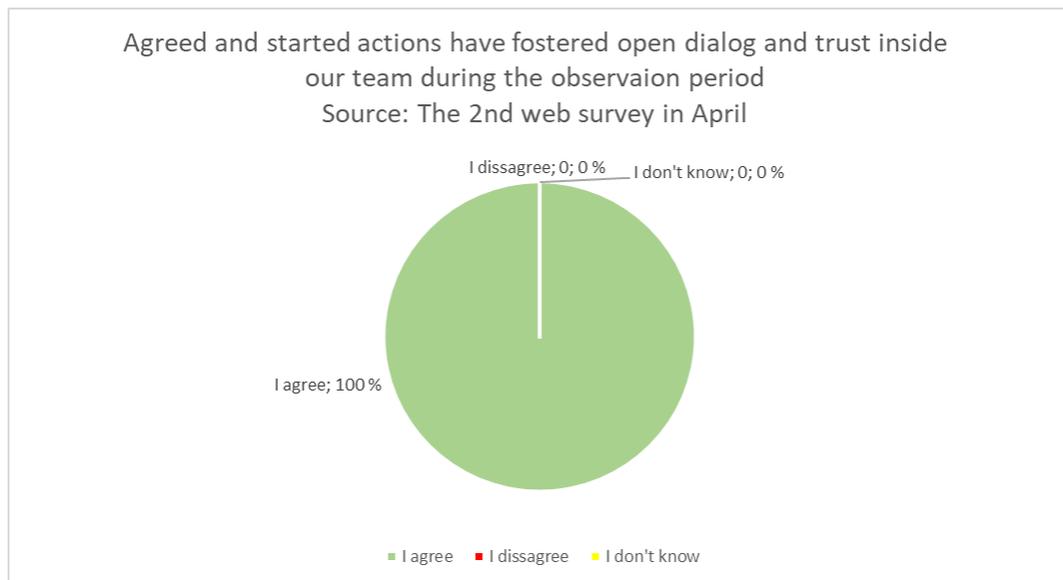


FIGURE 12: Question “3: Together agreed and started actions have fostered dialogue and trust in the organisation”

In the fourth (4.) multiple choice question was about respondents’ expectations concerning development of openness and trust in the team. As shown in Figure 13, the positive answers got higher score at the end of survey than they got at the beginning of the study (see section 4.2.2), and only 14% of the respondents did not know “If this action research process would develop this organisation to be better place to work”. No answers were totally absent at the end of the research, which was very positive.

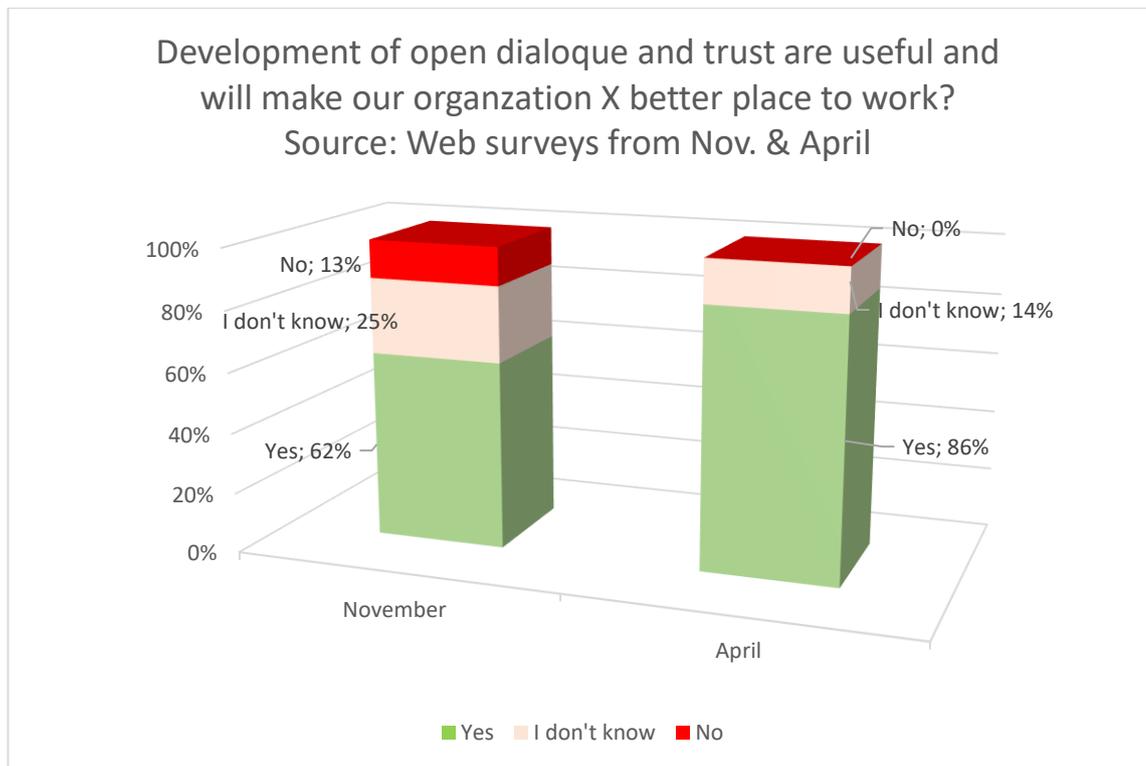


FIGURE 13: Question “No. 4: Development of open dialogue and trust are useful and will make organisation X as a better place to work”

Due to the fact, that in the second phase (the 1st web survey, question No 27) of this research 12 % of respondents did not believe that “development of these issues could foster this team to be a better work community” and 25 % of respondents “did not know”, was this April result promising. 86 % of the respondents agreed at the end of the research process that “development of open dialogue and trust can be useful and make the organisation better place to work”.

The fifth question (5.) was multiple choice question concerning the management’s intention to support both open dialogue and trust in the organisation for the best of the organisations’ members and for the organisations itself. All respondents (100 %) agreed with this claim and this was a good signal of arising level of trust inside the team.

The both fourth and fifth questions (4.-5.) included an option for open comments. In the fifth question the respondents commented that “work community is good” (R10-16) and “we already are a good working community” (R14).

In the sixth (6.) optional open-ended question the respondents could comment the topic freely. The comments were the following: “In my mind it is good that we try to develop these issues” (R15) and “To develop openness and trust in this work community will be a long journey, but I believe that even small steps will foster relationships between the management and the workers and our interdependency” (R16). Assumption and interpretation of these responses were that there was no change resistance existing at this stage of the process.

The authors’ diary and personal notes did not mistrust these web survey results. Some minor observations are discussed in chapter 5.

4.2.8 Phase 8 – Conclusions of the research process results and methods

To sum up, the results of the second web survey were more homogenous than in the first web survey where deviation between respondents was remarkable (see section 4.2.2). Also, the low trust level of members towards management was critical in the first web survey results, but at the end of the action research all respondents gave their support for the development process. The development of trust was also a process of trust building.

Reasons to failure in change process can be many. For instance, according to Kotter (1998) low priority of change activities and disconnecting the process too early were among the top reasons to fail. Because the process of this research was short there was low risk to interrupt it too early. Instead there was a risk for interruption and failure later when this reported process was over. However, there existed a high risk that the positive change would not be permanent.

Reasons to succeed could also be many, like the leadership style in the organisation was based on interaction process through whole team and on strategic thinking instead nostalgia with deep emotions. Available resources, practices and processes were suitable for the change process. Leadership required also enthusiastic and professional followers and, people’s abilities for regeneration, life-long learning and holistic view (Schein 2004; Kouzes et al. 2012).

Recognised personal values and motivation were useful tools in problem solving. A leader needed to have self-knowledge skills to be able to create required interdependency and functional dialogue. Coaching leadership style (Ristikangas et al. 2010) was discovered more successful in organisational change process than authoritarian or coercive styles would be. Hence, the transformational leadership style (Burns 1978) allowed to focus on the motivation of the team and task accomplishment collaborative in a short timeframe. Not to mention how important it was to walk the talk, like Kotter (2007) recommended.

By taking along the whole team and sharing the common understanding the team leader tried to minimise participants open and hidden resistance to change. The leader also accepted and faced negative feelings from the participants during the process, but at the same time tried to focus on the issues which were alterable. Shared positive and coherent change messages, actively increased commitment and positive attitude fostered the process according to notes.

Trust was an essential element in success and therefore open communication, reliability and empathy were desired. The most reliable information was available only by asking directly from organisation members. This created also new natural occasions to discuss with people. Do not assume if you are able to ask with reasonable effort. Analysis and interpretation of the results may be biased but opinions of the participants were authentic (Kotter 1998; Cameron et al. 2009) in this study.

One major reason for success was teams' ability to change and learn continuously. To be successful the team needed to meet new challenges and viewpoints needed to be utilised with creative and open-minded way. Common problem solving could create added value for the organisation when all participants were committed to share their knowledge and ideas. To create new desire to learn continuously and to adapt new practices were important for the organisation.

Hence, to accomplish an action research and to fulfil the research requirements the change interventions were carried out according to the research plan, from planning and starting phase up to the results and analysis in several cycles. All

team members participated to the change and the mixed method queries which surely had effect on motivation and results as well.

The study included triangulation as chosen strategy to achieve understanding from open-ended mixed method enquiry answers. In this study triangulation was also used for both to offer deeper understanding and for strengthen the reliability of decoding and conclusions made of results.

4.2.9 Synthesis of the empirical process

The results of the empirical action research consisted of primary data. Observations were collected from the personal diary and weekly meeting memoranda. The data was gathered in phases from the team while the empirical research part of the study is performed. The research demanded focused samples and this study included one team so there was no need for sampling.

The research process ran simultaneously with the development and change process. Therefore, it was important to record a starting point and to prepare a research plan (see table 3), to record the results, and to analyse all executed development cycles (Ojasalo et al. 2014, 58). Otherwise, the overall analysis would have been challenging.

On the other hand, having the study and development running hand in hand required constant attention and supervision and this could also impact on the process. The quantitative results of the study consisted of the web survey responses in phases one and six. Data was collected to measure, to compare, to proportion, to verify and to explain the phenomena investigated.

At the beginning of this study a limited amount of quantitative questions was used due to the uncertainty of the exact problem and the lack of right and suitable problem-solving solutions. At the end of the research the mixed method inquiry included more quantitative results than qualitative answers due to comprehension of existing challenges and solutions. Information was gathered, organised,

and interpreted by the author. Thus, the research material consisted of quantitative and qualitative mixed material.

The target of the whole process was to develop more open discussion and trust fostering behaviour culture by new activities. And not only to understand existing behaviour, but also to change it. With these change steps a long-term organisational transformation process could be prepared.

4.3 Measures used in a culture change

The research objectives were evaluated according to the measures listed in table 5.

TABLE 5. Evaluation of the actions including argumentation

Action Data collection method	Have the accomplished changes contributed to openness and trust in the organisation/team in a short run?	Measures: Results
Study & Inter- views	Employee study results and interviews (1-2)	Level of trust Level of openness (=open discussion and co-operation) (Awareness of organisations values)
Observation	Employers observations in a form of personal notes (Diary)	Emotional climate Change resistance Shared values
Measured & estimated	Disadvantages Costs	Discovered disbenefits of change Estimated costs for change

Measurable and observable measures in Table 5 were used in this study. The level of trust and dialogue were examined with two employee studies and two interviews. The author evaluated organisation's emotional climate, resistance to change, and shared values by observing, discussing and taking personal notes. There were no discovered opinion leader or visible rival groups at the end of the study. Also, the open resistance to change and comments concerning fruitless change were missing at the end of study.

According to Figure 11 describing the 1st and 2nd electronic survey results the level of internal openness and trust has increased during the process and interventions. The level of openness increased 29%, from 49% to 78%, and the level of trust 28%, from 57% to 85%. The awareness of values was not studied further because there were no measurable or observable gap between organisation's and team's vision, mission, and values.

Concerning the organisation's emotional climate, resistance to change and shared values there were not such remarkable divergences which could not have been handled with common discussion between organisation members and management. The headcount was decreased by one person during the research period because a team member left for more inspiring work elsewhere. This may have had impact on the results of trust and openness inside the organisation. Both web surveys were anonymous, but for instance in phase 2 (see 4.2.2), verified mistrust (12 %) towards the development process could be explained with one dissatisfied employee. Hence, part of the positive result may have originated also from staff change.

Daily personal interaction and daily co-operation with people were conveying reasonable amount of relevant data in form of personal notes for the experienced leader knowing all the team members personally. Benefits (direct and indirect) of this development process and the cost of this process were estimated. Financial measures were challenging to measure or to confirm. Direct costs of this research and already agreed actions arising from this research so far were less than 5.000 € during the first 6 months (actions planned, agreed, booked and accomplished) observation period.

Financial benefits were not measured or evaluated so far. In general, there were theoretical evidence from many researchers (Kotter et al., 1992; Kotter 2011; Lau et al. 2014; Kuusela 2015) from the importance of trust to positive organisational culture, to productivity, to higher employee satisfaction and commitment level and to better financial profitability. The essential benefit and the most important measure of this research was the answers of respondents: "Have these accomplished interventions during this actions research process supported co-operation, discussion and trust inside a team of an organisation?" At the end the answer was

positive. Also, the negative answer could be a measure of actions and would lead to further development. Development process itself was a desired learning result.

Measurable and observable results of this work process were positive and congruent with the described theory. Additionally, the results fostered organisation's strategy and mission. Used methods were practical for a development process of openness and trust in the organisation.

4.4 Validity and reliability of the accomplished research process

Validity of mixed method research can be verified by participating justified number of participants, for instance, done in this study. According to Creswell (2014, 44) the quantitative results could support qualitative results and offer a measurable scale for attributes as internal openness and trust.

The used explanatory sequential mixed methods approach allowed interaction of data from different sources and, analysing the process of results was iterative process recommended (Creswell 2014, 43). Then, necessary changes concerning the research questions, data, and methods during the process was accomplished. Observations, personal notes, questionnaire and interviews were completed, and they confirmed the process of the chosen topics.

Organisations internal processes concerning trust re-building and observing current level of trust were developed and changed with the help of participatory action research methodologies. How stable or consistent the situation will remain may vary for reason of time or circumstance, but after all it will be a question of peoples' assumptions, feelings and values which may vary.

The used method allowed the author at the same time to focus on urgent topics for the members and management. From the data collection point of view this kind of explanatory sequential mixed method gave more accurate information and reduced research mistakes by offering suitable mixed approaches. Chosen research topic was not simple nor unambiguous.

Concerning the reliability this research process can be reproduced again. The enquiries and interviews were documented, and coding phases were as simple as possible. The first phase results were verified by respondents before the semi-structured theme interviews were started in research phase three. Also, the use of triangulation (see section 3.2.) increased the validity of this research.

In addition, validity and reliability of the mixed method research was verified by participating one whole functional team. In the first phase-quantitative results offered also a measurable scale for such attributes as level of internal openness and trust and quantitative results supported qualitative results.

The semi structured theme interviews in phase three offered deeper understanding of research questions and obvious proposals to solve existing obstacles. Quantitative data together with qualitative data offered a logical causal connection with concluded interventions in phase five. Because the final database represented both quantitative and qualitative information and offered more validity for results due the assumptions that collecting diverse type of data would provide better understanding of a problem (Creswell 2014, 198, 252, 261).

5 SUMMARY AND CONCLUSIONS

The recommended main models, skills, and solutions to solve adjusted research questions were presented in the theory section (2.5-2.6) and in sections 4.2.8, and 4.3. The validity was discussed mainly in the previous section 4.4. Both, the used methods and the process to develop openness and trust, are discussed and reflected in this chapter.

The topic of this action research was: “Developing dialogue and a culture of trust in an expert organisation”. The main research question was “How to develop dialogue and a culture of trust in an expert organisation?” The additional research questions were “How do team members experience the level of trust and open discussion?” and “Are there obstacles blocking trust or open discussion?”.

5.1 Aim of the development process

The aim of the action research was to build better culture of trust and open dialogue for the future. However, it was not enough to observe visible artefacts (see section 2.2) and record the issues how to prevent mistrust, speechlessness or hiding culture in the team. On the contrary the objective was to create measurable or observable change by utilising examined theories and interventions in practice. The final target of this research was to create positive development instead of only understand existing culture and people living the culture. The used research strategy made it possible to learn by doing.

Though, the management was aware of challenges concerning the teams current working culture and doubts of mistrust and work satisfaction. From the first, the strategic target for cultural change and transformation was known but the exact development methods and actions were unclear before this study. Therefore, more information, new ideas and viewpoints as well as personnel’s opinions, and behaviour, and feelings were gathered and observed during this work process. After all, the context and relevance of the research topic and actions arose from

the teams need and participants experiences of organisational culture and leadership.

Even action research challenged neutrality and objectivity (Reiss & Sprenger 2017) it also engaged participators in sustained change and collaboration. In this study, a theoretical frame and research processes were offered to the organisation in order to solve certain internal challenges and make practical changes. Furthermore, the method allowed a democratic process to be utilised in the collaboration. Therefore, to ensure viewpoints where the author was an active part and operator of the research, a mixed method research was chosen as the method of study.

However, trust building consisted of individuals' trustworthy behaviour in the interaction. To measure and observe the level of trust and to observe and examine organisation's existing or hidden culture was challenging. Analysing of the results could easily lead to misinterpretation. Combining a theoretical background with the research information and especially by contributing changes arisen from research questions certain interventions were executed in a short run.

Finally, the chosen interventions originated from respondents' own ideas and answers and the interventions were actualised collaboratively. As a result, both the level of openness (open dialogue and co-operation) and trust in the team had arisen essentially (see section 4.2.7) and objectives of the process were reached.

5.2 Found obstacles blocking trust and open discussion

According to the study results in the organisation obstacles blocking trust and dialogue was lack of openness, communication and trust. Also, unshared expertise and lack of freedom to express own personal ambitions were found obstacles. The development process and interventions were focused on solving part of mentioned obstacles in a short run. Especially open communication and trust were a top priority objects in common problem resolving discussions and actions started and carried through. This process continued after the reported action research process was over.

According to the research results the key to whole research question was trust. Especially how crucial it was to learn how to build and re-build trust with leaders and team members when the leadership style differ noticeable from former used style. And how to enhance and ensure constructive collaboration in new circumstances.

5.2.1 Ways to improve trust

Trust building is usually a long-lasting process in organisational level but losing trust can take only few seconds. As mentioned in the section 2.3 trust is not undisputed value and trust building will require especially interaction skills. In our team it was words, attitudes, actions, empathy and favour in return. Additionally, it was very important that the leader treated people as responsible adults and professional experts and withdrew from unnecessary micromanagement.

Trust building is also a cultural matter. In our Nordic culture important factors for trust building were organisation members substance skills, and positive attitude, and transparent behaviour, and open communication (see sections 2.1 & 5.2.2). In some other cultures the most essential subjects or orders might be other.

5.2.2 Ways to improve open discourse

By communicating and modelling the way

As the results of the 1st web survey in phase one (1) confirmed there was no measurable gap between organisation's official vision and strategies with employees' responses and comments. This also assisted the development process. Instead communication got lower value and variation between respondents existed. Generally, low communication scores in employee satisfaction surveys are not extraordinary in our culture (Tilastokeskus 2013). Responses of this action research were also low, and it was decided that actions were needed to increase the scores. Satisfactory level of communication could not be increased alone but as a part of the discourse development it was possible.

Each team member was a relevant player for the success and by addressing the importance of each member it was possible to foster open discourse, trust and co-operation during the development work. Also, regular face-to-face conversations were a useful method to improve openness. In case of the face-to-face meetings would be impossible to organise, also video-calls or phone calls and e-mails are next best solutions and recommended for regular communication. Memoranda or recording of the meetings were good way to share and archive information in our team.

Open communication required also shared vision, goals and shared information on-time and two-way information channel. The organisation needed to have guidelines and responsibilities to share information in and outside the organisation. Still there exists a need to learn even better discussion culture and need to combine it to decisions making, like mentioned in our national target for 2020 (Working Life 2020).

5.2.3 How to prevent a culture of dissatisfaction?

By recognizing excellence and facilitating personal growth opportunities

Recognizing excellence should be part of leaders' regular duties but unfortunately this was not the reality in our team either. Reasons to forget to recognise excellence and facilitate personal growth opportunities may vary from country, organisation size to work-load of leader or manager, but if these are totally missing the organisation will be in trouble. People have certain basic needs, (for instance Maslow's pyramid of needs) as well as higher order needs to fulfil to be able act motivated and satisfied, to stay loyal and be innovative. Therefore, reminder of bigger and smaller rewards was written down to managements checklist immediately.

Also, in this research process the new training material reshaping sessions created more trust, motivation and approved an ability to show skills and high responsibility of own work. It offered one forum for open common discussions. Additionally, people had more possibilities to impact on work processes and utilise their unique professional skills. Further, during the process offered possibilities

for external training fostered personal interest and motivation to learn more and offered opportunities for personal growth.

By empowering and creating win-win situations

As mentioned in the theory (see section 2.1) reasonable and fair compensation together with meaningful tasks and possibilities to impact to own work were appraised among employees in a modern society. To face up this fact offered strategic tools for management, especially if there was lack of competent or motivated persons or if the turnover of personnel has been high in the organisation. Observation results and common discussions during this study contributed to meaningful task and fair compensation theory in practise. Hence, compensation and work assignment control cycle in the team was done once during the development process.

However, at the same time free of charge or voluntary work is expected to increase (Järvensivu 2010) in our society and innovators are more obvious to take a risk and, also work without compensation, if they see it beneficial in long run. Certain people also preferred meaningful work from the society's perspective over the work compensation. This statement was proved also in this team through personnel turnover and study leaves.

Additionally, younger generation will be more eager to require common values, like environmental protection, to share with their organisation they work for and colleagues their work with. The previous research addressed that possibilities to make own decisions and to find out solutions is fundamental (Järvensivu 2010). For instance, latest Järvensivu (2010) studies addressed that common discussions and, freedom of choice to act according to own personal values and ethics fostered our motivation and productivity in work. As a challenge may arise questions how to organise and finance such circumstances and how to implement them in practice.

The observations and personal memoranda of the leader supported above viewpoints during the process. Thus, management need to share organisational values honestly and openly to be able to attract suitable new members to join to organisations mission and vision and future strategies. These actions should lead to higher level or success in a long run. One option would be to create a shared

survival strategy together. However, by focusing small organisation human resources for preparing a survival strategy together could create gaps on other operating areas which probably would soon cause problems in daily operations.

Anyhow, the organisation can choose a passive or an active strategy to survive and develop, but creative and active development strategy requires more openness and broad level of co-operation, willingness and opportunity to trust and to be open. An active strategy may also lead to failure, but without a try a result of passive strategy will obviously lead to failure in long run as well. In most cases to be proactive is better choice than to stay passive, and let the other players to decide a destiny and success level of the organisation

To prevent dissatisfaction by creating win-win situation in organisational level we could try to implement Andrew Carnegies old concept "If you want to be happy, set a goal that commands your thoughts, liberates your energy, and inspires your hopes" (Andrew Carnegie n.d.).

5.3 Reflections and limitations of the applied process

There is local literature available in Finland about organisational culture theories and the transformation process of an organisational culture itself. Also, the organisational change was often connected to the change management or leadership. After all the value of culture to organisation was noticed and identified but there were few practical solutions available in local literature or studies. Organisational culture change has been widely studied throughout world and it is and will be prevailing also in future due to transformation in our society and work life.

Limitations of this research were time, resources and the author's active participation on the change process in the team. There were ordinary duties to run and this action research was a side project. In this kind of research where a research method was the empirical research and objectives were practical solutions to the complex research questions it was time-consuming to compare research results to the theory. That was, the direction of the next study phase was dependent of the previous phase results.

However, those results were participants opinions and personal feelings tied on certain moment or status. The respective results were compared with the existing theory and next phases were adapted to the theory and reality. The whole cycle needed to be logical, practical and suitable for existing practical problems. In addition, the cyclical progress of the development work created challenges for the reporting compared to standard linear approach reporting demands because new information and different comprehensions arose after each development cycle.

There were also plenty of issues affecting to phenomena of trust and openness in the organisational level which were not discussed in this study at all because otherwise the study would have required more time and resources than it was available. The author also narrowed down the topic during the research process, but the participants of the study (the team) have chosen the 3-5 most important issues for change.

A base of data collection existed in the research problem and the assignment and on available resources for the work. The more time, importance, knowhow, money and resources would have been available for a study the better relevance and validity could have been reached in a quality research, until to the certain saturation point. By outsourcing the whole research and change process this research could have been done in a more efficient way and lower stress level, but would the outcome been different will so far remain without answer.

Anyhow the theory contributed the research, the development process and results of the research. The research process itself was more laborious and broader than expected at the beginning and therefore it was limited and narrowed down. The risk to develop organisational climate instead to culture was existing and it is matter of time to verify the art of change.

5.4 Reflections and final conclusions of the outcome

Commitment to change

Very often people are behaving according to their intuitions and habits, but to change your habits will require weeks in minimum (Manner 2013, 20). To change

other persons habits is more demanding and it will also require other persons own desire and commitment to change. People needed to make personal decisions if they wanted to be part of something new and uncertain or not. In this study participants showed ability and desire to change and educate themselves, to discuss and learn.

Leaders and management should foster change by offering clear visions, strategies and necessary information (Schein 2004, Cameron et al. 2009, Kouzes et al. 2012, Kuusela 2015). When the leader could orchestrate valuable tasks and activities and engage people to sense making processes the change succeeded. Also, positive open communication and used words have directed people's behaviour in the transformation process. All these aspects were important part of the cultural change and had impact to success.

Permanent change will take time but already in some weeks we achieved notable progress which will support the positive cycle of transformation. Teams' internal relations changed to serve new habits and culture. Participants motivation to commit and foster change has observable arisen during the process because they had a possibility to influence to the change. This kind of direct participation and personal commitment mentioned by Kouzes and al. (2012) could create more positive and participatory organisational culture for us in the future.

Messages of trust

To build and address trust in this organisation management should obviously concentrate especially on such actions which visibly convey message of trust, for instance delegation, information sharing, participation to decision making and to avoidance of unnecessary control. These were also used methods in this development process. To walk the talk in our national organisational culture will clearly create trust and motivation. People have e.g. more openly discussed about new ideas or problem solve solutions to the leader than before this process. They have visible taken more risks than before by expression their individual desires and believes. Risk taking and participation to change actions were clear signs of trust (see figure 5). Involvement-oriented management was also worth to use because according to studies (Lau et al. 2014) and practise it fostered commitment and motivation at individual level.

Without trust and positive organisational culture people may have difficulties to find the noticeable value in their work, and this may lead to negative consequences. Like these research activities showed, to improve open dialogue and level of trust have generated more positive attitudes and feelings of openness and trust among members. The changes done have not been huge but more small steps with more co-operative way than before, which also could create a decent basement for future transformation process.

Resistance to change

Members of the organisation were able to accept change and new organisational strategies individually. Some adopted changes without problem and fostered the change with enthusiasm. It is possible that some tried to continue as before, or they even started a crusade against change and tried to do their utmost to prevent the change they felt unpleasant and unnecessary.

For the reason resistance to change was important to take in consideration before change process was started. The counter actions and consolidation (figure 7) were needed on time to ensure the progress of change. Anyhow change resistance seemed not be a stable condition. So, the same person could detectable have opposite feelings and comments to change depending on time and environment.

Significant work

According to these action research results team members required sense, respect and purpose from work and work community. In addition, the recent studies and forecasts state (EK 2011, 5; VN 2017, 18) that digitalization will change a definition of significant work, and soon most people in Western countries will be information workers. So, the value of accurate information is increasing in our society as well as the value of meaningful and efficient work processes.

It will be interesting to observe how machines and artificial intelligence (AI) will help people to transfer their working capacity to do and create something more valuable and significant than before. And how openness, and trust will be determined in new circumstances. Or how management tasks will move more towards AI and emotional intelligence leadership.

Employment relationships

The common fact on the moment is that fix and long-lasting employment relationships to one and same organisation in Finland are over (Työterveyslaitos n.d.). Staff change in the team has occurred also during this short development process. Future common values as well as loyalty between organisation management and employees need to be found for example from co-operation, meaningfulness and common trust. Open dialogue and communication will be indispensable for common success.

Values

Values are also changing in our society. Such values as egologic and ethical so called higher anti-consumption values, instead of only material values are coming more important for people of the 21st century (Työterveyslaitos n.d.). Our ability to adapt respective evolution and ability to learn to learn could upgrade the existence of organisation and its members. Our endless desire and capability to learn could be the key for success.

Positive results

Positive change arose from openness, dialogue, and mutual trust. In dynamic organisations focus should be on members who are motivated enough to follow the leader and to take responsibility of their own actions as well. New steps have been taken now. From leadership this required ability to create more opportunities for team members to act as well as emotional intelligence leadership competences. It also required passion to develop and adapt to changing circumstances (Kouzes et al. 2012).

Furthermore, concerning the work stress, which also can disturb our feeling of trust (Zak 2012), the started group sessions with the health care partner offered a channel to discuss about personal sensitive feelings. These sessions created visible trust between team members. According to observations done during the development process the most tangible outcome took place in these group discussions about personal and common work requirements and standards, lack of time and feelings of personal insufficiency. This could be example of Mayer and Schoorman's (1995) risk taking theory of relationships, or Zak's (2017) strategies of showing vulnerability which both are said to create more trust in relationships.

A matter of trust and desire to manage

Dialogue and level of trust looked alarming at the beginning of the process in our organisation, but we had desire to make them better. The process required co-operation from the team and there was no guarantee of positive end-result or success. Even the statistics gave low probabilities for change (see sections 2.6, 2.6.2, 4.2.8 and 5.2.3), people adopted well this development process. As the research results address it was possible to reach positive progress in a few months concerning culture change. After all it has been a question of positive change in the workplace, team and organisation where daily activities, people and leadership met properly each other.

Validity and transformation

Since this was an action research in an expert organisation X and in a certain moment the validity of this research is limited to a certain organisational culture discussed here. Results and discussion cannot as such be transferred to other action research or culture circumstances. Although, the theoretical model and used research methods may offer ideas and help for leaders in similar kind of change circumstances. Thus, the research will be partly adaptable to expert organisations having a need to reshape an owner managed culture towards contemporary market and co-operative organisation culture.

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APPENDICES

Appendix 1. Organisation X common values

Our Values are

- ✓ to act according good business practice
- ✓ to operate in a fair game spirit
- ✓ to treat customers and colleagues equally and accountable

Appendix 3. Semi structured theme interview form

Puolistrukturoitu teemahaastattelu - AVOIMUUS JA LUOTTAMUS [organisaatiossa X]

- a) Miten voisimme luoda enemmän luottamusta ja avoimuutta [organisaatiossa X] kaikkien henkilöiden välille?

- b) Mitkä 2-3 asiaa meidän pitäisi tehdä/tapahtua käytännössä tammi-maaliskuun xxxx aikana, jotta voisimme edistää yhteistä luottamustamme/avoimuuttamme pikaisesti?
 - 1.
 - 2.
 - 3.

- c) Nimeä 2-3 suurinta estettä luottamuksen syntymiselle/rakentamiselle tällä hetkellä tämän organisaation sisällä?
 - 1
 - 2
 - 3

- d) Oletko itse valmis tästä hetkestä eteenpäin toimimaan näiden arvojen ja periaatteiden mukaan, joita mainitsit kohdissa A-C?

KIITOS!

Results: received from eight respondents (R1-R8).

Appendix 4. 2nd Mixed method survey form**ORGANISAATION X ARVOT, AVOIMUUS JA LUOTTAMUKSEN TASO**

Hei,

Marraskuussa vastasit kyselyyn, jossa tiedusteltiin sinun henkilökohtaista käsitystäsi organisaation arvoista, avoimuudesta ja organisaation sisäisestä luottamuksen tasosta.

Tammikuussa kävimme yhdessä läpi edellisen kyselyn tuloksia. Tuolloin tarkennettiin tutkijan tulkintaa kyselyn 1. vaiheen tuloksista puolistrukturoidun teemahaastattelun avulla. Sovimme tammikuun alussa 2-3 asiaa, joita pyrimme edistämään työyhteisössä seuraavan kolmen kuukauden tarkastelujakson aikana.

Tammikuussa valitut teemat olivat

- 1) Luottamuksen ja avoimuuden kasvattaminen työyhteisön jäsenten välille
- 2) Toimenpiteet joilla keskinäistä luottamusta ja avoimuutta voitaisiin kasvattaa lyhyellä aikajänteellä

Valitut toimenpiteet olivat:

- A) Enemmän yhdessä tekemistä mm. yhteisiä tapaamisia työssä/työajan ulkopuolella sekä osaamisen ja ideoiden jakamista mm. koulutusmateriaalin tekemisessä/päivittämisessä
- B) Kouluttajan ammattitaidon arvostuksen näkyväksi tekemistä mm. vastuun antamisella työntekijälle sekä tarjoamalla lisäkoulutusta
- C) Enemmän tilaisuuksia yhteistyöhön, avoimeen keskusteluun sekä kohtaamisiin työyhteisössä

Tämän kyselyn tarkoituksena on saada tietoa mahdollisesta edistyksestä edellä mainittujen teemojen, sekä niihin suoraan tai välillisesti liittyvien tehtyjen ja aloitettujen toimenpiteiden vaikutuksesta käytännössä.

Ovatko asiat edistyneet vai eivät, onko luottamuksen ja avoimuuden taso noussut organisaation sisällä vai ei?

Ole ystävällinen ja vastaa oman näkemyksesi mukaan. Vastaukset ovat edelleen anonyymejä.

Vaikka tutkimuksellinen osuus loppuu tähän, näiden teemojen ja asioiden työstäminen sekä kehitys jatkuu.

Kiitos osallistumisesta sekä mielipiteestäsi.

Resume-Code	Start	Pvm. ja aika	Osallistumisen tila	1. Millaisen yleisarvosanan annat organisaation yleisestä sisäisestä avoimuuden tasosta? Skaala 0-100 % (0 % salaliun ilmapiiri - 100 % täysi luottamus organisaation sisällä)	2. Millaisen yleisarvosanan annat organisaation yleisestä sisäisestä luottamuksen tasosta? Skaala 0-100 % (0 % ei luottamusta - 100% täysi luottamus organisaation sisällä)	3. Onko sinun mielestäsi näillä sovitulla ja tehdyillä/aloitetuilla toimenpiteillä pystytty edistämään avoimuutta ja luottamusta organisaation sisällä?	4. Uskotko sinä, että näillä sovitulla toimenpiteillä voidaan edistää organisaatiomme kehittymistä erittäin hyväksi työyhteisöksi	Kyllä	En tiedä	Ei	Tekstit	5. Näkemykseni mukaan esimiehenä alitona tavoitteena on mm. edellä mainittujen toimenpiteiden avulla edesauttaa sekä avoimuuden että luottamuksen kasvattamista organisaatiossamme.	Olen samaa mieltä	En osaa sanoa	Olen eri mieltä	Tekstit	6. Haluan kommentoida meneillään olevaa avoimuuden ja luottamuksen kasvattamisen muutosprosessia vielä seuraavasti:

Results: received from seven respondents (R10-R16)