

Bringing values to life - Discovering and implementing organizational values together with employees

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Degree programme Communication management (Master's)	
Thesis title Bringing values to life - Discovering and implementing organizational values together with employees	Number of pages and appendix pages 48 + 20
<p>Self-organizing organizations are at risk to become chaotic, and well implemented and internalized organizational values can work as the organizers of the disorder. Values play a particularly important role in self-organizing organizations, as they are set to guide the company's functionalities. Values can be seen as the essence of the organization's idea of how it will achieve success. Values give people a sense of shared direction, help them in decision-making and guide to operate in everyday life at work.</p> <p>The main objective of this master's thesis is to find a way to discover company values together with the employees and implement them as a part of the organization's daily life at the case-company. This study will also examine ways to help employees internalize the values in a way that they can understand how the history of the organization reflects the values and how they can use the values to guide their behavior and help them in decision-making.</p> <p>The theoretical framework for this study is built by using a wide range information retrieval tools and sources, in order to create a comprehensive and theoretically accurate perception of the topic. This study focuses on defining organizational values, their effects on organizational performance and the processes of discovering and implementing the values. The theoretical part will also discuss ways to help organizational members to internalize the discovered values.</p> <p>This thesis is conducted as an action research. Action research was chosen as a method for this study because of its participatory characteristics, focus on co-generation of knowledge and its iterative nature which enables the development as the research proceeds. The main way of conducting the research is workshops and research data is formed by observations and queries made during and after the workshops.</p> <p>According to the findings of this study a working together with the employees, through for example a workshop, is an efficient way to disclose what employees think the organization values and represents. Organizational values implementation and internalization is a time-consuming process that requires management support and a dedicated values team which ensures that values are communicated adequately and together with employees, so they are able see how the values are reflected in their daily work.</p>	
Keywords Organizational values, value communication, value discovery, value internalization.	

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1 Introduction

Values can be described as the inner personal drive which shape our behavior. They are the force within that eventually becomes our behavior. How can we create such a culture and atmosphere where the values of employees and organization become the inner organizational drive?

This study is commissioned by a case-company Sofokus. Sofokus is a Finnish, privately owned software and digital business design company which focuses on complex digital platform solutions. Sofokus operates with a wide range of clients, from newly founded startup companies to large enterprises. The organization's hierarchical structure is flat and the management's, or the so-called 'happiness team's', role in the organization is more supportive and developing rather than managerial. Sofokus has a team-based organization model. Internally the teams are described as self-organizing 'flocks', where the teams work as autonomous units. (Sofokus, 2019.)

These self-organizing teams are groups of people, who work together towards a common goal, usually set by themselves. Self-organizing teams are able to establish their own ways of working and set the team's roles and responsibilities. The goals and methodologies set by the team should be built on the organizational principles and the shared set of company values. (McDonald, 2019.)

Self-organizing teams and organizations are at risk to become chaotic, and well implemented and internalized organizational values can work as the organizers of the disorder. For that reason, values play a particularly important role in self-organizing organizations, as they are set to guide the company's functionalities. The values can be seen as the essence of the organization's idea of how it will achieve success. Values give people a sense of shared direction, help them in decision-making and guide them when operating in everyday life at work. (Scott, Gerould, Jaffe & Tobe, 1993, 19.)

The case-company has strong intentions to grow both nationally and internationally. The importance of unanimous understanding of values was realized in practice when the company started to grow more rapidly and there were teams in two different locations for the first time. The management now wants to find a way to discover the organization's values together with the employees, make sure there is a clear understanding of the values and justified practices to make sure every member of the organization has an equal understanding and the same level on internalization of them, regardless the geographical location or a role in the company.

By commissioning this study, the management has requested me to research ways to identify and define organizational values in a co-operative way, develop a viable way to implement the values to the organization, help employees to internalize them profoundly and adapt them as a part of the ways of working.

My personal motivation to this topic has formed while working at the case-company for the past six years. I have had the opportunity to be closely involved with creating and developing the company culture during the past years and with this research our organization is taking another step towards more unified organizational identity and growth.

1.1 Objectives of the research and the research question

The main objective of this thesis is to find a way to discover company values together with the employees and implement them as a part of the organization's daily life. This study will also examine ways to help employees internalize the values in a way that they can understand how the history of the organization reflects the values and how they can use the values to guide their behavior and help them in decision-making.

The ideal outcome of this research is to define a set of well implemented organizational values, which origin from the values of the employees and thoughts about what the company stands for. This thesis also aims to gain an equal understanding and knowledge of the organizational values cross the organization in a way that all the practices can be built on top of the values and enable future growth of the company.

The two main research questions of this thesis are:

- 1) How to discover and define organizational values together with the employees?
- 2) How does organizational communication support the implementation of the values?

The sub-question to support the main research question is:

What is needed for successful internalization of values?

1.2 Theoretical framework and research method

The theoretical framework for this study is built by using a wide range information retrieval tools and sources, in order to create a comprehensive and theoretically accurate perception of the topic. The framework was complemented as the research progressed and the empirical research highlighted issues that required further theoretical understanding.

Organizational values as a topic is broad and closely connected to series of other organizational themes and matters. This study focuses on defining organizational values, their effects on organizational performance and the processes of discovering and implementing the values. The theoretical part will also discuss ways to help organizational members to internalize the discovered values.

This thesis is conducted as an action research. Action research is a qualitative research method used to solve practical problems in organizations, generate knowledge and understanding of the topic and bring about change. Action research is described to be highly participatory as the research is aiming to change behavioral patterns and ways of working. To succeed, a professional development project using active research method requires active participation and co-operation from both the researcher and the people, who work as a subject to the research. (Ojasalo, Moilanen & Ritalahti 2015, 58–59.)

1.3 Structure of the thesis

This thesis consists of six main chapters, of which Chapter 1 describes the background, purpose and the objectives of this thesis. In addition, Chapter 1 presents two research questions and one sub-question. The first Chapter also introduces the research commissioning company Sofokus.

Chapters 2 and 3 present the theoretical background and provides a theoretical framework for this study. The literature review in the Chapters 2 and 3 explains several concepts regarding organizational values. Firstly, organizational values are presented in different organizational contexts, such as culture and communications. Secondly, the values are discussed from the point of view of their discovery, implementation and internalization.

Chapters 4 and 5 present the empirical part of this study and describe in detail the different stages of the research process, their results and conclusions. These chapters explain why action research was chosen as the research method for this study and describes its characteristics from the point of view of organizational development. Chapter 4 describes in detail how this research was conducted and how action research was used to find, implement and internalize organizational values in the case-company. Chapter 5 presents the results of the study.

Chapter 6 contains a discussion of the topic, the results and the reliability of the study.

2 Organizational values

In this chapter I lay the theoretical foundation to this study by explaining the concepts of personal and organizational values in several different organizational contexts, such as organizational culture and communications. This chapter also explains the significance of congruence level between personal and organizational values and ways the level may affect individual's conception of an organization. I also provide examples of how organization values can impact organizational performance.

2.1 Personal values

Personal values are often the answer to the question: "What is important to me?". Swartch (in Bourne & Jenkins, 2013) suggests that the need for biological survival, social interaction and demand of group well-being, generate a base to personal values.

Personal values are usually unconscious, deeply entrenched standards, which impact our judgement, communication with others and commitment to personal and professional objectives. Posner (2010, 536) states that values are often so deeply rooted that instead of truly 'seeing' them, individuals are only able to notice them through actions, opinions and attitudes.

Scott et al. (1993, 19) describe personal values as a source of strength, as they tend to provide individuals force to take action. Parsons (in von Groddeck, 2011, 72) indicates that values help people become a part of the society and enables them to take action. Personal values can also act as motivators and help prioritize. (Cartwright, 2007, 9.)

Like mentioned before, personal values usually represent what is important for an individual and that values are a highly personal matter, in spite of that researchers have attempted to identify certain archetypes of personal values. Values researcher Richard Barrett has conducted a research called a Personal Values Assessment and managed to collect over 500 000 answers about values. From the hundreds of thousands of answers, he detected ten most popular values he calls 'the values of humanity'. (Barrett, 2018, 47–48.)

Based on Barrett's values research (2018, 48) the ten most popular values are:

1. Family
2. Humor
3. Caring
4. Respect

5. Friendship
6. Trust
7. Commitment
8. Enthusiasm
9. Creativity
10. Continuous learning

Identifying personal values is not necessarily a simple process. The process forces individuals to reminisce and look back at the choices they have made. To identify personal values, people must observe their future dreams, expectations, visions and objectives. Aaltonen, Heiskanen and Innanen (2003, 19) point out that people might not be able to identify their personal values through rational thought process, instead they need to use practical sense together with emotions, as personal values are anchored to both senses and feelings.

2.2 Definition of organizational values

Unlike personal values, organizational values are values discovered or determined by someone within an organization. Organizational values define the ethical framework and foundation organizations operate in. Research has shown that the impact of values in critical processes and characteristics of the organization is evident. (Bourne & Jenkins 2013.)

Schwartz and Bilsky (in Malbasic & Ruza, 2012, 101) define organizational values as concepts or beliefs of how things should be and what kind of behavior is desirable in each situation to reach that goal.

Well implemented and adapted organizational values can build a subconscious way of acting in difficult situations and obtain the control in organizations. (Groddeck, 2011, 69) In strategic point of view, organizational values work as a framework to align the work processes with the strategic vision. (Dolan, 2002, 115.)

Organizational core values are principles that are deeply rooted in the behavior of organization members. Lencioni (2002) refers them as the cultural cornerstone, which guides the organization's actions. According to Oh, Cho and Lim (2018) core values define organization's culture and reflect the shared beliefs which guide organization members to act and behave in a certain way, in order to reach the common objectives.

2.3 Congruence between personal and organizational values

Aaltonen et al. (2003, 33) suggest that values are always in a way both personal and communal. This does not necessarily mean our personal values are always in line with our community's values and in some cases our personal values do not match our organization's values.

Research shows that organization members with high congruence with the organization's values think positively about their organization, compared to the ones with low congruence. The employees with a high level of values congruency have also shown to be highly motivated and committed to the organization and feel less anxiety and stress towards their work, compared to the employees with low level of values congruency. (Posner, 2010, 538.)

Vveinhardt, Gulbovaite and Streimikiene (2016, 261) have detected various reasons why sometimes there is a gap between the personal and organizational values. Sometimes it is a result of bad communications, inadequate involvement of the employees or simply a lack knowledge in development and implementation of values. Vveinhardt et al. also suggest that hiring wrong kind of people may significantly affect the formation of the so-called values gap.

Based on their research on values congruence Vveinhardt et al. (2016, 259) suggest that, in order ensure a values congruence, all members of the organization should take an active role in the process of developing the organizational values. They recommend that managers should start the values process together with the employees, by creating an understanding of why the organization needs values and how will the employees benefit from them.

Potential future employees should be initially espoused to organization's values during the recruitment process. Recruiters are responsible to communicate organization's values profoundly in when interacting with potential recruits, in order to find people with high congruence with the organization's values. Employees whose personal values are in line with organization's values are more likely to create desirable behaviors and work in the favor of the organization. (De Chernatony, Cottam & Segal-Horn, 2006, 822.)

2.4 Values in the context of organizational culture

Organizational culture is an abstract construct and therefore hard to define. By using theories from anthropology, psychology and sociology, researchers have tried to form an understanding of human behavior in organizations. Cultural concepts like language, ceremonies, stories and symbols are often used to explain the behavior. Even though researchers have had difficulties to form a unanimous definition of organizational culture, most seem to agree that culture is a set of cognitions shared by members of certain social group. (O'Reilly, Chatman & Caldwell, 1991, 491.)

Cameron and Quinn (in Naranjo-Valencia, Jiménez-Jiménez & Sanz-Valle, 2011, 58) define organizational culture as the organization members' shared values, beliefs and invisible assumptions. Schein (2010) shares Cameron and Quinn's idea of organizational culture but is not satisfied with such a superficial definition. Schein views the concept of culture from the perspective of levels. With levels, Schein aims to describe the extent to which the cultural phenomenon is visible to the observer. The different levels of culture vary from visible and concrete manifestos like behavior to deeply rooted, so called basic assumptions, which according to Schein, defines the nature of culture. To demonstrate his idea, Schein has designed the so-called Schein's model, which is presented in the Figure 1.

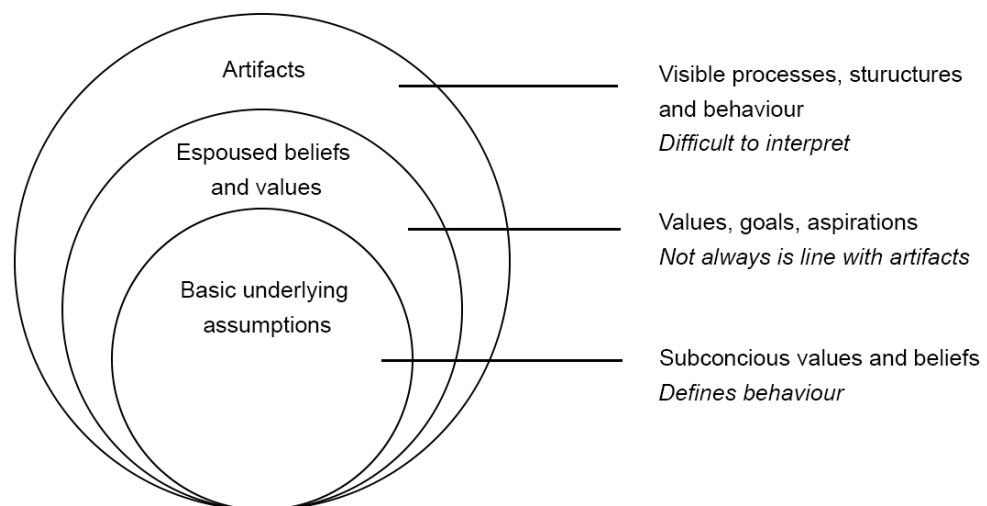


Figure 1 Schein's model of culture (Adapted from Schein, 2010)

At Schein's model, the surface level contains all the visible phenomena we are able to recognize when facing an organization with a unfamiliar culture. These artifacts include things like language, infrastructure, manners, ways of dressing and expressing emotions. Most visible parts of organization's culture like its publicly shared values and stories about

the organization can be seen on this artificial level. Schein points out that even though it is the easiest level to detect, we should avoid making assumptions about an organization just based on what we see. (Schein, 2010.)

The second layer, at Schein's model holds organization's espoused beliefs and values. Organization's beliefs and values usually originate from some individual's original beliefs and values. This individual has an idea of how things should be, how problems should be solved and what works or and what does not. This person's beliefs and values become the organization's shared, conscious and articulated beliefs and values if the person is able to influence others and to prove that his or her idea works. These shared espoused beliefs and values become the organizations pain relievers as they provide meaning and comfort and help solve uncertain situations. Schein states that even the espoused beliefs and values do not fully explain what we see in organizational cultures and to fully understand we should view the basic underlying assumptions. (Schein, 2010.)

The deepest level of Schein's model holds organization's basic underlying assumptions, which create the culture in an organization. They are formed when certain acts or ways to behave, triggered by the shared beliefs and values have been proven to be successful in various occasions. If the basic assumptions are firmly adopted as part of the group's behavior, behavior based on any other beliefs and values can be seen as incomprehensible. (Schein, 2010.)

Schein (2010) explains that as the basic assumptions create organizational culture, they offer organization members a feeling of identity and determine the values that create their self-esteem. As the basic assumptions are the essence of organizational culture, challenging or questioning them usually creates anxiousness and this is why leading culture change can feel so painful. In the end, because of organizational culture people know who they are and how they should behave.

Like stated in the beginning of this chapter, researchers have had difficulties to define organizational culture. Nevertheless, majority of researchers agree on that the impact of values in formation of organizational culture is undeniable. Hunt, Wood and Chonko (in Schwartz, 2013, 41) sum the importance of values by stating that values are the most centric dimension of organizational culture.

2.5 Values in organizational communication

Koschmann (2012, 1) introduces two perspectives to define the concept of organizational communication. First, and the more conventional perspective, focuses on *communication within* organizations. Communication within organizations can be various day-to-day activities such as making phone calls, sending emails, using instant messaging and having meetings. This perspective sees communication as a phenomenon and a technical tool to transfer information, inside organizations.

This first perspective and its subdivisions are extensively researched, and a considerable amount of literature can be found on the topic. As an example, Google offers almost 200 million search results with the search phrase “research on organizational communication”.

Koschmann’s second approach to organizational communication sees organizations as *communication*. Instead of describing communication as a way of transferring information, Koschmann’s second approach views communication as a process that shapes our social reality, and constructs systems like organizations. (Koschmann, 2012, 2–4.)

Organizational communication can also be seen to include the *communication from within* the organization such as public relations and marketing communications or other communication with customers and other stakeholders. Communicating organizational values to these outside instances should stay consistent regardless the recipient. (De Chernatony, Cottam & Segal-Horn, 2006, 826.)

Internal communication seeks to influence the organization’s performance by steering the organization members’ actions into desired direction through employee engagement. Internal communication has close relations with the topics of leadership communication and change management, as it also focuses on changing behavior. The objective of internal communication is to create and develop a ground for organizational identity and effective internal relationships. It also aims to maximize employee commitment to organization and its goals. (Isohookana, 2007, 221–226.)

Communicating organizational values to organization members play an important role in understanding the organizational identity and strengthening the organizational dedication and appreciation. Musek, Lešnik and Arzenšek (in Dermol & Širca, 2018, 543–544) point that employees who identify with organizational values tend to show more consistency in their behavior and are more likely to make decisions, which are in line with the organiza-

tion's objectives. To be able to identify with the values and act according to them, employees need to be aware of them, and internal communications has a big impact in the process of value communication and internalization.

Mitchell (in Dermol & Širca, 2018, 545) states that it is not uncommon for people responsible of internal communications to overload people with messages about the values and organizational identity. However, this style rarely convinces employees about the importance of organizational values or help internalize them. Dermol and Širca argue that in order to strengthen employee's conception of the organizational identity and values internal communication needs to be vertical between different sections of organizations, not just provide information from top to bottom. Nevertheless, management is required to ensure an adequate flow of information and make sure organization members are part of decision-making processes and discussions. (Dermol & Širca, 2018, 545.) Wojtecky and Peters (in Dermol & Širca, 2018, 545) note that simply making information available does not mean that it is communicated. Therefore, it is not adequate enough to just hang values posters to the meeting room wall or list them on a company website.

One key form of internal communications, in terms of organizational values is socialization. Socialization in an organizational context, is a communications process where members of the organization can learn and adapt culture and values. Socialization occurs in informal situations between managers and employees or between peers. Adapting culture helps employees to internalize organizational identity and strengthens the sense of belonging. According to Dermol and Širca (2018, 545) socialization strengthens the coherence between an employee and organization and therefore accelerates the distribution and implementation of shared values, desired behaviors and attitudes. This often results in shared understanding of organizational objectives.

2.6 The impact of values on organizational performance

In this chapter I describe why organizational values are important, and why values-driven organizations tend to be so successful. I also introduce proven impacts organizational values have on organizations performance.

The purpose of a business organization is usually to provide value through products or services and receive cash or equivalents in return. The reason this exchange is done is to make profit and grow organization's value. (Weiss, 2013) The value of an organization can be inferred from the value of its shares and organization's tangible and intangible assets define the price of the shares. Tangible assets are physical assets like machinery,

buildings and inventory. Intangible assets instead are nonphysical assets such as patents, brand awareness and intellectual and cultural capital of the organization. (Barret, 2017, 21.) According to Barret (2017, 21) research shows that the effect of intangible assets and cultural capital, on prices of shares has gone from 17% to 84% in four decades, meaning that appreciation of people and the immaterial assets people bring to an organization, has grown.

Employee centricity is often a core value in high performance companies. Barret (2017, 21) states that when the needs of employees are taken care of, the employees will care for the organization's needs as well. Research clearly indicates that the organizations with highest levels of economic performance, who focused on employee experience are also successful in for example recruiting, retaining talent, employer branding and leadership development. High performance organizations, who care for their employee's needs reach high levels of employee engagement which has shown to lead to financial success. (Barret 2017, 22–23.)

Employee engagement has been defined as the level of emotional and intellectual involvement employees have with their organization. (Barret, 2017, 23) High levels of employee engagement has been proven to anticipate high levels of motivation towards work-related activities and proudness of being part of the organization and positive attitudes towards the success of the company. Appropriate levels of autonomy, mastery and purpose are needed to create a suitable climate for workforce engagement. Barret (2017, 26) refers to a research which points that employees with high engagement levels are more productive, profitable and focused on customers. They also tend to have high levels of retention and lowers number of absences. Research also shows extensive growth in sales and profit within organizations which have improved their engagement levels.

Barret (2017, 28) stresses the importance and impact of people centricity on performance but implies that stakeholders are equally important to it. Growth in share prices can be seen in organizations who embrace the so called the tenets of conscious capitalism. Organizations who have emphasized the tenets have a higher purpose which goes beyond profit and money. They value their stakeholders and aim to maximize the value generated for them through conscious leadership which is based on emotional and spiritual intelligence. These organizations strive from culture which affirms their values and purpose. (Barret, 2017, 28.)

3 Actualizing organizational values

Organization values communicate what is important to the organization and its members, but they also have behavioral, emotional and cognitive aspects which together affect organization members' ways of behaving and acting. In this chapter I describe different organizational values have been categorized, how the values can be discovered in an organizational context. This chapter also presents ways in which the company can implement and help its employees internalize the company's values

3.1 Organizational values categorized

Researchers have developed various ways to categorize organizational values. Bourne and Jenkins (2013, 498) divided organizational values into four categories, or forms, like they call them, based on their distinguishing characteristics, personal and social constructs and how they are discovered and implemented. The four forms are espoused values, attributed values, shared values and aspirational values.

So called *espoused values* are organizational values, determined and communicated by the executives. Communication channels are typically formal and leave little room for discussion. This form of organizational values has been justified with several arguments. One of the supporting arguments states that the values determined by the top leaders have better chance to influence the organizational outcomes. Another defensive argument states that in many entrepreneur-driven organizations, the values of the company are the same as those of the entrepreneur. (Bourne & Jenkins 2013, 449.)

Instead, for example Hofstede (1998, 483) argues that values determined by the executives, but not espoused by the organization members, may turn out to be problematic, as values create the ground for organization principles of which the whole organization is required to follow. Research suggests that even though espoused values play a significant role in organizations, they cannot be expected to reflect the values of the whole organization.

Attributed values reflect the history of the organization and are generally identified to the organization by the organization members. Organization members are able to recognize that the attributed values represent the features of the organization, by identifying patterns from the organizational principles. However, this does not necessarily mean that the values are advocated by the organization members and some overlap with espoused values is possible. (Bourne & Jenkins 2013, 499–500.)

Researchers have criticized the attributed values form due to its connection to history and lack of interest in the future. Bourne and Jenkins (2013) point out that the attributed values might not represent the characteristics of organizations as the environment where organizations operate can change rapidly.

Shared values are an accumulation of shared personal values of the organization members, which together create the value system of the organization. Shared values are widely researched and studies focusing on person–organization fit, have noticed that organization members who can relate to the shared values are more likely to be chosen and to stay in organizations. On the other hand, critics have stated that this kind of shared value fit can create excessive homogeneity within organizations. (Bourne & Jenkins 2013, 500–501.)

Then again *aspirational values*, which have similarities with shared values form, focuses on what members of organizations think ought to be values. Aspirational values can emerge from any part of the organization, and they are usually a result of changes in members personal values. (Bourne & Jenkins 2013, 501–502.) Lencioni (2002) defines aspirational values as the values organizations needs to in order to perform in the future. Lencioni also states that aspirational values require management as they should not be mistaken as the core values.

3.2 Discovering organizational values

Organizational values exist to impose organizational principles and offer clarity and help organization members to settle discrepancies. Values should display what kind of behavior is expected and reflect what is considered good and bad in the organization. (Vveinhardt & Gulbovaite, 2017, 86.)

Organizations begin to discover their values for a variety of reasons. Some have identified a need for developing the organization in general. Some instead have a desire to develop the organizational culture, customer satisfaction or the employee well-being. Aaltonen and Junkkari (1999, 230) name strategy as one of the most important reasons to identify organizational values, as values have the power to influence organization's performance.

When planning to identify organizational values, organizations should consider that they ought to feel important, possible and reflect the reality, and not just be descriptions of future goals. Values should obtain at least some level of usefulness for the organization

members and at least most of the members should be able to relate to them. (Vveinhardt & Gulbovaite, 2017, 86.)

3.2.1 Discovering organizational values

Burlton (2001) defines process as something which originates from a specific event that indicates a need for action and which can be described as ready when the initialing stakeholder is satisfied of the outcome. Depending on the type of the process the organizational input can be various things, such as information, material or for example knowledge.

Aaltonen and Junkkari (1999, 229) state that defining organizational values is a continuous process, but that some parts of the process, like drafting the first set of organization values, can be seen as separate projects. Nevertheless, they also claim that if the organization aims for a thorough values process, organizations should include such things as mission, vision, strategy, leadership, company culture and decision making, into the discussion. (Aaltonen & Junkkari, 1999, 234.)

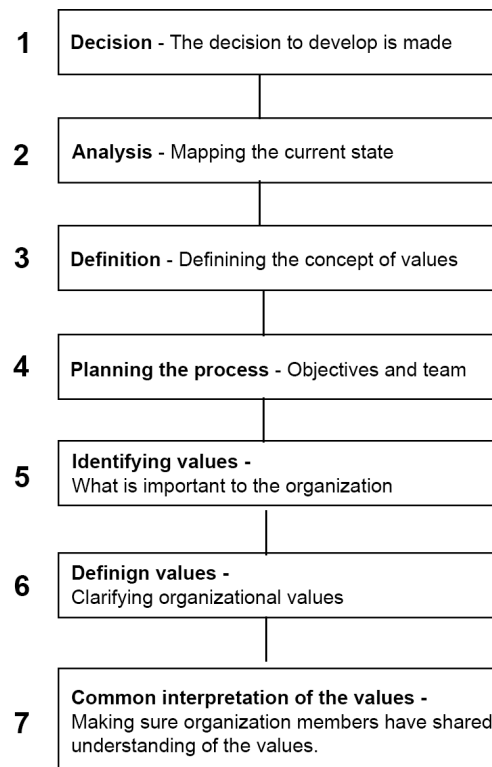


Figure 2 Values process (Adapted from Aaltonen & Junkkari, 1999, 236)

Aaltonen et al. (1999, 236) have created a values identification process. The process, presented in the Figure 2 above, explains the steps organizations should take to identify their values. The values discovery process starts by determining the need for development or

change in an organization. The need has been identified and the decision made to start the process. The need for a change may originate for example from the poor result in an employee satisfactory survey or there is room for improvement in customer feedback.

In the second stage organization maps, what is currently important for the organization and its members and analyzes the aspects which need development. After the initial mapping organization members, or the values team, familiarize themselves with the concept of organizational values and declare why the process is put into practice. The fourth stage includes the planning for the values process. Values team will determine how the values are defined and set the objectives for the process.

To identify and discover the management, employee representatives and other stakeholders brainstorm and look for organization's common intent. The brainstorming should result in 3-5 defined values which are chosen and clarified. Partakers make sure they share a common interpretation of the chosen values.

This values process has been taken into account in this research process and applied to the action research method used in this study. The cycle 1 of the action research process, focusing on values discovery is presented and discussed in the Chapter 4.3.1.

3.2.2 Dialogue as tool to carry out value discussions

Isaacs (2016) defines dialogue as a discipline for collective learning and analysis, which can provide people ways to build a common understanding. Dialogue can offer a basis for organizational learning by creating a climate where members of the dialogue are able to reflect and reconstruct the way they are acting and thinking.

Schein (2016) explains that if people are able to reach a common understanding and get past the disagreements through dialogue, they will gain a joint set of meanings which allows them a high level of mutual understanding and creative thinking. If the group is able to reach a high level of common understanding, they are also likely to come up with a solution which is more likely to become implementable the way it was originally meant to be.

Isaacs (in Aaltonen et al. 2003, 67) describes dialogue as a relationship, where interaction takes place in relation to someone or something else. Through dialogue people are able to create relationships to the other people involved as well as the topic discussed. Values dialogue aims to identify things that everyone thinks are important and create a relationship with the commonly found principles. People might be able to develop a bond with the

other individuals if they share an understanding, are accepted, heard and valued during the dialogue. (Aaltonen, Heiskanen & Innanen, 2003, 67.)

Aaltonen et al. (2003, 67) define values dialogue as the process of discovering shared organizational values, determining the target values and implementing them to organization. Sometimes, in addition to discovering organization's values, the members of values discussions gain a deeper connection and sense of community.

Aaltonen et al. (2003, 68) emphasize the importance of the atmosphere and form of the values dialogue. As emotions play a crucial role in values dialogue the atmosphere should be safe and open to all kinds of emotions. By opening up for emotions we create a possibility for the members of the dialogue to commit to the result of the dialogue, the organizational values. Isaacs (in Aaltonen et al. 2003, 68) has divided the dialogue atmospheres into four fields based on the discussion climate and stage of the discussion. The four climates are polite, correct and safe, crisis and chaos, reflection and comparison and creative flow.

The polite, correct and safe –stage plays an important role when creating dialogue based on security and trust. The field emphasizes the members mutual respect and appreciation to each other's values, even when there is a collision between different values. By staying only on this level of discussion rarely creates rewarding discussion, as the level of politeness might stop members from expressing their divergent opinions or values. (Aaltonen, Heiskanen & Innanen, 2003, 68.)

The crisis and chaos –stage may prove to be difficult for some members of the discussion. Its forms are debate and argumentation. In this field member's opinions are firmly person's own opinions, of which they might not be willing to compromise. *Crisis and chaos –field* is important to the development of the discussion as it, unlike the *polite, correct and safe –field*, brings out the emotions. If the dialogue does not welcome emotions, the possibility of values becoming meaningful is unlikely. (Aaltonen et al., 2003, 70.)

The third stage of discussion, *the reflection and comparison –stage*, focuses on collecting feedback, defining and testing. At the end of this stage the members have usually identified their values. The identified values are categorized, analyzed and formed into ground rules of organizational behavior. (Aaltonen et al., 2003, 71.)

Dialogue does not always reach *the creative flow –stage*, but if it does it transforms the discussion into passionate flow of ideas and thoughts. (Aaltonen et al., 2003, 71–72) The flow stage cannot be planned, and it can only occur if the atmosphere is propitious for it.

The stages do not always systematically follow each other, and they might even overlap. According to Isaacs (in Aaltonen et al., 2003, 72) all the stages are equally important. He states that it is beneficial for the members of the discussion to know and understand the different stages.

3.3 Implementing of organizational values

Research has confirmed that organizational values can positively affect the performance of both employees and organization. Discovering and defining the values is a start but without a proper adaption of the values, organization does not gain all the advantages well implemented organization values could offer. Vveinhardt et al. (2018, 259) state that organizational values are useless if they are not adapted by the employees and used in everyday life.

Dermol and Širca (2018, 543) also suggest that as a part of the values implementation, organization members should be encouraged to actually live by the values, instead of just being informed about their existence. Aaltonen et al. (2003, 146–147) call values implementation the most time-consuming and demanding phase in the whole values process.

According to Vveinhardt et al. (2018) the values implementation process should begin by clearly explaining why organizational values matter, how the employees are able to live by them and how will the values help making sense of certain actions inside the organization. Research indicates that if the significance of the values is not clear to employees, the whole purpose of values may remain bleary and the organization will have trouble implementing them. (Dermol & Širca, 2018, 543.)

In many cases, after identifying values, organizations print out series of values posters, post the values on intranet or write them down on the back cover an annual report. Vveinhardt et al. (2016, 259) courage organizations to put the organizational values into a written form but state that written values statements alone are not enough. For values to become unconscious behavioral determinants, values need to be articulated, confirmed and communicated through different socialization channels and by doing so the organization members are able to identify with the values. (Dermol & Širca, 2018, 543)

Vveinhardt et al. (2016, 260) also suggest that the measuring of the values implementation should be included to organization's general performance measurement system and that the level of implementation should be regularly evaluated in social encounters with employees.

3.4 Internalizing organizational values

Like stated in the previous chapter implementation of the organizational values is vital and without a successful adaptation, organizations lose the potential values have to offer. After profoundly defining the values, explaining the importance of their existence and opening up the meaning of them, organizations must find effective ways to communicate them in order to help employees to internalize them.

Internalization describes an individual's internal experience created through a certain process where the individual transforms real or imagined regulations and characteristics of his or her environment, into inner personal regulations and characteristics. Even though the process is often encouraged or enforced by someone other than the individual, the individuals own activity is central to the success of the process. (Onuoha & Okebaram, 2013, 78–79.)

According to Gargiulo (2005, 3) efficient organizational communication and learning is dependent on stories. He defines stories as the most powerful way to store, retrieve, and transmit knowledge and information. Gargiulo declares that stories are the deepest structure of social interaction, communication and learning as hearing them requires active contribution from the person listening. In the organizational perspective stories can be used to deliver important messages about values. When people hear stories, which reflect their organization's values they are able to relate the values to a familiar construct, such as an everyday event at the workplace. (Gargiulo, 2005, 56)

When listing ways to help organization members to internalize and live the values, Levin (2017) encourages leaders to lead by example. Levin's suggestion makes sense especially in difficult situations where, leaders are required to make tough decision. If their behavior in these situations does not follow the organization's established ways of behaving, employees may no longer take values seriously. Even though it is advisable for leaders to do as they teach, this technique by itself may turn out be too slow while executing a values implementation process.

Also, Green (2017, 21–22) emphasizes the importance of managerial example. He states that managers should be well educated on values before any values training to the employees take place. The managers should have a deep level of understanding of the values and they should be able to articulate and demonstrate the them. De Chernatony et al. (2006, 824) describe this form of managerial communication as being a role model and they stress the power of manager's role in communicating values to members of an organizations, especially through showing example.

Levin (2017) also claims that using training and orientation to help employees to internalize values can be an effective way. Gargiulo (2005, 56) on the other hand suggests that instead on learning by training, people tend to learn most from discussions with other people. By organizing platforms for discussions, organizations able an undisturbed time for employees to internalize the values. These platforms are often called workshops.

Workshops have been defined as participatory educational sessions, aiming to generate new ideas or challenge participants to acquire new practical skills they are able to use at their work. Workshops are usually held for small groups of people who either work together or who have a similar professional background. Workshop sessions tend to be informal but time limited. (Community Tool Box, 2019.)

Workshops differ from trainings in that they are led by a facilitator rather than a trainer. Trainer's role is more educative, and the theme of the training is based on something the trainer knows. Facilitators instead focus on what the group knows and aims to open people's minds up for discussion. Facilitators role is to generate ideas and help group members listen to each other, learn from each other and in the end make informed decisions. Cooper (2011) suggests that a neutral facilitator is often more successful than a person form the organization or team, but he also states that more important than the origin on the person is the individual's ability to guide the group to their desired end result.

4 Conducting the research

In this chapter, I introduce the chosen research method, its characteristics and the reasons why this research method was chosen. I also describe the complete research process and how data was gathered and analyzed. In the final section I discuss the reliability and validity of this research.

4.1 Action research method

This master's thesis is conducted by using action research method, which aims to resolve practical problems in organizations and make a change in human behavior. Campbell (in Coghlan, 2014, 3) describes organizations as human-made social constructions. Organizations operate according to processes, formulated and influenced by human intent, and they do not exist separately from human minds and actions. They are systems of human activity, meaning that they reflect the values and cultural rules of the organization members.

Bradbury (in Coghlan, 2014, 6) defines action research as a participatory technique for creating knowledge with people. It is interested in how things should be, instead of just examining and presenting how things currently are. From the strategic point of view action research focuses on interaction between practical and theoretical research where action and research happen simultaneously.

Action research provides knowledge for practical development. The practical problems solved using action research can be technical, social, ethical or professional in nature. (Ojasalo, Moilanen & Ritalahti 2015, 58) Action research has been described to be highly participatory as the research is aiming to change behavioral patterns and ways of working and it requires a close collaboration between the researcher and the members of the organization. A key qualitative element in action research is how the organization members engage with the action and participate to the co-generation of knowledge. (Coghlan, 2014, 7.)

Action research process is iterative and cyclical. Each cycle has four steps: constructing, planning, taking action and evaluating the action. (Coghlan, 2014, 9) The process starts with defining the context and the purpose, which states the boundaries and objectives of the research. In order to define the purpose, the researcher must assess external and internal contexts which drive the change. This is usually done by collecting quantitative and

qualitative data from various sources like surveys, interviews, sales and customer satisfaction reports. This stage also includes the determination of the group or groups of people who will be working with the research. (Coghlan, 2014, 9.)

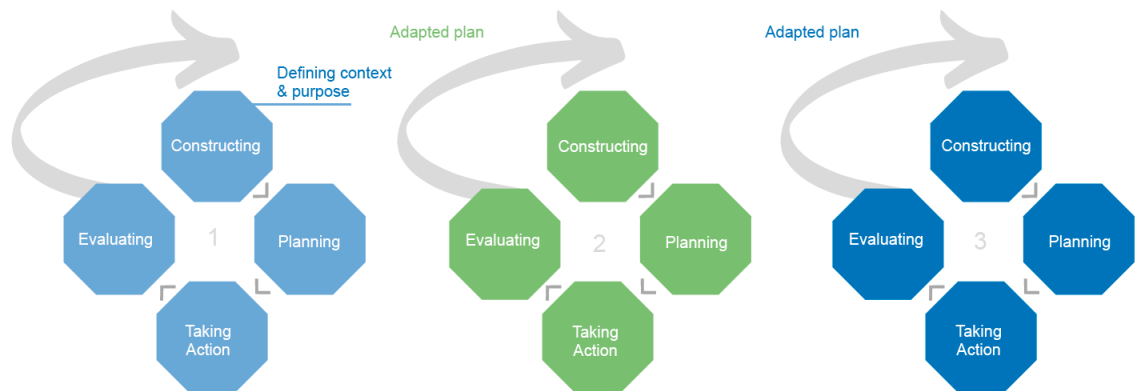


Figure 3 The action research process (Adapted from Coghlan, 2014, 9)

The first of the four steps in the cycle is constructing. Constructing is a dialogic and collaborative activity where the practical and theoretical foundations of action are defined together with the members of the organization. The second step, planning the action is conducted once again as a group effort. After planning the planned action is implemented. In the fourth step the implemented actions and their outcomes are evaluated. These cycles displayed in the figure 4 above, follow each other until the desired outcome is reached. (Coghlan, 2014, 9–11.)

In this research I use the so-called second-person inquiry. Second-person inquiry enables the researcher to work within the organization, together with the organization members in order to co-generate knowledge through dialogue, conversations and shared action. Coghlan (2014, 7) suggests that second-person inquiry is recommended when a researcher is researching his or her own organization, as it is in this particular research.

Action research was chosen as a method for this study because of its participatory characteristics, focus on co-generation of knowledge and its iterative nature which enables the development as the research proceeds.

4.2 Collecting and analyzing data

Data for this study was gathered by using a collection of qualitative methods. Secondary data, collected from such sources as internal values survey and internal materials like

case-company's culture handbook, alongside with the research literature was used to create a foundation and boundaries for the research. A large part of the primary data collected and used in this study is gathered through series workshops at the organization. In addition, informal discussions with the organization members, feedback from the workshops and my own observations were taken into account as a part of the development of the research.

Table 1. Sources of data

Source of data	Objective	Data type	Participants
Meeting minutes	To establish the need to discover organizational values and properly internalize them.	Secondary	Management team
Values discovery Workshop	To discover and determine organization's values.	Primary	Whole organization
Survey 1	To map the level of knowledge, understanding and internalization of the values.	Secondary	Whole organization
Agents Workshop	To help 'Sofokus Agents' internalize the values and offer them tools to share their knowledge with others.	Primary	Six Sofokus Agents, researcher, HR, CEO.
Survey 2	To receive feedback from the Workshop 2 and use the information to future develop workshops.	Secondary	Participants of the Workshop 2
Nestlings Workshops 1-4	To help the whole organization internalize the organizational values.	Primary	Whole organization divided into four separate workshops.
Survey 3	To map the level of knowledge, understanding and internalization of the values.	Secondary	Whole organization

4.2.1 Secondary data

Secondary data is data collected by someone else other than the researcher himself and which was originally collected for some other purpose. This data can for example be based on a research done previously, gathered by a government agencies or quality news media. Also, organizational data such as sales and performance reports or meeting

minutes are accounted as a secondary data which can be used as a part of a research. (Saunders, Lewis et al. 2019, 338–339.)

The secondary data for this research was collected from case organization's own sources. The sources were meeting minutes from a managerial meeting, from two separate internal communications surveys Survey 1 (Appendix 1) and Survey 3 (Appendix 4) and a feedback questionnaire Survey 2 (Appendix 3), regarding the values workshops.

The initial mapping and reasoning for the need of this research are based on a meeting minutes, where the management team established that the organization does not have defined values and that the need for them is evident. Based on this meeting the decision for value discovery and implementation was made and the research project was assigned to me.

As to support the research process the organization's human resources team sent out two internal communications surveys which included questions about organization's values, the level of which they are identified with, can the employees understand them and if they think something is missing from the espoused values list. The surveys were sent during and in the end of the research project. The data from the surveys is further discussed in the Chapters 5.2. and 5.4.

To collect feedback from the values implementation workshops, human resources also sent out an online questionnaire Survey 2 (Appendix 3) asking participants if the workshops were useful and is there something that should be done in the future. The results of the feedback questionnaire are analyzed in Chapter 5.3.

4.2.2 Primary data

Primary data is data collected by the researcher for a particular research. There are multiple methods of primary data collection such as interviewing, questioning, observing and experimenting. Researcher usually use several methods and customize the collection principles to suit their research. (Walliman, 2010, 92–93.)

The main source of primary data of this research was workshops. The data was gathered through observation and by documenting and analyzing workshop results. Observation in a research context includes viewing, recording, describing, analyzing and interpreting people's behavior in a predetermined situation. (Saunders et al. 2019, 378) In this re-

search I used an observation method called participant observation, which is used in situations where the researcher takes part in a particular activity and is commonly used in studies like this where the researcher is studying his or her own organization. As I also acted as a facilitator during the workshops, the role of participant observer, where the researcher experiences the situation from the perspective of both insider as a participant and outsider as an observer, was suitable. The data collection methods in participant observation include interviewing participants and discussing the findings with them, seeking explanations and using recorded evidence such as surveys. The workshops are further discussed in Chapter 4.3.

4.2.3 Analyzing data

The two internal communication surveys used as a secondary data were analyzed to understand how well the organizational values were known, understood and internalized. The initial internal communication survey and the one sent out in the end of the research process were also compared to see how the values discovery and internalization process has affected the results.

The workshops were analyzed based on my observations during the facilitation, the feedback survey and discussions with the management team and especially our CEO.

4.3 Research process

The research project kicked off in the fall of 2018 when the management team met up to discuss the status of company's culture, identity, mission, vision and values. As a result of this meeting the decision about values identification and implementation was made. After this initial meeting me in the role of a researcher, the CEO and human resources manager set up meeting to discuss and define the context and purpose of this research.

The second meeting determined that the context of this research is organizational values, the identification, definition and implementation of them, together with the employees of the organization. The objective of this research is to ensure an equal understanding and level of implementation of the values, so the values are guiding the employees towards a desired behavior the workplace.

After these two meetings I was positive that this research project has management team's support and that they are dedicated to ensuring the success of it. The managerial dedication is vital in a research where employee engagement and involvement are the key to successful result.

After defining the context and purpose I presented the management team a preliminary plan for the research but recognizing that due to the iterative nature of action research the plan and process will develop based on the findings and results of each part.

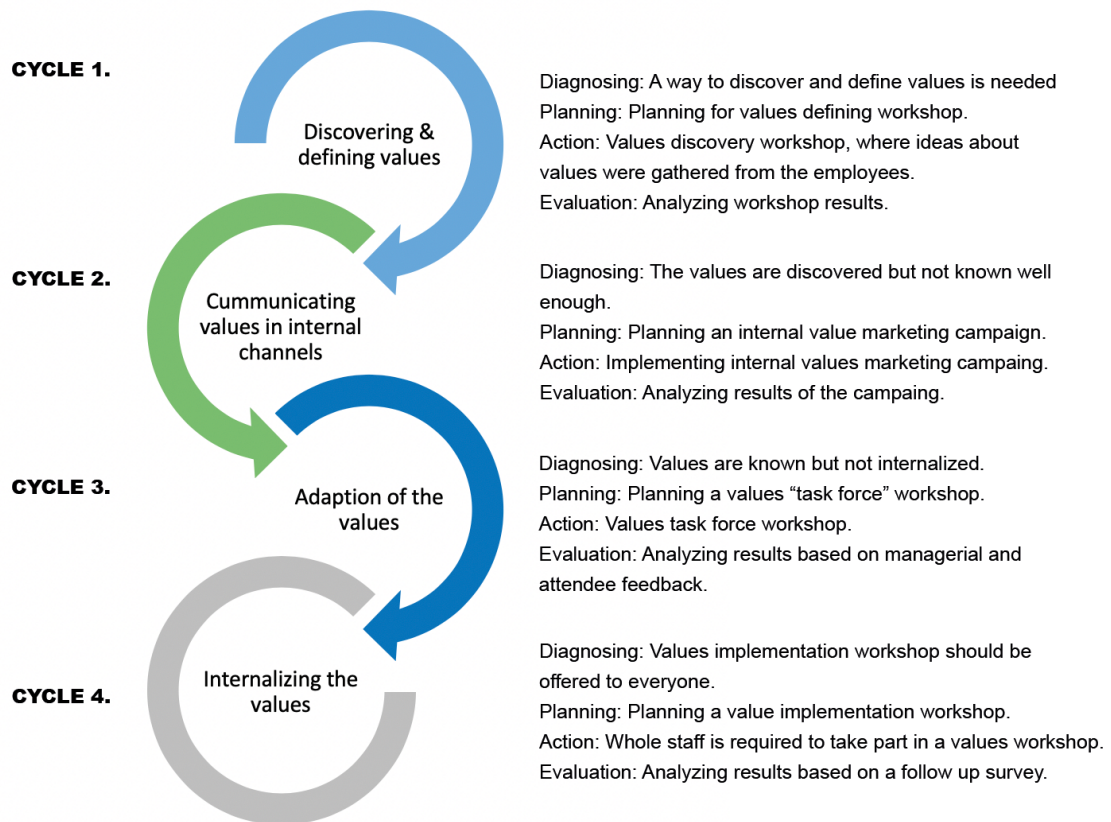


Figure 4 The four cycles of this action research process.

Like described before, action research proceeds in a cyclic model. Each cycle represents a single development task, from the diagnosing to evaluation of the results of the conducted actions. All cycles generate an adapted plan which is conducted in the following cycle, until the desired result has been reached. The four cycles of this research process are presented in the Figure 5. All the actions in the four cycles reflect the theory presented previously in Chapters 2 and 3.

4.3.1 Cycle 1: Discovering and defining values

In the Cycle 1 I focused on planning and executing a Values Discovery Workshop together with the values team. The objective of the Cycle 1 was to identify and define organization's values by participating the organization members to discuss and share their thoughts about our organization's values. By involving the organization members, we

aimed to get a truly authentic picture of what our company really represents. The final values were determined by categorizing the answers and giving them as broad a description as possible. The Cycle 1 is described in more detail later in this chapter.

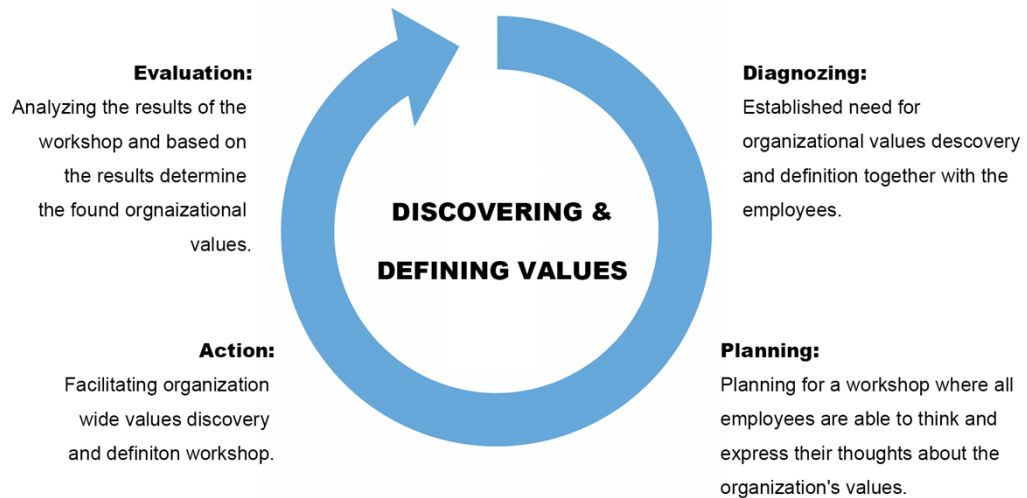


Figure 5 The Cycle 1 of the action research process.

Diagnosing the current situation and the possible factors which should be taken into consideration started the Cycle 1. The need for organizational values identification and implementation had been established by the management team but the team responsible for this process was not yet set up. Together with the management team we decided that me, as a researcher and as an employee representative, the CEO and the HR Manager would form the so-called values team. Our first objective was to find a way to conduct a productive and collective way to identify organization's values together with the members of the organization.

Planning of the Values Discovery workshop partly took into account the value discovery process suggested by Aaltonen et al. (1999, 236) but instead of only including a small group of people from the organization like they suggested, we decided to involve the entire company as our goal was to identify our organization's *shared values* which are the accumulation of shared personal values of the organization members. Like discussed earlier in the Chapter 3.1 organization members are more likely to stay if they are able to relate with the values. In addition, like discussed earlier in the Subchapter 2.3 Vveinhardt et al. (2016, 259) suggest that, in order ensure a high level of values congruence, all members of the organization should take an active role in the process of developing the organizational values from the beginning. As the whole company would be present, we decided to divide the group into smaller groups of 5-6 people. In order to achieve diversity, we performed the groups so that, for example, the same group did not consist of just members of the same team.

Action part of the Cycle 1 was executing the Values Discovery workshop in October 2018. Based on the theory suggested by Vveinhardt et al. (2016, 259) the workshop begin with a description of what organizational values are, why it is important for our organization to define them and how will the employees benefit from them. The importance of everyone's opinion and possibility to affect the final set of our organization's values was also underlined. The groups were asked to discuss and write down what best describes our organization and what kind of values they feel our organization reflects. Groups had 30 minutes to discuss.

People were encouraged to engage in the dialogue with an open mind as our hope was that the groups would gain a joint set of meanings in a form of the values. After the small-group discussions all the groups presented their findings and the findings were written down for everyone to see and discuss.



Picture 1 Values discovery workshop with the employees at Sofokus in October 2018

Evaluation of the Values Discovery workshop was conducted by analyzing the outcomes of the workshop. All answers given by the employees attending the workshop were categorized based on the theme of the answers (Appendix 5). Five themes rose above others: *people, growth and development, creating value, being reliable and persistency*. The final five organizational values were formed from these themes. The discovered values were also given descriptions so they would be easier to understand. The discovered values and their descriptions are presented in the Chapter 5.1.

4.3.2 Cycle 2: Communicating values in internal channels

The Cycle 2 of the process focused on communication in the company's internal channels. The objective was to make sure the values defined during the Values Discovery Workshop are implemented through clear internal communications and therefore known and understood by the employees.

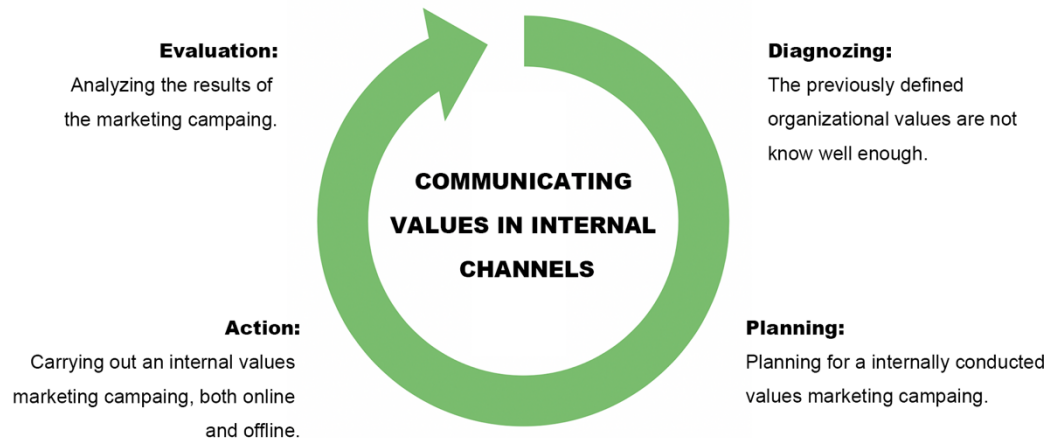


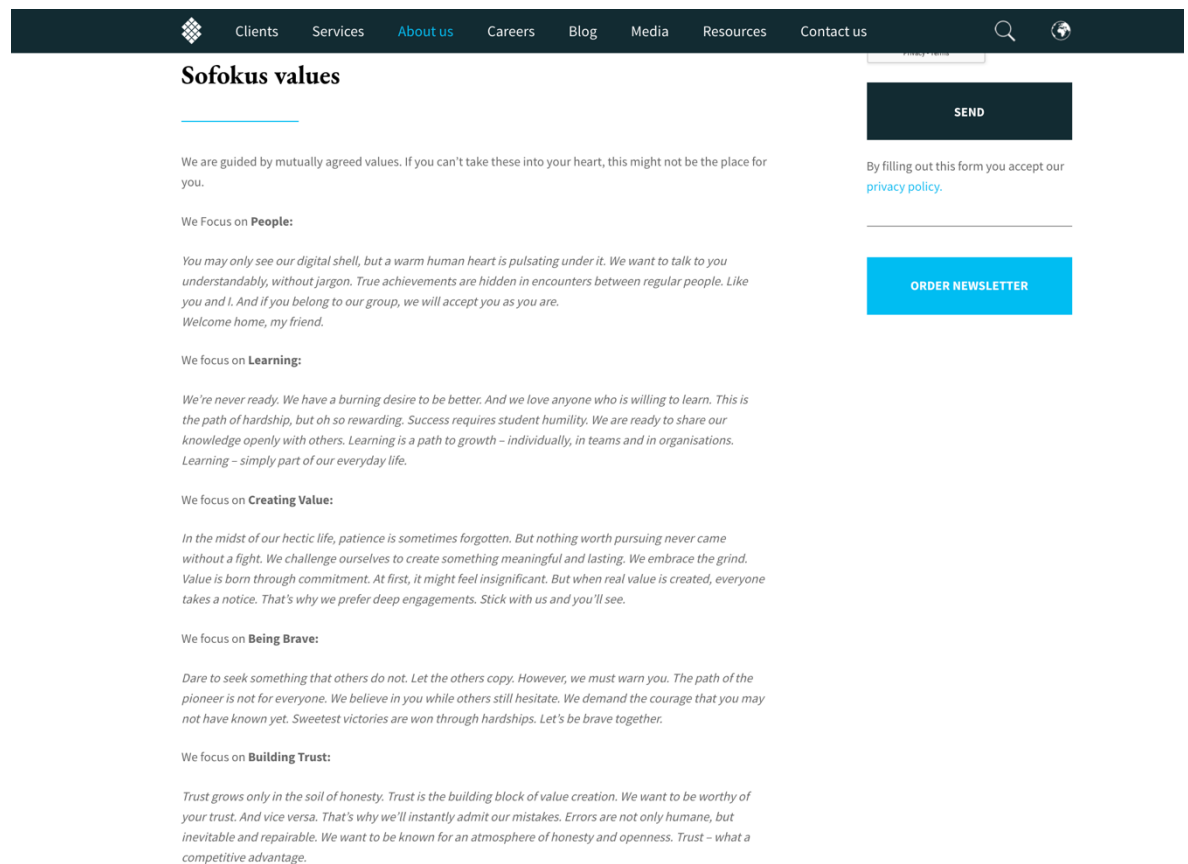
Figure 6 The cycle 2 of the action research process.

Diagnosing in the Cycle 2 was based on discussions with organization members. I discovered that the level of knowledge was not high enough and that more internal communication about the defined values was necessary. Organization members were not able to name the values discovered and defined in the Values Discovery Workshop. This indicated that more communication about the values was needed in order to successfully implement the values to the organization.

Planning for an internal values communication campaign started during March 2019. Campaign's objective was to reach a good knowledge of the values we had jointly defined, by making them more visible throughout the organization. Like discussed earlier in the Subchapter 2.5 internal communications has a big impact in the process of value communication and internalization and we through this campaign we wanted to harness all our internal channels, both online and offline.

Action was first taken on the company's online channels. Together with our values team we created a values section in both our public website and intranet-page and made sure the values were easy to find and clearly articulated. After these additions were made

online, the online posts were shared in the organization's internal communications channel Slack. Slack is a team-based online messaging platform, where most of our organization's communications happen.



Picture 2 The five discovered values and their descriptions on the company website

After making sure the values can be found online, we wanted to ensure the values were visible also offline. As a growth company, posters and stickers are tight part of our start-up-like organizational culture and as part of the campaign a series of values posters and stickers were designed and printed out. The posters were hung to the walls of both of our offices and stickers shared with each member of our organization.

Evaluation of the Cycle 2 was based on feedback gathered both orally through informal discussions and by sending out the Survey 1 (Appendix 1). Survey 1 was used to determine the level of implementation of the values and whether they were understood by the employees. Results indicated that more needed to be done in order to the employees to internalize the values and to the desired level of implementation to be reached. The results of the Survey 1 are discussed in more detail in the Subchapter 5.2.

4.3.3 Cycle 3: Implementation of the values

As discussed in the previous chapter the results of the Survey 1 (Appendix 1) indicated that the superficial communication with posters and stickers alone was not enough. In addition, more face-to-face communication was requested in the feedback. In order to respect the results and the requests, in the Cycle 3 I focused on further implementation of the discovered values. The objective was to train a group of employees who would be able to help their peers to internalize the values.

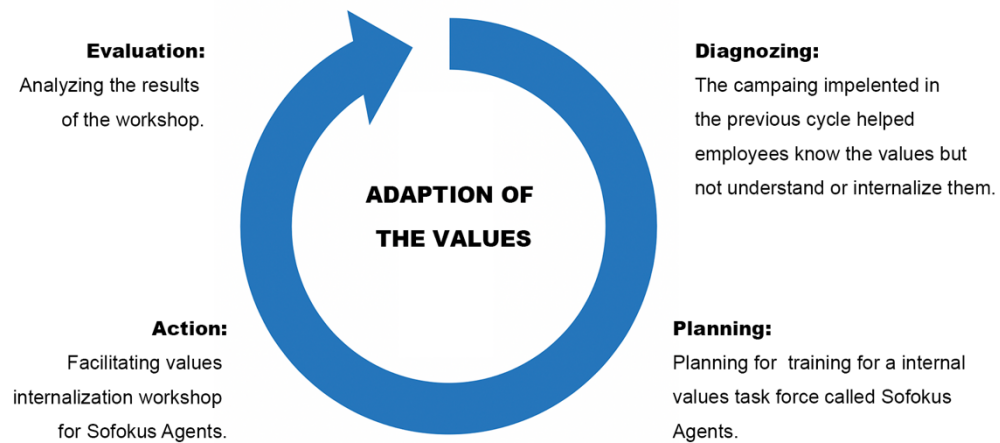


Figure 7 The cycle 3 of the action research process.

Diagnozing in the Cycle 3 was made based on the results of the Survey 1 (Appendix 1), which was sent out after the internal values communication campaign. In the survey people were asked were would they want to receive information about values and several people expressed that they wished to have face-to-face discussions, preferably in smaller groups. The third cycle also took into account that the level of implementation was not yet as desired and that, according to the responses to the Survey 1, employees needed more support to understand the values.

Planning took place during May 2019. Together with the values team we created a plan to internally recruit and train 3-4 employees who were interested to become so called values ambassadors, or *Sofokus Agents* like we internally called them. The Agents ought to be people who understand the essence of Sofokus spirit or 'Sofism' and are willing to share it internally to peers and new employees as a part of their orientation. Employees were invited to apply and join through an internal email (Appendix 6). Eventually five people were chosen based on their application.

The idea to use our employees was based on the employees wishes about face-to-face interaction and the theory presented by Dermol et al. (2018, 545.) which suggests that in

order to strengthen employee's conception of the organizational values, internal communication should be vertical between different sections of organizations, not just be provided information from top to bottom, or in our case the values team.

To train the Sofokus Agents, we planned a one-day Agents Workshop. The objective of the Agents Workshop was to make sure the 'Agents' know what our organization's values are, how they are reflected in our daily work and in our organization's history. Important part of the training was to make sure the 'Agents' know how to communicate values to other people.

Part of the Agents Workshop planning the organization's values discovered in the Values Discovery Workshop were refined to be even more clear and understandably articulated. The re-defined values are presented in the Chapter 5.1.

Action in Cycle 3 was conducting the Agents Workshop. The workshop took place in our HR Mangers summerhouse, on June 13, 2019. Workshop started with opening words from me and our HR manager. We clarified the meaning of the workshop, went through some facts about our organization's history and how our organization got where it is today and who we usually work and do business with. I also read aloud our company manifesto, which was created as part of this process.

As a warm-up exercise everyone was asked to give a short pitch about our organization. By doing so everyone had to really think about what our organization is about and how to summarize it to only few minutes. Also, this exercise forced everyone to speak in front of others and helped them to loosen up, so they were receptive for the next part of the workshop.



Picture 3 Workshop 2 for Sofokus Agents at June 13, 2019

During the workshop all five of our defined values were discussed and explained by me and our HR manager by sharing stories and examples from our daily life at work which reflected each value. After this everyone was required to come up with at least one story to each value and present them to everyone.

Evaluation in the Cycle 3 was based on the feedback received from both the CEO and the attendees of the Agents Workshop. The CEO was really happy with the workshop and suggested that the training would be extended to cover the whole organization.

4.3.4 Cycle 4: Internalizing values

The Cycle 4, presented in the Figure 9, focused on helping the organization members to internalize the discovered and defined values. Based on the feedback received from both the CEO and the attendees of the Agents Workshop we decided to extend training for the entire company. The objective of the Cycle 4 was to provide each employee with the opportunity to achieve an equal understanding of the values found, with help from the Sofokus Agents.

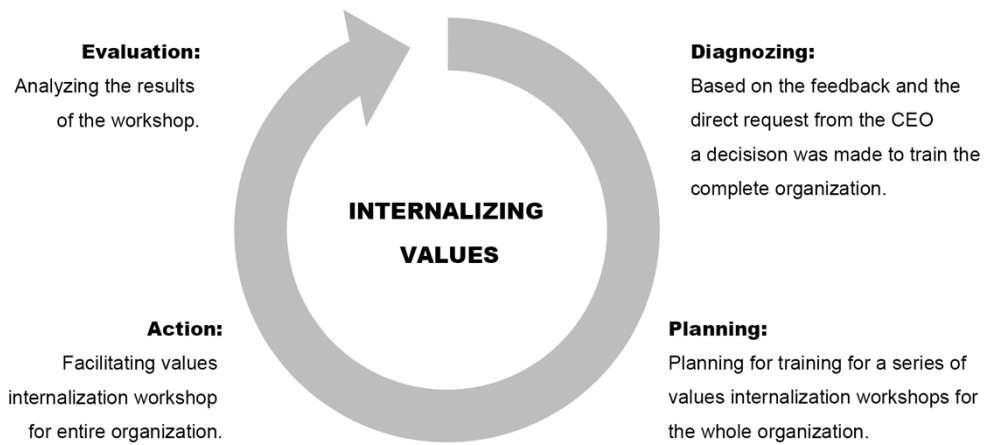


Figure 8 The Cycle 4 of the action research process.

Diagnosing in the Cycle 4 was based on the verbally received feedback from the Agents Workshop participants and the CEO. The feedback indicated that the Agents Workshop was liked and workshop as a working method seemed to suit our organization. The whole values team was really content with the feedback and the experience and we decided to facilitate values workshops for the whole organization.

Planning started by naming the workshop *Nestling Workshop*. The term ‘nestling’ comes from an old inside joke, from the time when Sofokus’ brand was built around this cartoon woodpecker. The Agents Workshop materials were modified into a Nestling Workshop material (Appendix 2).

Action took place during August and September 2019 and in total 37 from 40 employees were able to attend workshops. Based on the positive feedback got from the Agents Workshop, the structure and the materials of the Nestling Workshops (Appendix 2) were similar to the original Agents Workshop which is presented above in the subchapter 4.3.3.

As a facilitator I was happy to notice that in all five workshops the employees were actively taking part in discussion and exercises. The workshops were intentionally organized outside of the office so that all attendants were able to focus and break away from everyday life and tasks at the office. People seemed to be motivated and happy to attend.

As part of the workshop’s objective to help employees internalize the values, the participants were asked to look back and share stories from their own life which reflected each value. All the stories people shared showed how values are realized in everyday life. What

was interesting to notice was how differently everyone interpreted the values in the stories based on their personality or role at organization.



Picture 4 Facilitating Workshop 1, the first of the four Sofokus Nestling Workshops on August 22, 2019

Evaluation of the Cycle 4 was based on a feedback questionnaire Survey 2 (Appendix 3), discussed further in the subchapter 5.3. People who participated the Nestling Workshops 1-4 were asked to give feedback, in order to get development ideas and to hear if the workshop was found to be useful.

After all the Nestling Workshops 1-4, had been organized, a follow up Survey 3 (Appendix 4) was sent by the HR team. The results of the survey are further analyzed in the chapter 5.4.

5 Findings

In this chapter I will discuss the findings of this action research process. I will present the outcomes and my observations of the workshops and analyze secondary data provided by the Surveys 1, 2 and 3.

5.1 Outcomes of the Values Discovery Workshop

The Values Discovery Workshop focused on discovering and defining the organizational values. The aim was to collect as many ideas as possible, about what we as organization members and eventually as organization value. During the workshop I identified and summarize five different themes (Appendix 5) from the answers, which were clearly more popular than others: *people, growth and development, creating value, being reliable and persistency*. The five themes and examples of answers are presented in detail in the Table 2 below.

Based on these themes and answers I drafted the first five values: 1) People 2) Continuous growth and development 3) Creating value 4) Being reliable 5) Persistency. My goal was to form a set of organizational values which were easy to remember, understand and internalize. In order to reach that outcome, I rephrased the discovered values into more everyday language and created a description for each of them.

Table 2. From Themes to values - examples from Values Discovery workshop.

Theme	Example answers about values by employees	Theme as a value
Theme 1	Helping others to succeed Camaraderie We-spirit Sofokus people happiness Borderless collaboration Co-creation as a one team	People
Theme 2	Challenge people to be better Personal development Being curious Growth Embrace uncertainty	Continuous growth and development
Theme 3	Provide value to customers Happiness of our customers Accountability	Creating value
Theme 4	Being reliable Exceed customer's expectations Quality Professional pride	Being reliable
Theme 5	Adaptability and agility Persistency Endurance Patience	Persistency

The final values and their descriptions were:

Value 1. We focus on people. You may only see our digital shell, but a warm human heart is pulsating under it. We want to talk to you understandably, without jargon. True achievements are hidden in encounters between regular people. Like you and me. And if you belong to our group, we will accept you as you are.

Value 2. We focus on learning and growth. We're never ready. We have a burning desire to be better. And we love anyone who is willing to learn. This is the path of hardship, but oh so rewarding. Success requires student humility. We are ready to share our

knowledge openly with others. Learning is a path to growth – individually, in teams and in organizations. Learning – simply part of our everyday life.

Value 3. We focus on creating value. In the midst of our hectic life, patience is sometimes forgotten. But nothing worth pursuing never came without a fight. We challenge ourselves to create something meaningful and lasting. We embrace the grind. Value is born through commitment. At first, it might feel insignificant. But when real value is created, everyone takes a notice. That's why we prefer deep engagements. Stick with us and you'll see.

Value 4. We focus on standing out. Differentiation is the path of a pioneer. We want to help our customers be the winners of their own market. We dare to encourage you to pursue something that has not yet been done. That is why pioneers will choose us. That's why everything we do is tailored to the customer's needs.

Value 5. We focus on being reliable. Trust grows only in the soil of honesty. Trust is the building block of value creation. We want to be worthy of your trust. And vice versa. That's why we'll instantly admit our mistakes. Errors are not only humane, but inevitable and repairable. We want to be known for an atmosphere of honesty and openness. Trust – what a competitive advantage.

The values got their final form from our organization's name. I wanted them to be clear but also somewhat catchy, so they would be easier to remember. These values were also the ones communicated in the internal values marketing campaign, presented in the Cycle 2.

Our CEO was happy with the results of the workshop and commented that the values really reflected us and our company culture.

5.2 Survey 1: Mapping the internal values communications

Survey 1 (Appendix 1) was sent out after the Values Discovery Workshop and the internal marketing campaign, in order to gain insight on how well the discovered values were understood and communicated within the organization and how well employees are able to relate with each value. The response rate of the Survey 1 was 70%. Through the survey employees were also asked to tell from which channels they have received most information about the values and where would they like receive information in the future.

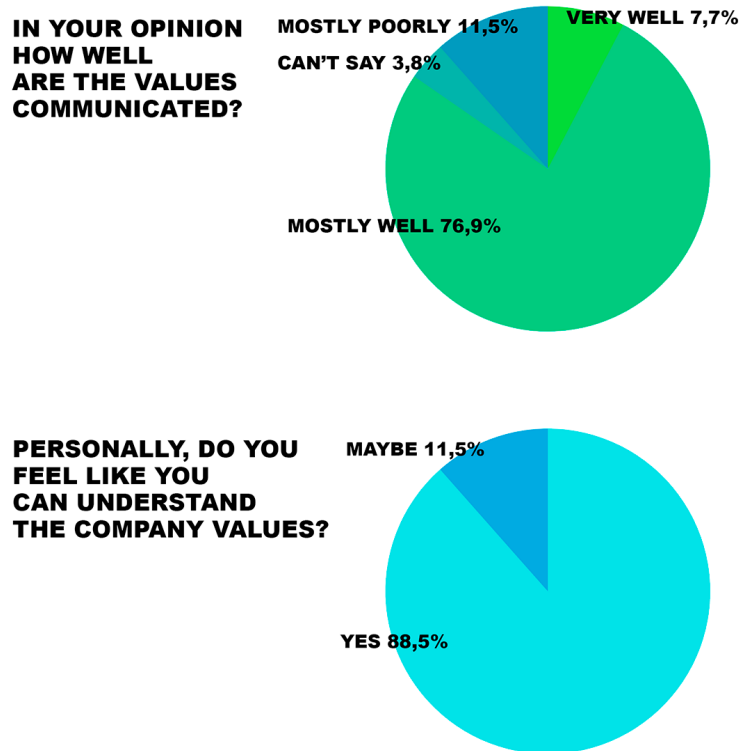


Figure 9 Results from the Survey 1

87,6% of the people who responded to the survey replied that the values were communicated either mostly well or very well in our organization and 88,5% replied that they can understand our organizational values.

In the survey employees were asked in a scale from 1-5, one being not at all and 5 very well, to assess how well they can relate with each value. Most of the employees were able to somewhat relate or relate very well to all five values. Most dispersion in the responses was at values 4 and 5.

When asked which three channels had been the most important sources of information about the values 88,5% of the respondents chose “internal meetings” such as weekly team meetings and monthly organized organization-wide info. In addition, two online sources Slack, our internal communications platform and email were both chosen by 42,3% of the respondents.

Employees were also asked, by open ended question, to tell where or in which channels they would like to receive information about the values in the future. Seven people answered this question and majority of them expressed that they wish to receive information about the values through different offline channels like meetings and through stories.

The results of the Survey 1 supported the theory that in addition to just identifying and visually communicating the values employees need and wish to have meaningful face-to-face opportunities to discuss and learn about the values.

5.3 Survey 2: Feedback form the Nestling Workshops

Survey 2 (Appendix 3) was sent out to gather feedback from the Nestling Workshops. Unfortunately, the response rate was low and from 37 attendees only seven gave feedback, giving the response rate of 19%. 71,43% of the respondents found the workshop useful but as the response rate was so low, no conclusions should not be drawn from it.

The most interesting part of the Survey 2 was the open-end responses about what people found most useful and how would they develop the workshops in the future. Here are few examples of the responses:

“Stories from my colleagues were good to hear. They helped me to perceive our company’s history and values better.”

“Connecting your own stories to values made them feel like they were more approachable.”

Results of this survey support the theory that people can learn through stories and that stories as a tool help internalize values can thought to be effective.

5.4 Survey 3: Results of the Nestling Workshops

Survey 3 (Appendix 4) was sent out to everyone who had attended a Nestling Workshop and 19 from the 37 attendees responded. Survey was conducted one month after the last workshop, in order to receive follow-up data and see if the result differ from the Survey 1, discussed earlier in chapter 5.2. The questions in the Survey 1 and 3 were the same so that the data from each could be compared.

73,7% of the people who responded to the survey replied that the values were communicated ether mostly well or very well in our organization and 73,7% replied that they can understand our organizational values.

Like in the Survey 1, in this survey employees were also asked in a scale from 1-5, one being not at all and 5 very well, to assess how well they can relate with each value. Most of the employees were still able to somewhat relate or relate very well to all five values but some dispersion can be seen in all five values.

Employees were asked to point out three most important channels through which they have received information about the organizational values. 84,2% chose “internal meetings” such as weekly team meetings and monthly organized organization-wide info. The other two most popular channels, as in the first survey, were Slack and email.

Through open-ended questions people we asked to tell where they would like to receive information about the values. Here are some examples of the answers:

“Monthly retros. And reminders in our case descriptions and client success stories.”

“Through everyday doing - sometimes would be good to mention we do this because our value is to XX.”

The results of the Survey 3 did not differ from the results of the Survey 1 in a large extent. The survey was conducted only one month after the last Nestling Workshop and only little conclusions can be drawn based on the results, about the success on the workshops. The long-term outcomes and the level of internalization of the values cannot be studied within the timeline of this study.

5.5 Summarizing findings

The objective of this study was to plan and execute a process to define and implement organizational values in collaboration with the members of the organization. The two main research question were: 1) “How to discover and define organizational values together with the employees?” 2) “How does organizational communication support the implementation of the values?”. To support the main research question, I presented an additional sub-question: “What is needed for successful internalization of values?”.

According to the findings of this study a working together with the employees, through a workshop for example, is an efficient way to disclose what employees think the organization values and represents. Based on the outcomes of the Values Discovery Workshop, the values discovered during the workshop reflect the organization’s identity but needed some level of refining before reaching the final form. Defined values should be clearly presented and described so that they are easy to understand and internalize, and for this reason the values team should spend time on redefining the values in order to find the most unambiguous way to present them.

The internal values communication campaign, based on the feedback received from the organization members, was a good addition to the values process but in itself insufficient. People expressed that they were happy to see a visual presentation of the work done during the Value Discovery Workshop but that the posters or online posts alone did not help them remember or internalize values. The results are in line with the theory that values should be visualized and placed in a prominent position, but that this alone is not enough to bring values to life and implement them to the daily life of an organization.

It can be thought that the workshops provided a good platform for dialogue on the meaning of values and how they are reflected in employees' daily lives. During the Agent and Nestling Workshops, employees were able to share and hear stories about the company's history and learn to understand values better. Based on the feedback the employees found the workshops useful and thought that stories made values more concrete and easier to understand. The feedback supports the theory that when people are exposed to stories, which reflect their organization's values they are able to relate the values to a familiar construct, such as a common situation at the workplace or with customers.

This study provides a comprehensive answer to the two main research questions. This study helped define the company's values together with its employees so that majority of the organization members was able to relate to them. Various theory-based actions were taken in order to implement of the values to the everyday life of the organization and based on the feedback from the management team implementation process was successful and conducted well.

The results of the Survey 3 indicated that the level of internalization of the values did not increase significantly during the process. These results support the theory according to which the level of value internalization depends largely on the level of motivation and how well employees are able to take ownership during the value process. My own observations also showed some lack of dedication towards the implementation process from the organization members part.

Based on my observations during this process the need and importance of organizational values should be expressed several times during the process. Although the process had management's support, which was demonstrated at several occasions during the process, it was clear that some employees did not see the importance of defining and implementing the values. Of course, there are many reasons for this, such as pressure to deal with other work-related challenges.

This study was not able to provide an unambiguous answer to the sub-question as the level of value internalization reached through this study can be questioned. Efforts were made to help employees internalize values but measuring the level of internalization is difficult and long-term results cannot be seen within the time frame of this study.

Action research method as a way to carry out such a project worked well because it allowed the simultaneous use of theory and practice and allowed continuous development throughout the project. The cyclical and iterative way of working provided an opportunity to develop the project based on findings and feedback. Especially when it comes to people and their thoughts and ways of acting, it is not possible to predict how such a project will progress and what the end result will look like.

6 Discussion

At the introduction chapter I contemplated how organizations can create a culture and atmosphere where the values of employees and organization become the inner organizational drive which eventually guide our behavior. I believe that after this study and process our organization is a little bit closer but that there is still a long way to go. Our organization has now discovered what our values are, we have, together with employees, given them clear discernptions, we have implemented them, and people are able to see how different situations reflect the values. To ensure the values work as the inner drivers of our everyday behavior we still need to keep on working, reminding people, show example and talk about them.

I found it surprising how difficult it was to help people internalize the values. Even though I was not hard to find suggestions how to do it from the research literature, I believe people and groups are so different it is very complicated to create a model or a process that would work in all, or at least some of the organizations similarly. For this study, it might have been more suitable to measure the level of awareness rather than internalization, since the level of internalization proved to be very difficult to measure. I also believe that the results related to the level of internalization were partly influenced by the fact that people were now more aware about the topic of values than before and could have therefore been more critical about their own level of internalization.

Even though this study has failed to unequivocally answer the question of how to help people internalize the values, the management team is very pleased with this process and parts of it like workshops will remain in use.

For me, this research is an exploration into a new topic and familiar community. The organizational values as a topic, was relatively unfamiliar to me prior to the start of this project and it has been interesting to explore the topic and the articles written about it and to continually notice a unity between it and our organization and how our people behave there. In addition, this thesis taught me skills on project management and on how to motivate people to think and speak up.

Personally, the most important lesson from this study was how the values of an organization should always be innate and organizations should use their personal experiences to identify the values that lie in the heart of their company. If the people who drive the value process do not believe and live by the values, it cannot be assumed that other people in

the organization would be able to own and internalize them. In my opinion the most important part of implementing values is leading by example and that leaders need to embrace the values of the company otherwise they will be credible - it's not what we say it is what we do.

When it comes to recommendations for the future, the organization should definitely consider the values more closely as part of the recruitment process. Both during and after hiring. From the perspective of the study, it would be interesting to see what kind of long-term results this project has caused and repeat the follow-up survey, for example, half a year later.

6.1 Reliability and validity of the research

Reliability and validity are key to assessing the quality of a research. Reliability of a research refers to the consistency and replication of the research, meaning that if the researcher were to conduct the research again would the results and findings be consistent with the previous one. Validity in the other hand judges the appropriateness the measurements, punctuality of the analysis and results and the ability to generalize the results. (Sounders et al, 2019, 213–214) Coghlan (Coghlan, 2014, 14) argues that even though reliability and validity are used to measure the quality of a quantitative research they are not suitable for judging an action research process and that action research requires its own criteria.

Coghlan and Shani (in Coghlan, 2014,15) suggest that action research should be assessed based on the level of punctuality, reflectiveness and relevance on the study's context, the relationships created with the research subjects, implementation of the cycles and the researcher's ability reflect.

Reason (in Coghlan, 2014,15–16) emphasizes the importance of transparent choice making as a part of the action research process. Action research happens in the present tense, meaning that as the cycles progress the researcher is constantly reflecting and making choices on how to proceed. The researcher is required to make the choices transparent to him or herself, to those he or her is doing the research with and to those who the study is written for.

Coghlan (Coghlan, 2014,15) suggests that even though action research is used to develop and change predetermined organizations, research should be able to generate or improve a theory and have at least some level of generalizability. In addition, Coghlan

(2014, 15–16) lists four things the researcher should be able to present: 1) How the cycles of action research were conducted and recorded. 2) How was the researcher able to challenge his or her presumptions of the process throughout the research. 3) How was the researcher able to process different views of the topic. 4) How does the research anchor itself to theory and how are the results of the research evaluated based on these theories.

Most of the primary data and action in this study are based on the six workshops. Workshops are unique in nature as the outcome depends on the participants. Ørngreen and Levinsen (2017, 72) state that workshops can be analyzed only in order to interpret ways to facilitate a successful workshop, but otherwise they cannot be generalized. Thereby the workshops and their outcomes described in this study cannot be identically replicated.

In order to meet the quality criteria of action research, the research process was carefully documented throughout the research project. All the phases of the process and the cycles of action research are presented and explained in detail in this study.

The data analyzed from the Survey 3, reflect the short-time results of this study. The survey was conducted one month after the last workshop and some conclusions can be drawn based on them about the success on this research project. The long-term outcomes of this project cannot be studied within the timeline of this particular research.

The dual role of being both the researcher and a member of the researched organization has been considered throughout the study. Coghlan (2014, 77) states that there are both positive aspects and risks to take notice when researching one's own organization. The inside knowledge and understanding that results from actually living the organizational life give the researcher a great possibility to understand the information dynamics and the company culture in a way that an outside researcher could never have. Also, as an inside researcher there is an access to bigger amount and possibly more relevant information. On the other hand, an inside researcher is in risk to trust too much his or her own assumptions and beliefs and miss out on finding something meaningful.

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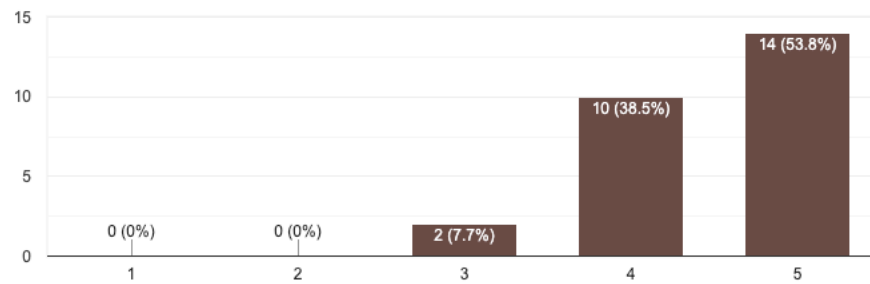
Appendices

Appendix 1. Survey 1

On a scale of 1-5, how well can you relate to the following values at Sofokus? Please, rate each value.

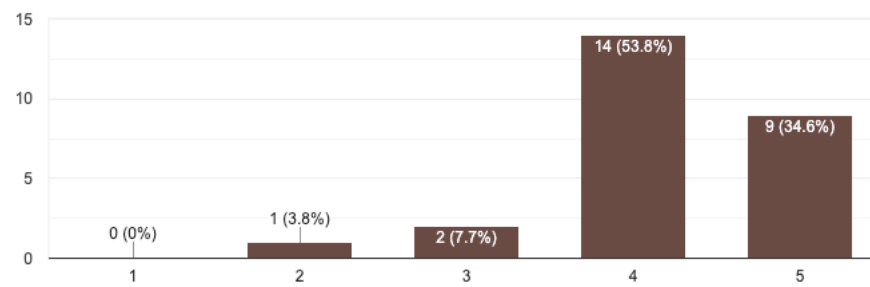
We believe in PEOPLE.

26 responses



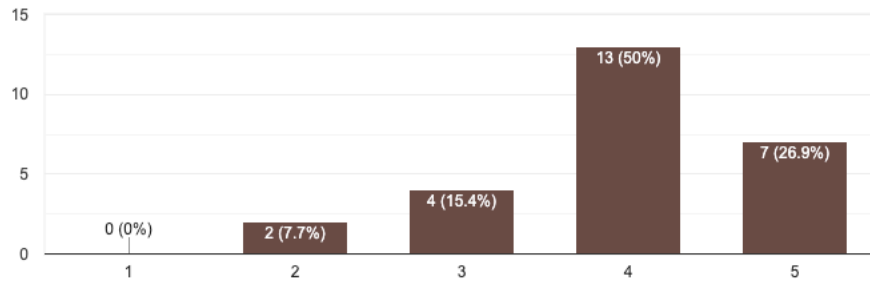
We believe in CREATING VALUE.

26 responses



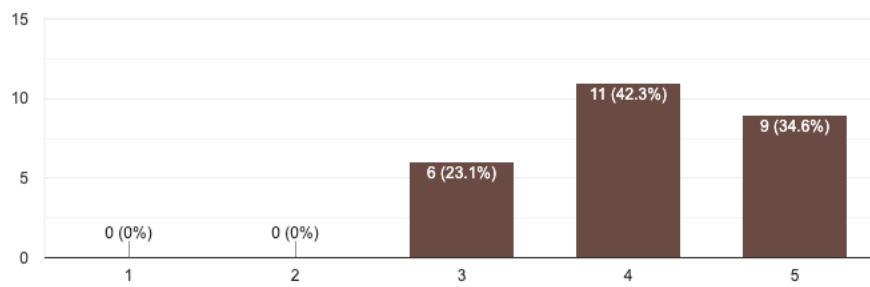
We believe in STANING OUT.

26 responses



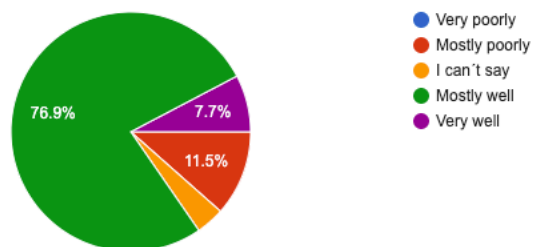
We believe in RELIABILITY.

26 responses



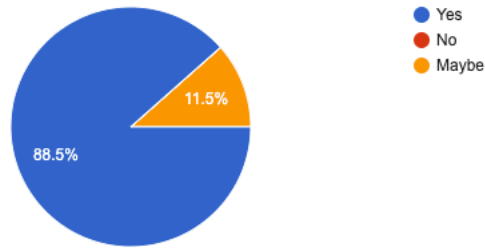
In your opinion how well are the values communicated?

26 responses



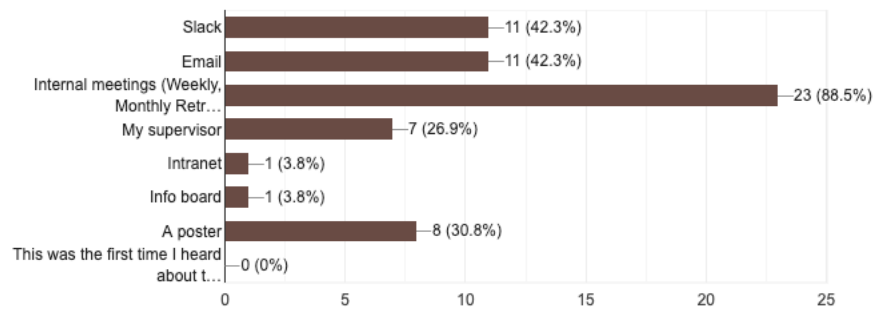
Personally, do you feel like you can understand the company values?

26 responses



Where did you receive information about the values? Choose maximum three options.

26 responses



How would you like to receive information about the company values?

7 responses

Small group discussions
Retro
Through stories
Small group meetings are nice
Info board
Meetings
All of the above



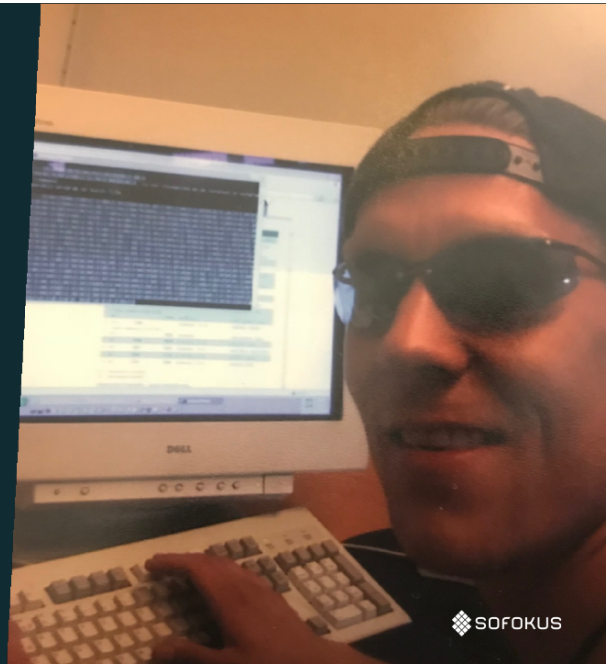
WHAT IS A SOFOKUS NESTLING?

Sofokus Nestlings are people who have internalized what it means to be Sofokus, what are Sofokus values, and how they are reflected in our daily work.

The nestling training is compulsory for all Sofokus people.

A BRIEF HISTORY

It all started with a one man's dream in 2000 to create digital services that matter. Gradually this dream grew to a bigger band of people sharing the same uncompromising mission to create something that stands out and leads the way. Today we are nearly 50 people in Turku and Helsinki and listed as one of the fastest growing companies in Europe.



SOFOKUS

MANIFESTO

We give you the opportunity to shine. To grow safely over your own container and whisper to shout. We do not believe in corporations, hierarchies or moulds that numb people's insights into routine performances. We believe in openness to encourage growth. These values weld together teams that transform the wildest visions into everyday life.

We're not aiming for mediocre. We unite ideas, people and technology in ways that will shape the future. All of this is done bravely, pushing the boundaries, and relying on a buddy. For great miracles always happen behind curtains, without forcing while strongly believing. When the prizes are awarded, our attention is already a step ahead.

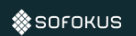
This is a promise - elsewhere you can get easier. We want you to have all your potential, including the one you have not yet recognized. We believe in you when others don't. We give you the opportunity to shine in your own sport, grow safely and get your voice heard. Welcome home.

SOFOKUS

WHO DO WE WORK WITH?

For nearly 20 years, we have worked with hundreds of global and local brands, from large corporations to small start-up companies.

However, our customers have something in common: courage to try along with ambition and faith in digital-driven growth.



WHAT DO WE DO

Our goal is to help our customers stand out and win in their own market.

We are designers of digital age business concepts and technologies.

We use the digital platforms to create an unfair competitive advantage. We create **digital hearts**.



EXERCISE

How would you describe Sofokus to a person you just met?

- *5 minutes to think*
- *Max. 3 minutes pitch*
 - *Pitch away!*



Sofokus VALUES



VALUES

We are guided by values discovered together.

You can think values like filters. When in doubt, examine your intended actions through these values.

Does your intended action pass these "filters"?

Values get real only by living them in everyday life.



We focus on PEOPLE

You may only see our digital shell, but a warm human heart is pulsating under it.

We want to talk to you understandably, without jargon. True achievements are hidden in encounters between regular people. Like you and I.

And if you belong to our group, we will accept you as you are.

Welcome home, my friend.

A person is shown from the side, looking through the eyepiece of a microscope. The background is dark and out of focus, emphasizing the person's concentration on their work.

We focus on **LEARNING**

We're never ready.

We have a burning desire to be better. And we love anyone who is willing to learn.

This is the path of hardship, but oh so rewarding.

Success requires student humility. We are ready to share our knowledge openly with others. Learning is a path to growth – individually, in teams and in organisations.

Learning – simply part of our everyday life.

A person is seen from behind, pinning several large sheets of paper to a wall. The papers contain business strategy diagrams and text, including 'BUSINESS MODEL & MARKET SIZE', 'INSIGHT', and 'CUSTOMER GROUPING'. A bookshelf filled with books is visible on the left side of the frame.

We focus on **CREATING VALUE**

In the midst of our hectic life, patience is sometimes forgotten.

But nothing worth pursuing never came without a fight. We challenge ourselves to create something meaningful and lasting. We embrace the grind.

Value is born through commitment. At first, it might feel insignificant. But when real value is created, everyone takes a notice. That's why we prefer deep engagements.

Stick with us and you'll see.



We focus on **BEING BRAVE**

Dare to seek something that others do not. Let the others copy. However, we must warn you. The path of the pioneer is not for everyone.

We believe in you while others still hesitate. We demand the courage that you may not have known yet. Sweetest victories are won through hardships.

Let's be brave together.



We focus on **BUILDING TRUST**

Trust grows only in the soil of honesty. Trust is the building block of value creation. We want to be worthy of your trust. And vice versa.

That's why we'll instantly admit our mistakes. Errors are not only humane, but inevitable and repairable. We want to be known for an atmosphere of honesty and openness.

Trust – what a competitive advantage.

EXERCISE

Pick one value and think of an example story and get ready to present it to everyone.



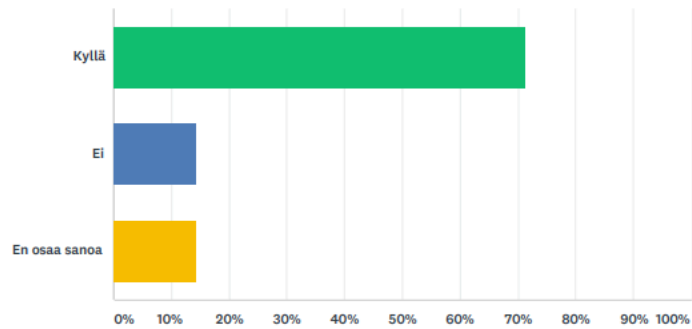
**You have hereby earned the title of
SOFOKUS NESTLING**



Appendix 3. Survey 2

Q1 Oliko koulutus mielestäsi hyödyllinen?

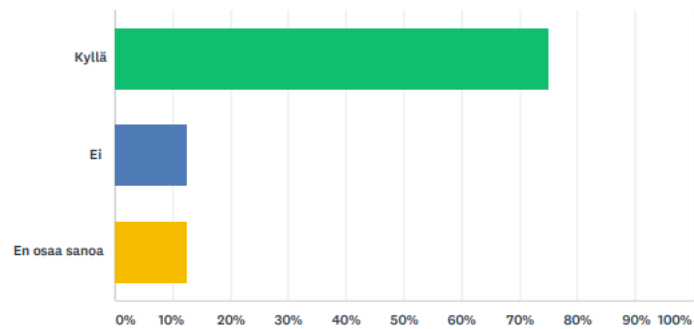
Answered: 7 Skipped: 1



ANSWER CHOICES	RESPONSES
Kyllä	71.43% 5
Ei	14.29% 1
En osaa sanoa	14.29% 1
TOTAL	7

Q2 Autoiko koulutus ymmärtämään paremmin Sofokuksen arvoja?

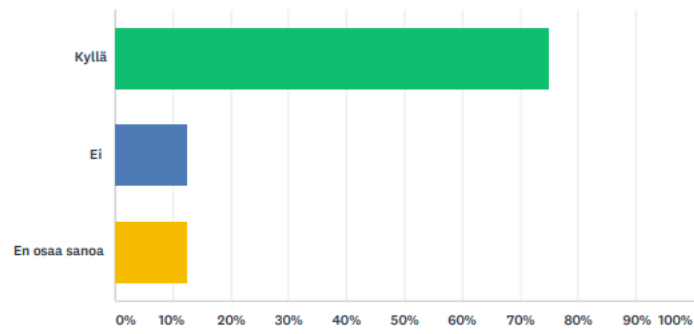
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Kyllä	75.00% 6
Ei	12.50% 1
En osaa sanoa	12.50% 1
TOTAL	8

Q3 Auttoiko koulutus ymmärtämään paremmin Sofokuksen toimintaa?

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Kyllä	75.00%	6
Ei	12.50%	1
En osaa sanoa	12.50%	1
TOTAL		8

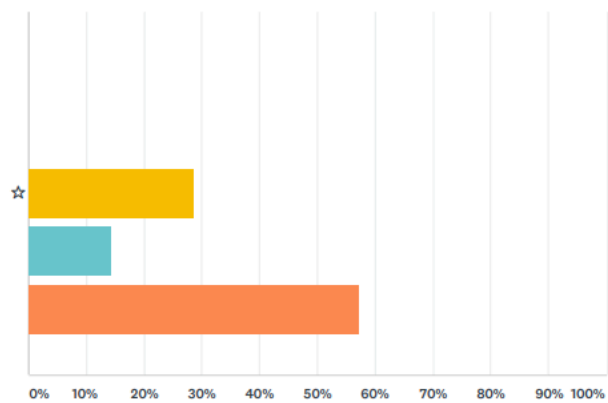
Q4 Yleinen palaute koulutuksesta (onnistumiset, kehitettävää)?

Answered: 5 Skipped: 3

#	RESPONSES	DATE
1	Työtoverien tarinat hyvää kuultavaa, auttaa hahmottamaan yrityksen historiaa ja arvoja paremmin.	9/11/2019 10:08 AM
2	Oli kiva kuulla tarinoita.	9/11/2019 10:07 AM
3	Omien tarinoiden kytkeminen arvoihin sai ne tuntumaan helpommin lähetyttäviltä asioilta. Siitä suuri plussa.	9/9/2019 1:04 PM
4	Mukava vuorovaikuttava koulutus, kiitos!	9/9/2019 9:07 AM
5	jepa	9/6/2019 1:32 PM

Q6 Yleisarvosana koulutuksesta:

Answered: 7 Skipped: 1



1 2 3 4 5

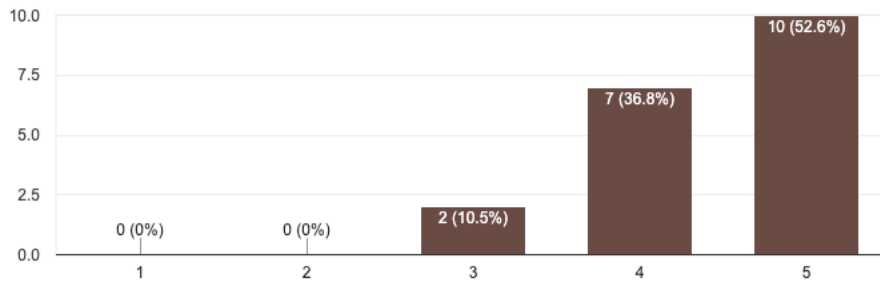
	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00%	0.00%	28.57%	14.29%	57.14%	7	4.29
	0	0	2	1	4		

Appendix 4. Survey 3

On a scale of 1-5, how well can you relate to the following values at Sofokus? Please, rate each value.

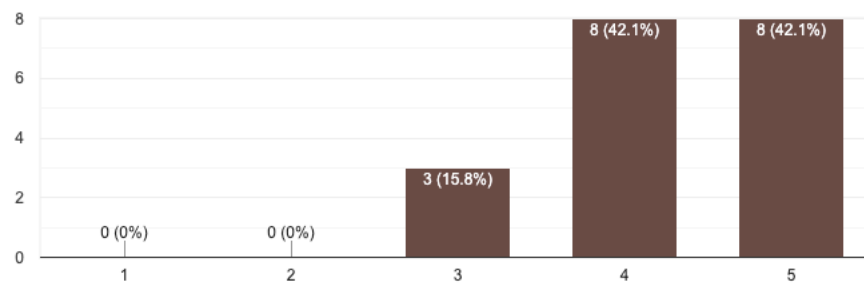
We believe in PEOPLE.

19 responses



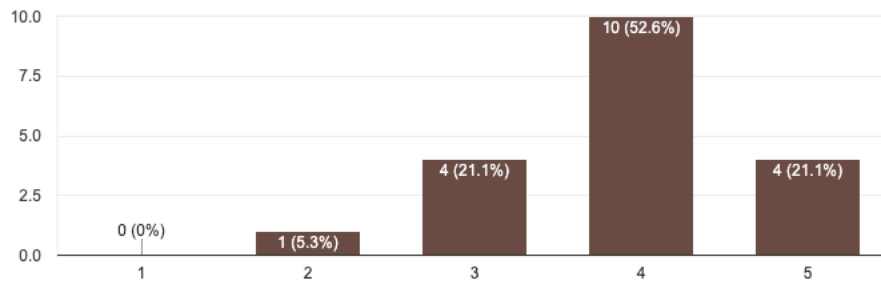
We believe in LEARNING & GROWTH.

19 responses



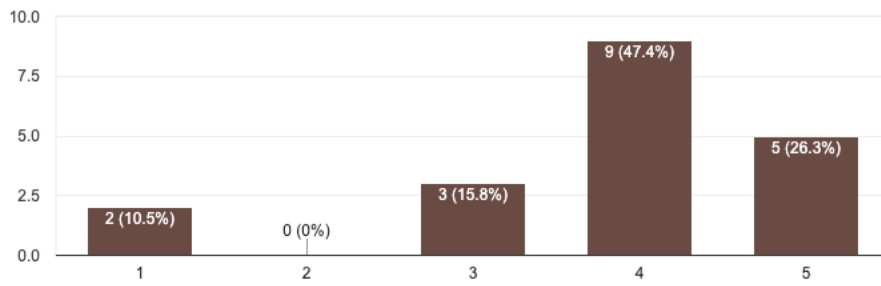
We believe in CREATING VALUE.

19 responses



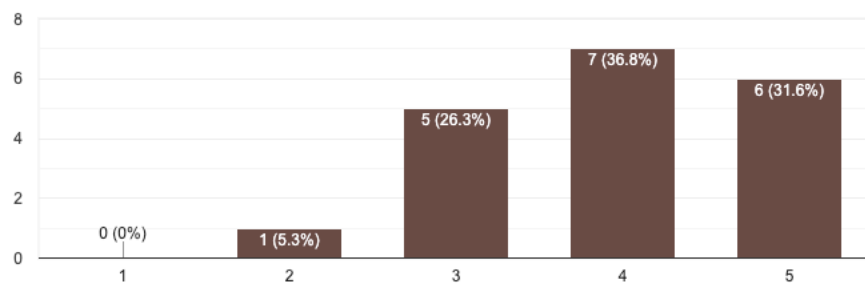
We believe in BEING BRAVE.

19 responses



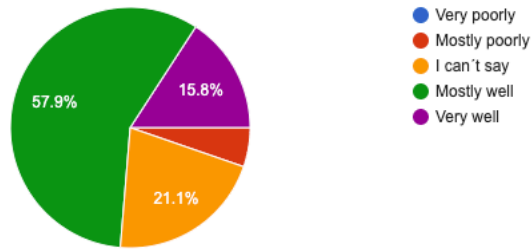
We believe in BUILDING TRUST.

19 responses



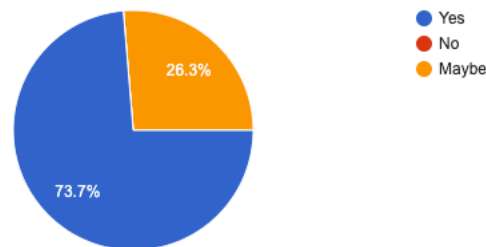
In your opinion how well are the values communicated?

19 responses



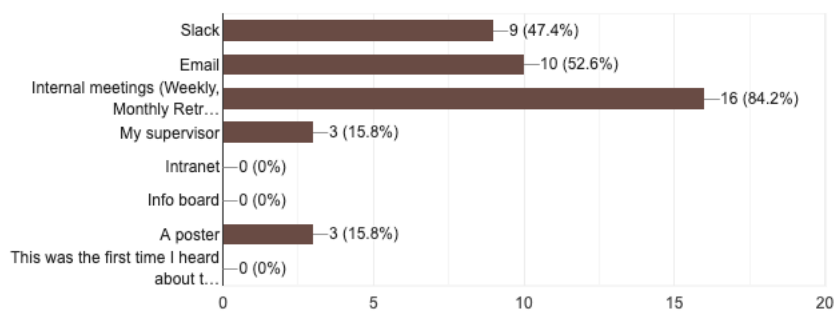
Personally, do you feel like you can understand the company values?

19 responses



Where did you receive information about the values? Choose maximum three options.

19 responses



How would you like to receive information about the company values?

6 responses

Slack, email, internal meetings
Monthly retros. And reminders in our case descriptions & client success stories.
Email/personal
Kitchen info screen.
Through everyday doing - sometimes would be good to mention we do this because our value is to XX
Internal Meetings

Appendix 5. Outcomes of Workshop 1



VALUE 2

Challenge people to be better (development)

Be curious / (develop yourself & learn)

Personal development

Stay hungry

Growth

Embrace the uncertainty

Excellence / continuous development

VALUE 3

To provide value

Provide value to customers

Happiness of customers

Responsibility (for us/customers/of what we do)

Bring value to customers

VALUE 4

Highly reliable

Exceed customer's expectations / "overdeliver"

Quality

Quality of our work

Quality

VALUE 5

Endurance

Persistency

Be patient

Self-critique / "keep things real" / be responsible

Adaptability / agility

Appendix 6. Internal invite to join the Sofokus Agents values task force

Heippa,

Otamme nyt seuraavan askeleen Sofokuksen arvojen ja kulttuurin jalkauttamiseksi pilotoimalla Sofokus Agents -kulttuuri- ja arvojoukkoja. Ai häh? No jatka lukemista!

Sofokus Agents

Sofokus Agents on joukko sofokusoituneita (tai sellaiseksi haluavia) henkilöitä, jotka haluavat jakaa sisäisesti tietoa siitä, mitä sofolaisuus tarkoittaa, mitkä Sofon arvot ovat ja kuinka ne näkyvät meidän kaikkien päivittäisessä tekemisessä. Agentit tuntevat lisäksi Sofokuksen kulttuurin ja historian ja osaavat kertoa siitä muille.

Agentin tehtävät vievät aikaa muutaman tunnin kuukaudessa mutta mahdollisuus vaikuttaa meidän kulttuurimme kehittymiseen on suuri!

Pilotin jälkeen Agenteilla on myös halutessaan mahdollisuus osallistua uusien sofokuslaisten perehdyttämiseen.

What's in it for me?

Kuten agentit yleensä myös Sofokus Agentit koulutetaan! Mukaan valitut Agentti-kokelaat pääsevät muun kouluttautumisen ohella testaamaan erätaitojaan ja nauttimaan aurinkoisesta kesäpäivästä koululeirille 13.6. Mynämäen Korvensuussa.

Agenttina pääset myös kehittämään vuorovaikutus- ja koulutustaitojasi sekä perehtymään sofokusoituksen ytimeen. Agenttijoukkoihin valitaan yhteensä 3-4 neljä innokasta!

Miten pääsen mukaan?

Jos sisälläsi sykkii sofokuslainen sydän ja palat halusta päästä jakamaan rakkauttasi myös muille **ilmoita siitä Lauriinalle perjantaihin 24.5. mennessä!**

Sofokus Agents pilotti kestää syyskuun 2019 loppuun, jonka jälkeen päätetään jatkosta.

Jos sinulla on kysyttävää voit liittyä Slackissa #sofokus-agents kanavalle tai kysyä suoraan Lauriinalta!

