

# Challenges of creating a service team in company X

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<p>This thesis is based on an actual company, hereafter called “Company X”. It is based on the timeframe in which there were changes taking place in its group-level corporate governance. At the same time, comprehensive development work based on the “working smarter” concept was underway. The work undertaken for this focused on developing and enhancing internal support functions, but also emphasized the company’s ways of working by asking the question, “Do we work in an efficient manner?”</p> <p>The group level change also started the idea of creating a service function that the assistants of the time could form by bringing them together in one team room. By combining assistant services, the objective was to develop and enhance assistant work by centralizing assistant services, thus ensuring that services would be provided in any given circumstances. In addition, the goal was to not only develop functions and make them more efficient, but also to improve services and guidance given throughout the whole organization. The new support function was named “the service team”.</p> <p>The objective of the thesis is to focus on challenges that took place during these changes, and to focus on how to avoid similar problematic situations in the future, when planning the implementation of a new function or a new team in Company X. The objective of the service team is to ensure the maximum utilization of assistant resources and to ensure that valuable working time is focused on relevant tasks. Improving efficiency by eliminating overlap, having a stand-in system for team members in case of absence, sharing knowledge and lightening the workload of each individual were also all objectives.</p> <p>The thesis follows a case study method using the zipper structure. As a part of the thesis a quantitative survey was carried out by using the results of Group X’s global employee survey for the service team’s part. In addition to this, the results of Company X’s internal customer satisfaction survey for support functions and the results of a survey on employee experience were also examined. Going through the research problem, the author applied her personal experience and insights as a participant in these changes from December 2018 to April 2020. Due to the COVID-19 pandemic, all libraries have been closed since the 16th of March 2020. Therefore, data collecting methods were e-books and links on the Internet.</p> <p>Throughout the history of Company X, all assistants have worked in their departments as individuals, and there have not been such things as an assistant team, a service team or any other centralized support function. The case company wishes to stay anonymous, therefore the case company is identified as Company X.</p> <p>This thesis was written from January 2020 to April 2020. It reflects and documents changes that occurred from December 2018 to March 2020. These changes are continuing, although the desired teamwork has not yet been achieved. However, the service team is on its way to achieving a working smarter environment.</p>	
<b>Keywords</b> Re-organizing, Office Services, Service Coordinators, Teaming, Management of Change	

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# 1 Introduction

The thesis handles a very challenging creation of a new support function, a service team, in Company X. The thesis handles what actions should have taken into account and learn from it when planning the same kind of a change in the company in the future. This thesis is about challenges of creating a team of Service Coordinators that form the service team. The thesis is based on an actual case during December 2018 – April 2020. The change occurred in Company X while creating a team of assistants of the time, later named as Service Coordinators. There has not been such a function as assistant team, service team etc. during the Company X's history. The commissioner of the thesis is my current long-term employer Company X. Company X is a part of a global Group X. Company X's market area is Finland. The case company wishes to stay anonymous, therefore the case company is identified as Company X.

## 1.1 Background on the thesis

The idea of the service team got started as a by-product from an internal survey "Working Smarter" executed within the Company X during 30th August – 17th September 2018. The survey was a part of the comprehensive development work that started in Company X on 5th July 2018. Earlier that year Group X's new Group Leadership Team (GLT) was appointed and the new Corporate Governance model was established globally.

The President and Chief Executive Officer (CEO) of Group X is responsible for day-to-day management and oversight of the Group's operations. The CEO and the five Executive Vice Presidents form GLT. (Group X 2020.)

GLT collected development areas from all Business Units in every country in its market area. Therefore, in Finland, it was a start of "Working Smarter" way of working that included a survey that was implemented by a group of selected people in Company X's organization and was led by one member of the Management Team members, Executive Vice President. The purpose of the survey was to find internal support functions that needed to be developed and enhanced but also focusing on the ways of working and answering the question "Do we work in an efficient way?".

In the mid fall of 2018, the Management Team of Company X received the results of Working Smarter survey and each member of the Management Team was named with an area of responsibility of their own to go forward with the development plan. In addition to Company X's Management Team members, the respondents of the survey were Regional

Managers, District and Unit Managers, and diverse individuals from different support functions.

While going through the results of the survey a by-discussion came up about the assistant work at the time and their actions were seen a little inefficient due to the way of working by each individual working alone causing

- challenges in information exchange
- minimum knowledge exchange
- lack of weekly meetings
- many overlaps on tasks.

This discussion started the change that aimed to create a service support function that the whole organization can get the most benefit from services of the service team. One of the concrete actions was to bring assistants together in one team room and this way centralize the functions and to ease the whole organization finding needed help. This new way of working was also a new way of thinking for all assistants joining the service team.

## **1.2 Objective of the research**

The objective of the thesis is to document the challenges, of which I will tell more in chapter 2, and how to avoid similar problematic situations in the future when implementing a change in an organization. Also, to highlight how the challenges of creating the service team affected work well-being and how it was related to the principles of work well-being described in chapter 5. At the end of the thesis, I also reflect the impact of the change process on my own personal development.

The objective of the service team is to develop and enhance assistant work by centralizing services and deleting overlaps. It is important to ensure the maximum utilization of remaining assistant resources and that valuable working time is focused on relevant tasks. By combining assistants into one, the purpose is to share knowledge, work better together and to lighten the workload of each individual. The aim is to improve the services and guidance through the whole organization. The objective of the service team is to have a back-up system for the team members in case of, e.g. a sick leave, vacations or other exceptions in presence. This would ensure that all services of the support function will work in any circumstances. Also, re-organizing people in a team enhances competence of each individual when learning from each other. I could see that my observations and experiences would benefit Company X to see different point of views when creating and implementing a new function or a team. Not only developing the functions and making them more efficient but also taking into considerations all needs of individuals and understanding the reasons for certain behavior.

### **1.3 Research method and research material**

The thesis follows case study method exploiting zipper structure. As a part of the thesis a quantitative survey was carried out by using the results of Group X's global employee survey for the service team's part. In addition, I use results of Company X's internal customer satisfaction survey for support functions and the results of a survey on employee experience provided by Varma Mutual Pension Insurance Company. I also took advantage of discussions with Company X's leaders (Presidents, Regional Managers, Development Managers, Sales and Marketing Manager) and their opinions on the services of the service team. Due to COVID-19 -virus (WHO 2020) pandemic all libraries were closed since 16th March 2020, therefore data collecting methods are as e-books and links on the internet.

Going through the research problem I apply my personal experience and in-sight as a participant in this change during December 2018 – April 2020. I have gained experiences in numerous assistant roles in Company X over the past 25 years. According to my long career I have achieved a deep work experience and knowledge in multiple diverse tasks in different departments that were a huge benefit when forming the service team. The last seven years I have worked as an Executive Assistant and this role continues alongside this change.

According to my observations and experiences during my assistant career assistants have been a vanishing resource. During the past years assistant resources have been tight due retirements of previous assistant and not recruiting any replacements. In addition, the common thought among the assistants was that we are "just" assistants and we are easily re-organized, and it would go on smoothly by its own. I go through issues that came along the change and how it affected the collaboration between the service team and the units in the organization but also how it affected the Team members. Along the change came huge problems and challenges that surprised all.

In my role as Executive Assistant I had worked for years alone and I never had a person to stand-in for me during vacations or other cases of absence. Even though I have worked remotely and had been available almost at any time. I saw this team as an opportunity for me but also for the other individuals working alone to decrease stress from being available all time and piled work task during vacations. The change gives us, Service Coordinators, an opportunity to develop our services and our roles, as experts, in the organization. Naturally I am one of the service team members therefore it is very logical to write the thesis

on this subject and bring out my observations from this case for further needs when planning a new function and what should be taken into considerations to make the change efficiently but also as smooth and encouraging as possible.

At the time of the change I was studying full time, but I was present during the change by also working at least 30 hours per week. This arrangement was possible because Company X provides flexible working hours and possibility to work remotely. Also, the trust between the Management Team and me, is crucial that the given work tasks were done on time even not being present in the office. The Company X's attitude and support towards studying in general is on a high level and in addition to my own interest in developing myself which I tell separately in chapter 5.

### **1.3.1 Global employee survey**

In the whole Group X, every year a global employee survey is performed across all Group X's Business Units to find out how the employees perceive their work situation. The survey results are analyzed and then communicated to all employees in Group X globally. Based on the feedback from the survey Group X makes action plans for improvements (Group X 2020.)

“We look at a broad range of factors to obtain an understanding of job satisfaction levels, morale and professional development needs.” (Group X 2020)

The global survey handles issues at very broad range so the minor changes can't be seen in the results. The forming of the service team occurred at the same time as the survey was on in the spring of 2019. The total results of the survey seemed to be on a very good level but when diving deeper the results with the service team members, there was a chance to misunderstand some of the questions and terms. The used terminology and organizational levels were very difficult to understand on a team level, in general. When going through the results it turned out that part of the questions concerning organization, units, teams or co-workers were understood in different ways by a team member. That misleading terminology is commonly known throughout the organization. The current unclear teaming phase confused the team members a little more due to unawareness in which department or unit to belong.

The results told very clear message that the communication with the service team members was not clear, or up to date or systematic. Not giving enough information increased unawareness and resistance to the change. That actually happened from the very beginning when the change was just starting. It seemed that there was no communication plan or if there was it was not followed by the supervisors.

At the time of the survey, there were six members in the service team who all responded. Results concerning the team are shown by bars below. The greener the bar the better the feeling towards the handled issue. The first number in the bar indicates the number of respondents. In the service team there were six members (not every question was compulsory). The second number indicates favorable (positive) responses, the third number indicates neutral responses and the fourth indicates unfavorable (negative) responses. The whole survey included over 140 questions in which every Group X's employee was supposed to respond (not every question was compulsory). In the thesis I only point out a few of the significant questions and how the service team members responded (appendix 1):

Question 1 shows very well how the resistance of change is present (figure 1). Half of the team, three persons, felt good about the team, though.

How do you feel about cooperation and teamwork in your team?

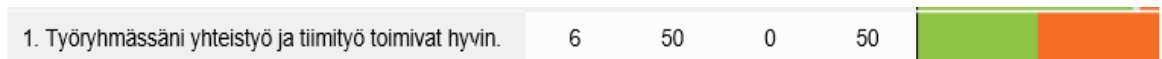


Figure 1. Question number 1

There is a slight inconsistency when looking at questions 2 and 10. The team members understand what are expected from their work (figure 2) but at the same time they don't feel that the Supervisor takes advantage of the knowledge of the team (figure 3).

I understand expected results from my work.



Figure 2. Question number 2

My supervisor takes advantage of the diversity of the Team to reach the set goals



Figure 3. Question number 10

There is a slight inconsistency between questions number 6 and 19. The question number 19 was responded only by five team members instead of all six. In both questions it is about working smarter and getting better together (figure 4) is what all would like but their actions don't support that. This was seen in action that not all the members of the service

team were willing to bring up their ideas for the team work even though they were encouraged. By question number 6 respondents agree that they have been encouraged to bring out development ideas or better ways of working but then by question number 19 most of the respondents feel that there are no sharing best practices within organization (figure 5). The service team was created for covering this deficiency – to share and improve ways of working. The team would give a very good opportunity for all the members to do so but for some reason the members did not realize it.

I've been encouraged to bring out development ideas or better ways of working



Figure 4. Question number 6

Best practices are shared between different projects and departments.



Figure 5. Question number 19

In question 27 all team members felt like there were no significant barriers that would stop performing (figure 6). According to this there should not been any slowdowns of creating the team but somehow some slowdowns obviously occurred.

There are no significant barriers that would stop me performing my work.



Figure 6. Question number 27

When asking about communication respondents, answering questions number 33 (figure 7) and 138 (figure 8), are not very delighted about how the communication had been executed and these results were not as a surprise. The communication issues were very openly brought up after the decision of creating the service team. Though some members were not willing to improve it on their behalf.

Company X's communication within personnel is open and honest



Figure 7. Question number 33

Changes are well communicated in the organization.



Figure 8. Question number 138

Each unit and team of Group X went through the results of their own and made a well-being plan on manifested development areas and according to that and also the service team pointed out the most crucial development areas that would help them work as a team. These following themes were written in the service team's well-being plan:

- Open and systematic communication within the team
- Regular weekly meetings
- Offer atmosphere for open discussions and encourage to bring out ideas

These themes really reflect the need of communication that the individuals, part of this change, would have needed before even the teaming started.

### 1.3.2 Internal customer satisfaction survey for support functions

Annual Internal customer satisfaction survey (appendix 2) took place in February 2020 and it was sent to 1.129 white-collar workers in Company X's market area in Finland. Reply percentage was 21%. It was the first time the service team took a part of this survey. In this chapter, I only go through questions concerning the service team. When analyzing the answers in general, it seems that there might be a confusion among respondents within organization due to another support function such as office services that has been functioning longer than the service team, but it has different services such as postal services, copying, archiving, office and conference premises and maintenance, reception services but also office services help the service team with travelling issues. This help is because of lack of resources in the service team. This overlap between these two functions should be taken into consideration how to either combine them or make the differences of the services more perceivable in the office.

The first question had five different questions concerning quality issues (table 1). The average result on quality issues was 3,9 / 5 which was fairly good for a start and in these circumstances. The scale used on the survey 1= very dissatisfied, 5= very satisfied).

Table 1. Quality issues of the service team

N=125

Service Team	2019
Average	3,9
Expertise and knowhow	4,06
Willingness to be of serve and ability to cooperate	4,05
Functionality and availability	3,89
Speed of service and solution solving ability	3,8
Services of the Team meet my needs and expectations	3,85

Second question was about the awareness of the services (figure 9). The purpose of this question was to find out do people really know the service team and its services. 61% of the respondents knew who to contact when in need of the service team services. 39% of respondents feel that there should be more internal information and guidance. Again, there might be a confusion among respondents concerning the service team and office services. Due to this possible confusion the service team has a plan to strengthen its awareness. The plan is to increase internal communication via email and on intranet before and after summer vacation 2020.

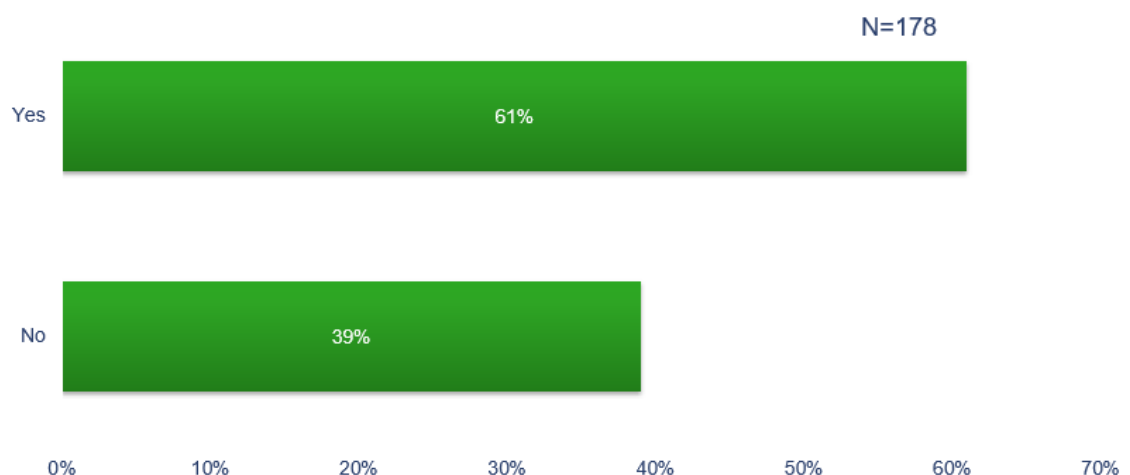


Figure 9. I know who to turn for further information concerning the services of the service team

In the third question, that was an open question, “What kind of new services or cooperation you wish from the service team?”. There were only 6 out of 11 responses that say there is still unawareness what is the service team and what are the services of it. This will

be solved with more regular internal information on intranet and via email distribution before and after summer vacation 2020. According to the responses there are still some people who miss the old school near-assistant service in their department.

The fourth question was an open question “Is there something the service team doesn’t do enough, what and why?”. There were 10 open responses and the main message was, again, about the need of more information about the services. Unfortunately, the service team had failed with communication during its formation but now, as lesson learned, team will focus on sharing information.

The fifth and the last question was about what channel people prefer when contacting the service team (figure 10). 37 % of respondents prefer using the common email address to the whole team that is actually the best way to contact. By using the common email address ensures that all service requests will be noticed and recorded. The second-best way would be to call directly to the person responsible, but respondents felt like sending an email instead. To send a personal email is not the very efficient way because then no other Service Coordinator is able help. According to the responses, people somehow know how to contact the team.

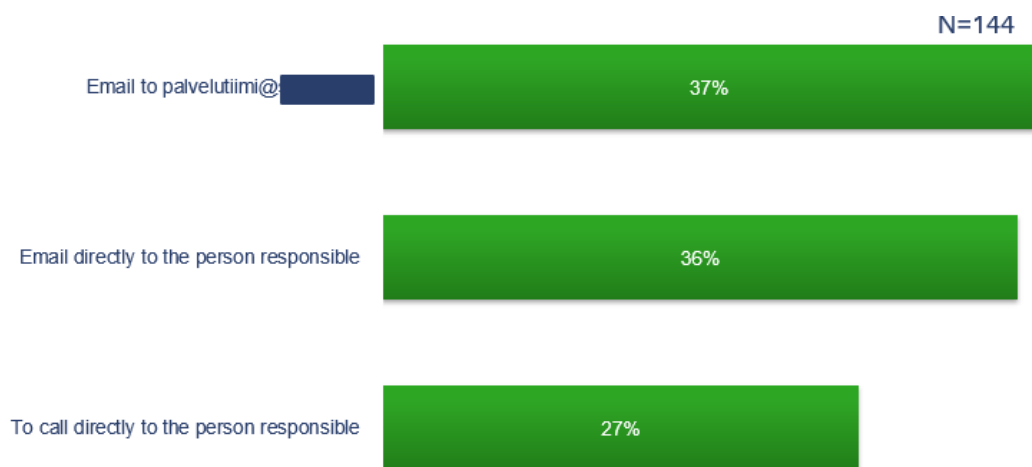


Figure 10. What channel do you prefer when contacting the service team?

The real results of Internal customer satisfaction survey concerning the service team services will be seen next year in 2021 after the team has been in full function for a year and has regularly informed Company X’s personnel about its services.

### 1.3.3 Survey on employee experience

A risk of working disability is controlled by employee ability management, and it is a crucial part of company's strategic management. Employee Ability Management as a unity supports strategic goals of a company including: (Varma 2020.)

- Anticipating the risks that threatens employee ability
- Setting clear goals and indicators for the operations/functions
- Supporting fluency and good supervisor work
- Ensuring fluent health care co-operation
- Supporting recovery of the personnel
- Profitability and effectivity follow-ups and therefore controlling company's risk of inability

Fast changes in working life and business causes new challenges to personnel in a field of working ability. People of a healthy organization are not only able to work but also committed, motivated and are really inspired by their work. Meaning committed is not only long working careers but also that committed employees bring more creativeness, proactivity, quality, ability to cooperate and sincere customer service mind set. (Varma 2020.)

As part of the employee ability management Varma supports corporations by offering different tools to increase wellbeing in companies. One of the tools Varma provides is a survey on employee experience, called Pulssi, that is an excellent tool for successful management. The survey tool is made for measuring personnel's commitment and wellbeing regularly. Up to date information of the changes in wellbeing of the personnel helps to create good working conditions and enhances employee experience. In addition to collecting this information, a positive development requires constant shared actions in every day working life. (Varma 2020.)

The whole service team decided to take apart of Pulssi survey for the first time on 11th February 2020. All five members of the service team responded on the survey. This particular Pulssi survey was tailored for the service team for regular short frequency use to monitor team members experience giving short react time on possible changes. For the service team there were no background questions (age, working time in the company, working role/position in the company) due to small number of respondents. Recommended number of respondents for background questions is five or more but in this case the answers would have been too easy to target at each individual.

The survey was in Finnish and there were 10 questions (appendix 3-4) that were grouped in five groups titled as

1. Inspiring management and culture
  - a. I'm enthusiastic about my work
  - b. In our team we constantly try to develop and find better ways of working
2. Organization and working atmosphere
  - a. I understand the connection between the company goals and my goals
  - b. I'm committed to company goals
3. Good supervisor work and development of individuals
  - a. My supervisor makes my success possible
  - b. I know what my supervisor expects from me
4. Duties related questions
  - a. The role and duties are clear to me
  - b. I can be involved in developing my duties
5. Health and well-being of individuals
  - a. I take care of my health and well-being
  - b. My competence meets the requirements

The results average was on a good level. (appendix 3). The levels of the results were

4,3 – 5,0	Excellent
3,6 – 4,2	Good
3,0 – 3,5	Satisfactory
<3,0	Development areas

The first set of questions were about inspiring management and culture. Team members enthusiasm about their work (4,2) and how they feel about constant developing and finding better ways of working are on good level (4,2) (figure 11).



Figure 11. Inspiring management and culture

Next question concerned issues with organization and atmosphere. Team members seem to understand the connection between the company goals and their work goals (4,4) and they are very committed to Company X's goals (4,8) (figure 12).

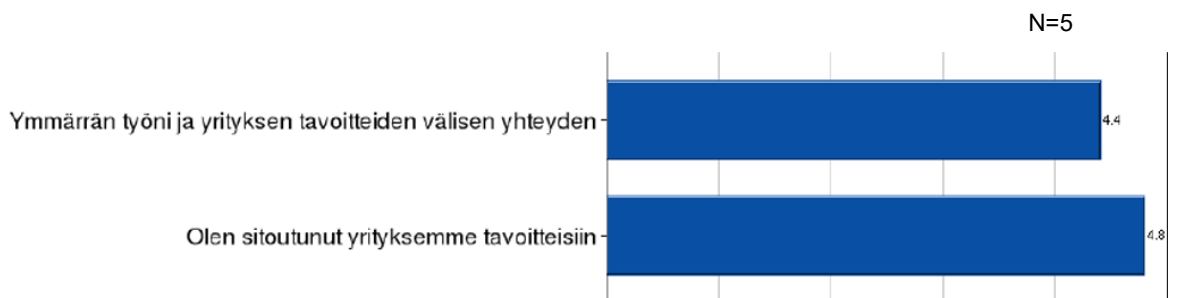


Figure 12. Organization and working atmosphere

The third part was about good supervisor work and development of individuals. The supervisor work was on a little lower level but still good even though the individuals felt that the supervisor was not able to make their successes possible (3,8) and they were not quite sure what the supervisor expects from them (3,8). This seems slightly inconsistent with how they are aware of their duties but not knowing what the supervisor expects. When going through the results with the team none wanted to explain this but afterwards during individual development discussion in March 2020 this matter came up and was solved that there was some uncertainty and unspoken issues that affected the results but now, they are clear (figure 13).



Figure 13. Good supervisor work and development of individuals

The fourth part concerned duty related questions. The role and duties seem to be clear to each member of the team (4,4) and they feel that their competence meet the requirements (4,2) (figure 14).



Figure 14. Duty related questions

The fifth part of the questions were about health and well-being of individuals. Being able to develop one's duties are on good level (4,2) but the lowest results (3,8) were on how individuals maintain their health and wellbeing. Explanation for that was the workload from constant changes that was very understandable (figure 15).

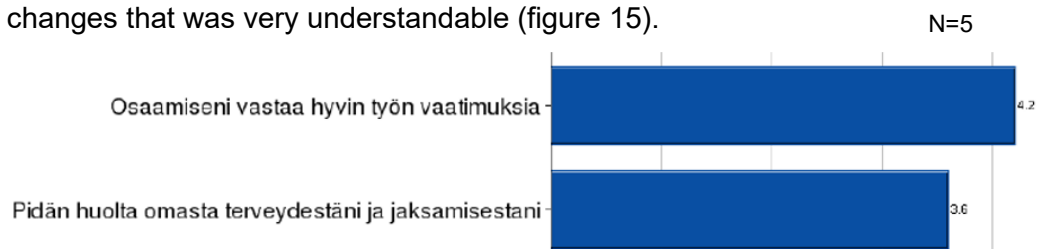


Figure 15. Health and well-being of individuals

In general, the service team members feel good about the team but there are areas that results were under 4,2 and need to be monitored in the future. The next Pulssi Survey is planned to be made in May 2020.

#### **1.3.4 Discussions with unit managers**

Integrating organizations involves their culture and ways of working. The objectives of integration require shared course of action that is needed in planning, interacting and cooperation with customers. It can be surprising how ways of working differ between units in the same company. It can be explained those ways of workings have been created by different management culture and previous actions in business. (Valpola 2004, 21.) This could be seen when starting to form the service team how an assistant from different units had totally different ways of doing certain tasks or how their know-how was on basic actions e.g. working hours, interaction with supervisors etc.

To be successful, groups must access knowledge, develop a shared understanding of the best applications, and act in a coordinated manner that is reflective of new insights. This means work in groups frequently requires collective learning. Collective learning includes such activities as collecting, sharing, or analyzing information; obtaining and reflecting on feedback from customers or others and active experimentation. Individual learning behaviors within a collective learning experience include the following (Edmondson 2012, 27.):

- Asking questions
- Sharing information
- Seeking help
- Experimenting with unproven actions
- Talking about mistakes
- Seeking feedback

To learn from the units and enhance the services of the service team I had open and informal discussions with different leaders at Company X on how they see the service team's services and if they have any needs that haven't been taking care of. The main issues of the discussions were

- What service haven't been done after forming the service team?
- What services are in acute need?
- Describing current services of the service team
- Open discussion and development ideas

The common observation was that after assistants were taken away from the units, certain tasks were not taken care of for a while, time took care of them. People either found someone else (a right person who is actually responsible for it) to do the tasks or they noticed that there is no need for that service anymore. Also, this situation forced them to find

a solution in Company X's systems such as for personnel, projects, procurement etc. the purpose of the service team is to help and encourage units to use these systems and give guidance how to find needed information.

A good thing to point out is that because the service team was formed with new people, certain tasks from the history were wiped away. It was a kind of like a turning point of a new ways of working. The discussions with the managers revealed that they had understood the change in ways of working and the purpose of the service team well and they are willing to use provided systems, but they need guidance.

Unawareness and "strong characters" (previous assistants) in the organization stopped or slowed down developing the ways of working in certain organizations. By the strong characters are meant the former assistants who had taken a strong role in the organization and had taken control over certain duties not letting anyone else to know about the process or how to run them or had created a very personal way of doing them. In other words, collecting small and invisible power by "owning" these duties.

## **2 Challenges in creating the service team**

The chapter is about the change with details and what kind of challenges came along while creating the service team. Challenges that affected the most were in communication and a lack of it and then constant changes that followed one another. The challenges turned out to be more like problems that prevented to perform tasks with good quality.

### **2.1 Importance of communication**

The vision, purpose and strategy of a company must be clear, constantly communicated with inspiration that every employee know where the company is aiming to and how to reach the set goals together. The power of constant internal communication cannot be underestimated. (Hiila, Tukiainen & Hakola 2019.)

When leading a company, it's inevitable to have a constant active grip. (Alahuhta 2015, 28.) Even though Alahuhta talks about the change in a large corporation the same principles go with changes in smaller scale and should have considered in this case when communicating with the Service Coordinators to be – openly and actively.

The role of communication should not be underestimated but there should be communication even though there is no new information. The more open the communication is the more the members of the work community feel that they are updated with the situation and therefore they have better ability to handle the feelings of their own. (Accountor 2020.)

Communication to the personnel and the timing of it is in very crucial role. Unfortunately, there had been a lack of communication which caused some challenges from the very beginning. As quoting Alahuhta in his book, the facilitator should ensure that each and every supervisor has a face-to-face discussion with his/her team about the coming change, development plans and how the changes affects to each one's work. (Alahuhta 2015, 38.)

The decision of forming the service team was made within Company X's Extended Management meeting while planning how to communicate the whole Working Smarter change in the organization and it was decided that each assistant will be contacted face-to-face by their managers or supervisors and will be informed about this coming change. Unfortunately, there were no face-to-face discussions with any of the assistants and soon rumors began to spread in the office and reached the assistants causing insecurity, unawareness

and ever fear of losing job. The official information of the change finally reached the assistants, but the message came from the new leader of the team and not in very appropriate way - by email.

As in his book Alahuhta says how he acted while he went through changes in KONE and he advises that leadership should be there where business and changes happen. (Alahuhta 2015, 28.) This same thinking should have been applied to the first steps with the service team.

Though, there was a person responsible for other functions, appointed to lead the team, she could not be there as present as needed. Her role as a leader of the service team seemed to be more like on the side of her other duties. Sometimes she was too busy with more urgent needs such as implementing a new personnel administration system and leading other teams. It seemed that these other duties were not taken into consideration when planning the leader for the service team.

A change will be a success when the whole personnel is involved. Before nothing can happen, the change must be explained and validated. People must understand the need of the change. (Alahuhta 2015, 46.) The change would have been much easier with six assistants if they had received the information about the change immediately and they would have had possibility to discuss about the change and been given reasons why it is happening. Leaving assistants outside and sharing the information as delayed really affected to their attitudes towards the coming change. Participating and involving the assistants, they would have had the feeling they belong to something – a part of unity.

## **2.2 Experiencing the change**

Being in a difficult situation and turning it to a success requires that the change is anticipated ahead of time (Alahuhta 2015, 115.) As in all changes in life individuals experience changes different ways, on different levels and causes variable emotions whereas it affects on one's performance. In this change different emotions, mostly negative, made the working atmosphere very heavy and tense. Emotions are contagious and especially in this case negative emotions. As the change went forward there were four persons that felt that everything was wrong, and they felt easier to unite and suffer together than trying to solve it.

A modern research illustrates that experienced emotions by a person affects many ways to one's capability, energy level, decision making skills, interactions, commitment, recovery, motivation (Rantanen, Leppänen & Kankaanpää 2020, 10).

Normally Elisabeth Kubler-Ross's name is connected to her influential work on death and dying but her "Five stages of Grief" has also been used to understand change management. These five stages represent the normal range of feelings people experience when dealing with change in their lives - or in the workplace. All changes involve loss at some level. The "Five stages" model is used to understand how people react to change at different times. The stages were first observed as a human response to learning about terminal illness. They have also been used to understand our individual responses to all kinds of change. (Change Management Coach 2020.) The five stages of grief Kübler-Ross observed and wrote about are:

- Denial
- Anger
- Bargaining
- Depression
- Acceptance

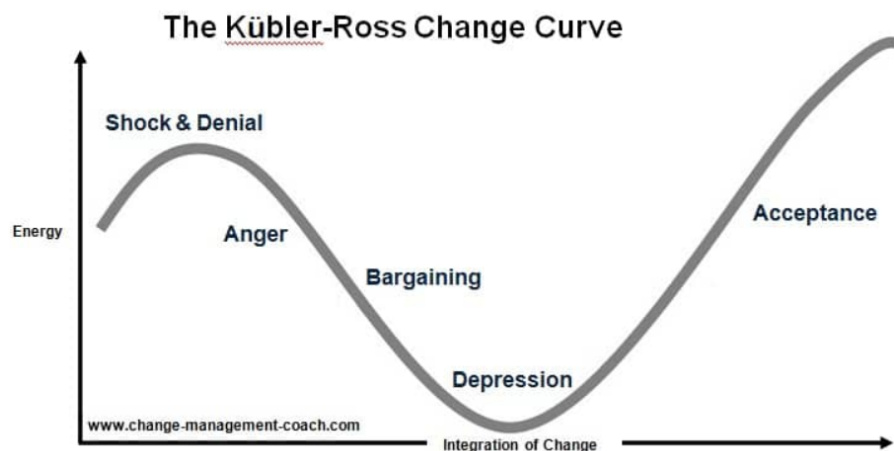


Figure 16. The Kübler-Ross Change Curve (Change Management Coach 2020)

These different stages of experiencing a change were well seeing through all members of the team but it was surprising that so many individuals felt it so strong. In the next chapter I go through the constant changes that occurred during forming the service team.

### 2.3 Constant changes while creating the service team

A lack of communication caused strong reactions within the service team members and started a chain of changes. The original number of assistants was six (persons 1-6) from

different departments of Company X. From December 2018 until summer of 2019 the forming stage was on and teamwork was not about to start at all.

A lack of communication was the first stumbling block followed by many changes in the team. Due to unclear duties during formation stage person 1 announced of a year of leave of absence starting in August 2019. A process of replacing recruit started. Again because of individual feelings of change in her role and duties person 2 resigned in the end of summer 2019. Another replacing recruit started. The fact is that there were no actual changes in the role or duties, only change was in the title: Assistants were re-named as Service Coordinators and physical working occurred in the team room instead of in different departments apart from each other.

The first new Service Coordinator started in August 2019 and at the same time in August an internal recruiting process for a new leader for the service team started. A new leader, Service Supervisor, was appointed 1<sup>st</sup> September 2019. There were only two candidates, both from the service team, and it was me, person 6, who got chosen into that position. This team leader change created a new challenging situation when a teammate becomes one's boss. It caused complicated feelings - some felt envy, some joy and some were just neutral. The appointment caused prejudice what if she becomes distant, proud, etc.

After the appointment, person 3 resigned due to her feelings about the changes in the role and duties and probably the appointment of the new Service Supervisor took its toll. The change with the whole service team idea also affected person 4 very strongly. She did not come to the team room very often, she was quiet most of the time, was not cooperative and not even willing to tell about her emotions, needs, fears etc. The situation led to the point that she was unable to continue in her role - a sick leave as an outcome. At that time the team's resources were already as three persons behind.

Due to the simultaneous changes in the team's strength it caused the situation that no one really knew about the responsibilities or services, not Service Coordinators nor people in the organization. The service team was not able to inform about their services throughout the organization which also caused enormous pressure on shoulders of the author. In Addition to the duties of her own she also had to replace the missing resources while recruiting processes were on and take care of the responsibilities of the new role as Service Supervisor. The situation with huge workload caused months lasting struggling causing extremely long days, stress and hundreds of hours of overtime at work. The lack of resources in the service team affected that part of the service requests could not be taken care of and this caused poor feedback from the organization. This could be sensed in the

office atmosphere. Because of the constant changes there were no point of making any internal press releases or surveys on the service team services during 2019. The team wanted to wait for it to function in full strength but unfortunately, the change did not happen as scheduled in 2019.

The new Service Coordinator, who started in August 2019 turned out to be unsuitable for the role and therefore her Employment Agreement had to be annulled during a trial period. This activated a recruiting process.

The purpose of the trial period is to provide, both employer and employee, opportunity to be ensured that the Employment Agreement meets all the expectations. Trial period does not come automatically, it must be agreed when drawing-up the Employment Agreement. Naturally trial period is always in the beginning of the employment. During trial period parties can annul the contract immediately referring to the trial period written on the Employment Agreement. However, employer can't annul the Employment Agreement based on inappropriate or discriminative behavior. (Company X 2020.)

According to open Service Coordinator positions two new Service Coordinators started in the service team – one in the beginning of November and one in December 2019. Person 4, who was on sick leave, resigned on 31<sup>st</sup> December 2019. Again, a new recruit process started.

In the beginning of forming the service team person 5 felt very unmotivated and sad about the change and she honestly reluctantly showed it but stubbornly stayed along. By the time went by and new people started in the team the feelings of person 5 changed and now she is inspired and willing to develop the team around her and she sees the real benefits of the teamwork. I as person 6 felt quite neutral about the change but I also was disappointed the way the change was communicated. Changes in the team continued when one more Service Coordinator started on 7<sup>th</sup> January 2020.

#### **2.4 Current situation of the service team**

Now in April 2020 service team's strength is four Service Coordinators and Service Supervisor and the team is getting balanced even though introduction period is still going on but now it seems that there are right people in right positions. The constant struggle with resources of the change took place from December 2018 until March 2020. The only solid "cornerstones" in the team were persons 5 and 6. The start was not easy between two of them due to different attitudes and opinions, the extra workload and it did not help at all

after person 6 got appointed as person's 5 supervisor. On the other hand, the whole journey of building the service team has strengthened the bond between these two individuals. During the change it has been obvious to see how resilience and ambition can make a difference and make things happen. It can be seen by how person 5 literally followed the Kübler-Ross's Change Curve by going through each step of it (figure 1).

Yet again, a new Service Coordinator started on 9<sup>th</sup> March 2020 but referring to her personal issues, she quit on the next day 10<sup>th</sup> March. This did not affect to the team's dynamics very much but was disappointing not have that needed addition in the team. In April 2020, there is still one Service Coordinator position open but the current global situation with COVID-19 prevents the recruiting process to continue. Due to the recommendation of the authorities Company X instructed that meetings and near contacts were not allowed in the company's premises since 13<sup>th</sup> March 2020. Recruiting process will continue in late summer of 2020.

### 3 Teaming stages of the service team

Fast-moving work environments need people who know how to team, people who have the skills and the flexibility to act in moments of potential collaboration when and where they appear. They must have the ability to move on, ready for the next such moments. (Edmondson 2012, 14). Simply put, teaming is a way of working that brings people together to generate new ideas, find answers, and solve problems. But people must learn to team; it doesn't come naturally in most organizations. Teaming is worth learning, because it is essential for improvement, problem solving, and innovation in a functioning enterprise. (Edmondson 2012, 24). In the next paragraph I go through different stages of forming a team (figure 17).

#### 3.1 Forming stages of a team

Dr Bruce Tuckman published his Forming Storming Norming Performing model in 1965 (figure 16). He added a fifth stage, Adjourning, in the 1970s. The Forming Storming Norming Performing theory is an elegant and helpful explanation of team development and behavior. (Accipio 2020.) Dr Bruce Tuckman has said that these phases are all necessary and inevitable for the team to grow, face up to challenges, tackle problems, find solutions, plan work, and deliver results. (Wikipedia 2020.)

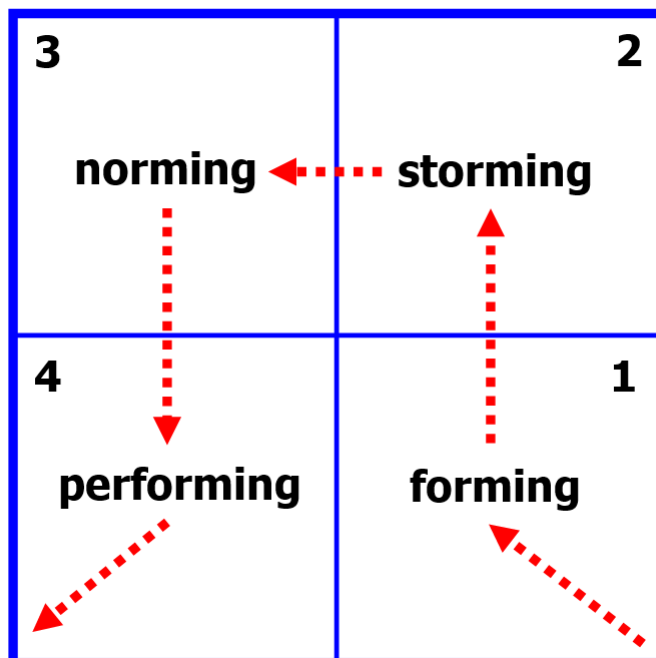


Figure 17. Bruce Tuckman's 'Forming Storming' Team Development Stages Model – 1965 (Accipio 2020)

### **3.1.1 Stage 1: forming**

In this stage the team members should have gotten to know each other. The forming stage was hazzling and it was very unclear how to proceed. Unclearness of duties created uncomfortableness and insecurity about the future. Some members had very strong emotion of fear of losing their job or if the change was a start of decreasing resources. Referring the forming stage of Tamminen and Solin (2014, 47) there is a strong dependence on supervisor's guidance and low agreement among the team members and the goals. It's expected that the supervisor is able to answer any question about the purpose and goals of the team and that she or he is tested how to manage the situation.

In February 2019 the forming of the service team started with finding unified title for roles in this group of Secretaries, Assistants, Executive Assistants and Unit Assistants. It was decided to name them as Service Coordinators. As it says in the title, Service Coordinators coordinate services, find solutions and develop ways of working by being service minded and focused on customer's needs. At the same time in February the team room got selected and assistants forming the service team were supposed to start working there as soon as possible. There have already been some challenges on the way: defining clear roles and responsibilities, getting the team members into the room, and some other practicalities such as getting office appliances and furniture on time that slowed down the base of the scheduled plan.

### **3.1.2 Stage 2: storming**

At storming stage, it is not easy to make decisions. Members of team compete each other while trying to stabilize themselves in relation to other team members and supervisor. The purpose of the team is clearer but there still are as many unclarities. So called cliques will be formed and power struggle can be seen. Team should focus on the goals. Moving forward requires compromising. (Tamminen & Solin 2014, 47-48.) The members of the service team waited for stronger guidance but at the same time struggled in between the stages 1 and 2 and at the same time tried to fight back the whole change. Even having meetings and offering opportunities to discuss the situation and the change, there were no response other than quietness or constant complaining how things were better before. The connection between team members was lost.

### **3.1.3 Stage 3: norming**

At norming stage mutual understanding has mostly formed and the team reacts the help from the supervisor. Roles and responsibilities are clear and accepted. Big decisions are made by team's agreement, smaller ones can be delegated to individuals or smaller teams. Team members are strongly committed and united. There might be some fun activities together and developing group discussions on ways of working and processes. Supervisor is respected. (Tamminen & Solin 2014, 48.) Absence of the team leader caused unawareness and at this point the rules and course of actions of the service team should have been explained and decided. They were on a try, but constant fighting back prevented this stage to start. The feeling of unity was missing.

### **3.1.4 Stage 4: performing**

At performing stage team knows clearly its role in the organization. Team shares a common vision and it is independent from the supervisor. Team aims to reach the goals and outperform, and decisions are mostly made with agreed criteria by the supervisor. Team is very independent, and disagreements can be solved in positive spirit. Team members support each other. Supervisor still delegates tasks and projects but team does not need any guidance or help to complete them. Supervisor delegates and monitors and is there for help if needed. (Tamminen & Solin 2014, 48.) Efficient teamwork started not until most of the team members were replaced, introduction mainly done, and the new members had become familiar with the organization and their roles in January-February in 2020. For the first time there was joy of working and enjoy of benefiting from the competence of other team members. The service team had finally started its function as it should have started a year ago. This change in team's atmosphere has been noticed in the organization and team members have gotten good feedback.

## **3.2 Team rules**

A unified way of working brings quality to the operation and enables the product or service to be equally excellent despite who does it, when or where it's done. It also generates customer satisfaction. And every time you don't have to "reinvent the wheel", it saves time not only for serving customers but also focusing on relevant issues and that is what increases productivity. (Alahuhta 2015, 43-44.)

While teaming some lack of knowing the basic guidelines came up when team members started working in one space and uncertainty about working hours and how to stamp them in the system. The differences between distant working days and holidays were also not

completely clear to every member of the team. Likewise, the content and openness of duties, sharing documents and even the basic principles of working together were strange and unclear. Working systematically, shared goals and follow-ups were unfamiliar issues that generated new challenging situations that contributed negatively to the team's dynamics. Some team members experienced this as exploitation and created a feeling of micromanagement meaning that Service Supervisor wanted to have a great control or attention on people or details. When there are unified and conscious habits it creates security and equality. The purpose of reviewing these basics was to create a good foundation for the team's operations and trust which was very easy with new Service Coordinators.

## 4 Assistant role changes towards Experts

As referring to Tarja Uusikumpu (20 August 2019) blog the need of office support functions will not disappear. Work efficiency will suffer if executives are put to carry out the office routines instead office work experts who could manage tasks in shorter period of time. The content and titles of an assistant work will probably change and might increase appreciation and desirability.

Nowadays assistant recruits are more like Office Managers, Service Designers, Coordinators etc. instead of Secretaries or Assistants. Digitalization decreases time-consuming of office routines from assistants. Office workers are taught to make coffee and book flights etc. by themselves. In the future assistant work is more as experts with responsibility e.g. communication, Human Resources or financial issues. There are not that much of education or programs for assistant work. In the future's working life, it is important to have ability to adjust to change. Those individuals are respected in working communities who can encourage the other to give their best in changing working environment. (Uusikumpu 20 August 2019.)

According to Ph.D. Eija Kärnä, a Senior Lecturer from Haaga-Helia, assistant work is changing. For example, Haaga-Helia University of Applied Sciences (HH) has updated and changed its Degree Programme for Multilingual Management Assistants to Business Solutions to serve businesses in wider range of information work. Eija Kärnä gave a speech at Toimistosissit 10<sup>th</sup> Anniversary in February 2020 on the topic of "Liiketoiminnan tukipalvelutyön tulevaisuus".

Toimistosissit is a network of assistants established in 2009 to share the professional knowledge and experience of secretaries and assistants. (Toimistosissit 2020.)

In her speech, Kärnä (11.2.2020) said about the role of the assistant in the organization, what changes will be made to it and how the title of assistant will become more to describe the role. As I mentioned earlier in this chapter, and I agree with Kärnä, the assistants are already doing the work of an expert. The assistants are a very important part of the organization's multi-talents who control the work, processes and technology. The assistant is an easily approachable interpreter between the management and the rest of the organization. The role of an assistant is a skill of its own and assistants must have desire and attitude to service.

I agree with Kärnä (11.2.2020) about assistants being such as hybrid experts meaning that assistants really are flexible and able to constantly integrate to the working environment and different situations. Constant training and developing is the key to success. Also, close co-operation with other support functions, such as communication, human resources, finance, IT, improves the performance. This action of co-operation supports one of Company X's values – being better together – and therefore increases the efficiency of the ideology “Working Smarter”.

Service Coordinators don't have to know everything about everything. They are to find the solutions and guide people in the organization to use right systems. The service team is there to help people to be self-directing. Therefore, I disagree with Kärnä's statement (11.2.2020) about assistants being the first ones who must know the new technology and give support to the rest of the organization. My opinion is that depends on the size of an organization. Company X is one of the largest construction companies in Finland and there are many support functions for many kinds of needs in the organization, for e.g. IT. I do understand Kärnä's statement due to HH 's objective to educate and prepare students to work in small and medium enterprises.

During my 25-year career in Company X I could have seen there has been a decreasing number of people working in secretary / assistant roles. The need for secretaries / assistants has decreased as office equipment has evolved. This could be the fact that other roles in organizations have also changed to more self-directed and there is no longer a need for a personal assistant, even not among managers. In Company X an assistant role has now become more as an office work expert, in this case named as Service Coordinators.

The change can be seen already by the decreasing need of help of modern managers. The managers are self-driven and are able to use devices and programs independently and that is, of course, more efficient. According to my observations on service needs, these specialists or experts will be focusing more on automation of services and solution-driven attitude. However, not all the tasks requiring assistance have vanished and development has brought new tasks, but it has not increased the number of assistants in Company X. Vice versa, instead of recruiting for new assistants, the tasks have been shared among remaining assistants and therefore slowed down the development of the role. Even changing the name of title, does not take the workload away from their shoulders. Now working together in the service team, it should offer the opportunity to develop the function and the roles, but it requires a right number of resources.

#### **4.1 Service promise of the service team**

The service team is a team of Service Coordinators to offer office services to white-collars in headquarters in Helsinki but also to site personnel, both white-collars and blue-collars, in Southern Finland area. All service requests are handled as soon as possible. In case of delay the team promises to react within 48 hours. The service team has a general email address [palvelutiimi@xxxxxx.fi](mailto:palvelutiimi@xxxxxx.fi) but contacts can also be made directly to the person responsible for the area of responsibility of the service.

#### **4.2 Service needs in Company X**

During November and December 2019 to find out the service needs of the Units in the organization I had discussions with all the Managers such as

- Regional Manager and Development Manager of Residential Construction, Southern Finland
- Regional Manager and Development Manager of Commercial Construction, Southern Finland
- Presidents of Infra Construction and Machinery Unit
- Sales and Marketing Manager of Residential Development
- Regional Manager and District Manager of Installation Unit

Turned out they all were unaware of the services of the service team. That was no surprise due to lack of information shared within the organization. The discussions were in good collaboration and after all the needs of the Units were not that wide as thought. Their needs were mostly the same. These discussions emphasized the importance of the need of clarifying office functions and deleting unnecessary overlapped tasks.

There are some services that still are in need, but those services also need updating how to do them. Many old fashion ways of doing things came up, e.g. collecting information manually - not using current systems for find information, totally unnecessary forwarded tasks like somebody had done documents and then forwarding them to an assistant to send forward. Turned out that knowledge of taking advantage of provided systems was limited or the former assistant was the only one who know about those opportunities.

#### **4.3 Services of the service team**

In the service team there are a leader of the team, Service Supervisor, and five Service Coordinators and each of them has an area of responsibilities of their own but also, as the idea of the team is, to support and back-up the other members of the team when needed. Current services by the service team are:

- Cell phones, cell phone plan orders, accessories

- Internal trainings, education and introduction day arrangement
- Special remembrances of the personnel
- Event and meeting arrangements and support
- Intranet and presentation material updates and support
- Processing and archiving collaterals
- User support on office tools (Apsis, Webropol)
- Customer satisfaction inquiries
- Assisting recruit process and employer image development
- Administering representative premises
- Assisting management team

Whenever COVID-19 (WHO 2020) allows to go back to a normal life, the recruiting process for a new Service Coordinator can be restarted. This allows to add more services such as travel support and admin of Carl Wagon Travel portal in the team.

## 5 Well-being in Company X

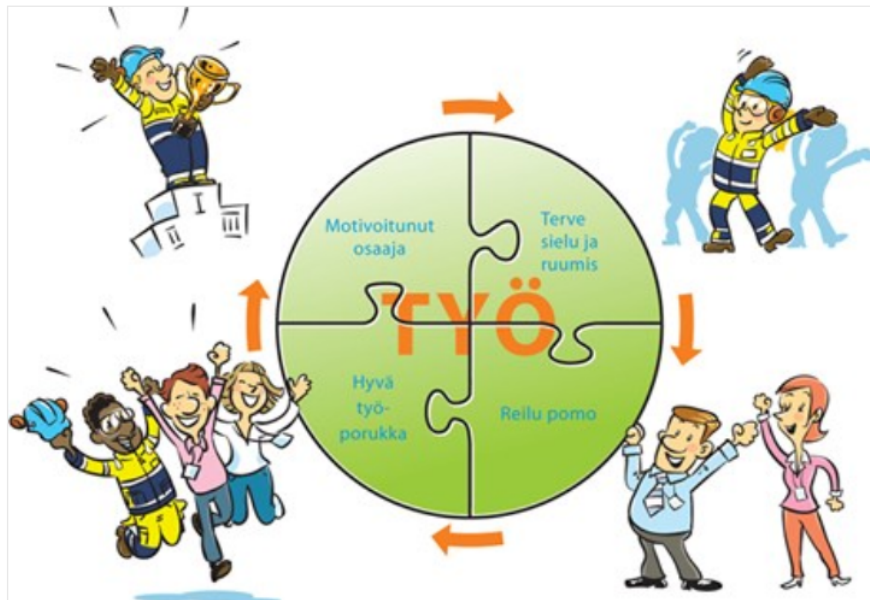
Well-being at work means safe, healthy and productive work done by skilled workers and work communities in a well-managed organization. Employees and work communities find their work meaningful and rewarding, and they feel the work supports their life management. Well-being at work is the responsibility of both the employer and the employee. (Työterveyslaitos 2020.)

The emotions experienced by employees and the emotional climate of the workplace have a decisive effect on learning, motivation and performance of work tasks. Emotions also enhance memory. A workplace where a lot of emotions are experienced evokes a lot of memories. Different emotions affect memory in different ways. The emotions experienced by the employee thus affect his or her ability to function in many ways. A good emotional climate catches on with customers, partners and other stakeholders. People feel comfortable in a company where people feel good with them. (Rantanen, J., & al. 2020, 32.)

Company X wants to take responsibility for the development of work, the environment and the work community so that work is fluent, of high quality and supports the well-being of employees. Company X encourages each individual to contribute well-being actions for one's own but for the whole working community. The way how we feel at work can play a key role in achieving our business goals: only with healthy staff can we succeed and operate profitably, safely and ethically. Healthy staff helps Company X to succeed. On the other hand, Company X's success also provides each of us with security for the continuity of work, provides opportunities for work and career development, and for achieving personal life goals. Balance between work, family and leisure is central to our well-being. Well-being at work is not created by tricks or individual actions. Well-being at work is created in every working day, and we each have a role in it. Especially it's important that we talk about both comfortable and difficult things. (Company X 2014.)

As it is pictured in Company X's internal well-being guide (picture 1) well-being is divided into four sectors:

- Competence and motivation (Motivoitunut osaaja)
- Functioning work community and environment (Hyvä työporukka)
- Healthy soul and body (Terveys ja turvallisuus)
- Fair boss (Esimiestyö ja johtaminen)



Picture 1. Well-being sectors in Company X (Company X 2014)

### 5.1 Competence and motivation

Competence and motivation create the base for work well-being. Trust, influencing possibilities and expertise feed motivation and makes working much more pleasant (Company X 2014). In Company X this is monitored e.g. by the number of resigns

When reflecting the well-being sectors to the service team, competence and motivation are key words for work well-being. By occurred recruiting processes it has been possible to find the right people to take care of just the right responsibilities that are their strongest competence and therefore gain good motivation to develop the tasks.

### 5.2 Functioning work community and environment

Functioning work community and environment create the base for successful performance. Positive and confident atmosphere in working community and open discussion about successes and conflicts drive shared goals forward. (Company X 2014). In the service team this is seen by the trust towards each other – team members can have open discussions regarding both work and personal life and bring up their opinions. These can be monitored e.g. through annual employee surveys.

### 5.3 Healthy soul and body

Healthy soul and body meaning health and safety are crucial part of work well-being. The most important action is to prevent all the health risks and burden factors including mental and physical. (Company 2014). The reasons for creating the service team were to lighten

the workload on individuals, increase the knowledge of roles and responsibilities and therefore are able to support colleagues and take out the stress e.g. while being on holidays. This is monitored e.g. by sick leaves.

#### **5.4 Fair boss**

Fair boss, in other words, supervisor work and management affect fluency of work concerning every person who in Company X. Listening, supporting open atmosphere, respecting and treating individuals equally, understanding diversity, and giving feedback are important things to remember when managing (Company X 2014). Trying to keep an open atmosphere by regularly updating with information concerning the organization, team and individuals. The service team is diverse team and we get along very well. As Service Supervisor I have seen the good performances of my colleagues and have let them know about it but as a fresh team leader I still have lots to learn. Over time getting to know each member I can understand them better. I think us as a team and how we support each other, and it has been nice to see that also includes me who gets support.

#### **5.5 Motivation factors**

Work motivation has a great impact on the result of the work. It affects the efficiency of work, the quality of work and the service provided by the employee, and the well-being of the employee and the community. A motivated employee works enthusiastically and is happy with their work. An employee may be assigned to work, but he or she cannot be forced to work enthusiastically. The enthusiasm and will to do is generated in the employee himself. While no one can be ordered to be motivated, employee motivation can certainly be supported in many ways. Motivation increases the joy of work, and joy in turn increases motivation. (Sinokki, M. 2016).

Motivation level has not yet been measured during existence of the service team, but it is well seen that motivation level has increased significantly. New members have brought new positive energy but also, they have brought sincere willingness to improve the services for the organization. Motivation to find new ways of working is visible and inspired atmosphere feeds team members to move forward with enthusiasm. In the service team it would be important to find out the motivation factors in each person but also the factors that decrease motivation. For this the team has planned to take help from Motivation Factor -consultant service. It would help to understand better each individual and how they would act in possible state of change. The consultant service will be taken into consideration in the fall of 2020.

It does not always require breathtaking innovations or expensive consultants to get people motivated or happy at work. Regarding the service team's motivation and well-being there was a minor act that increased both factors. From the beginning the team room was not designed for five to six people to work full day and it needed some improvement. Help for changing the room and furniture plan was requested from Company X's official interior designer but she did not feel very eager to have any suitable plans. Due to a need for better working environment new members of the service team became inspired and made a suggestion for the plan for other members that could be commented and thereafter approved and executed. The end result is functional, fresh, airy and everyone could choose the best location in the room and have the space of their own but still being together in a team. Nowadays named as a perfect team room. Planning it together brought us closer and everybody felt they were heard and could influence on decisions. Small things made a big difference and feeling of togetherness.

## **5.6 Personal development**

As a part of work well-being it is important to have an opportunity to develop and move forward on one's career. In addition to the change of support function, as the service team, it was also my personal development plan. I was assumed to be Service Supervisor at some point, but it happened earlier than planned – I started as a Service Supervisor for the team on the 1<sup>st</sup> September 2019 instead of sometimes after graduating from Haaga-Helia University of Applied Sciences in 2020 or later.

The change was made on a faster pace because the service team needed a leader who is well aware of the different functions and even detailed tasks of the team. The previous leader of the team was also a long-term employee in the company's managerial position, but she did not have direct knowledge at a practical level of what the assistant's duties include in this particular organization. Her workstation was not located in the team room, which did not contribute to the development of team tasks or supervisor-subordinate relationships. By replacing the team leader with a person who was as a member of the service team and worked as an Executive Assistant for several years provided more up-to-date information on what is happening in the team, both in terms of service requests and in terms of individuals and team dynamics.

The transition to the supervisor role brought additional responsibilities in addition to my daily work tasks. In the middle of constant change, introduction for the role of supervisor was on a low level. With a help of Human Resource Department, I got through acute issues, but so-called separate supervisor training was not available. Training was through

online courses on the Company X's intranet pages as self-directed learning. In the future, I will strengthen the personal development of my own participating in the internal leadership training provided by the employer.

Yet some people are at their best even in the toughest times. No matter what happens, no matter the stress or challenge, even if they become angry or get thrown off their game, they quickly recover. And before realizing what happened, they are positive, energized, and taking productive action. (Blumenthal 2009, 1.)

These last two years have been tough since I have been a full-time student alongside full-time work. The change in the organization brought me into very challenging situations where the only way out was to believe in myself and my competence. Going on an uncomfortable zone has strengthened me as a supervisor but at the same time it has given me a totally new perspective to see the organization and new opportunities to contact and have constructive conversations with people in different positions and units. I have gained courage to bring up the visions and opinions of my own and my personal development has been visible. My supervisor has given me good feedback on my personal development, and she has been crucial support to me during the whole change process and formation of the service team, in addition she has been extremely encouraging and she has always had a strong faith in me over these rough times.

At tough times the differences between strong and weak corporations arise. In strong corporations, in which company culture and operational foundation are solid, the energy level only rises. (Alahuhta 2015, 104). Even though Alahuhta talks about a corporation, I believe it can be applied to my experiences. The competence that I have gained over the past 30 years of working, has been the foundation I have built my strength on. Sometimes constant setbacks have taken all the energy and a lack of faith has hit me every now and then but after the weak moments I have risen stronger than ever. I believe when having the right attitude and determination it pays off in the end. Challenges, changes and setbacks bring perspective and humbleness. After the long-term struggle, when realizing the pieces are getting on their places, the feeling of enormous energy and power runs through me, keeps me going forward and helps me to achieve the goal. Only thing what must be remembered is to trust in my instincts and decisions – no one can do that for me.

## 6 Conclusion

In the thesis I wanted to point out the weak spots of the creation process of the service team and help organization to pay attention also to the minor issues when planning a change such as this one. The biggest challenge during the journey of creating the service team has clearly been communication – lack of it. Planning phase of the change should have involved at least one assistant work expert giving opinions and explaining the role and tasks in detail.

Now in April 2020 the service team is not fully formed but it's on the right way with the right people and the right attitude. Most of the current service needs have been covered but there are still some service needs pending due to lack of resources. According to resources the service team would need two coordinators to bring the most out of the team's strength, be able to develop its services and ensure that all services can be provided in any circumstances.

How people feel is just as important as what they accomplish. If people are feeling well, they will achieve a lot. If people enjoy their work, the customers will also enjoy the results of the work. (Alahuhta 2015, 20). In my opinion is the most important outcome is that negativity has disappeared, and the team room is filled with lively discussions and laughter. The change in team's good atmosphere has been perceivable after new members joining the team and getting the team room suitable for the needs of individuals in the service team. This combination has helped the team to rise up on a new level and the team is more receptive and willing to improve its services.

Now when looking back at this whole case it really was practical to clear off the bad spirits and build a new team with new attitude and new ways of seeing and thinking. It turned out that in this case the actual challenges were the minor and invisible things that probably everybody took for granted. During this change those minor things "made a mountain out of a molehill" which means that somebody makes an issue bigger than it is or a person over-reacts on something by making it larger than life. (Wikipedia 2020.)

It seems like most of the needs in the organization could have been covered but because of a lack of information and unawareness of the services. That is why there has been dissatisfaction towards the service team. Now the service team has a communication plan on its services. By the end of May 2020 there will be updated and improved intranet pages. In addition to that an internal press release will be in distribution in the organization before

and after summer holidays. Possible further changes in the service team will be, from now on, informed immediately.

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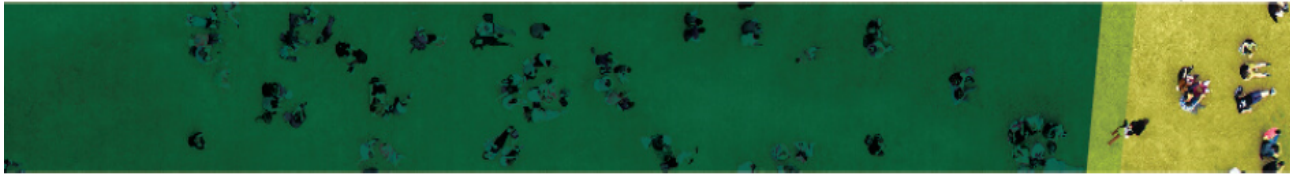
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## Appendices

### Appendix 1. Global employee survey – summary of the answers of the service team














Henkilöstötutkimus 2019  
Global Employee Survey 2109



# Kysymysten yhteenveto

## Painopistealue: Erinomainen esimies indeksi

	Vastausten määrä	Suotuisa %	Neutraali %	Epäsuotuisa %	Jakauma	% Suotuisa vs. Vertailuryhmä				
						Vertailu 2018			Yleinen toimiala (Normi)	
Painopistealue: Erinomainen esimies indeksi		<b>88</b>	<b>3</b>	<b>8</b>		-	8	2	-	-
1. Työryhmässäni yhteistyö ja tiimityö toimivat hyvin.	6	50	0	50		-	-37 *	-33 *	-23	-29
2. Ymmärrän, millaisia tuloksia minulta odotetaan työssäni.	6	100	0	0		-	8	6	13	13
4. Esimieheni huolehtii hyvinvoinnistani ja kohtelee minua kunnioittavasti.	6	100	0	0		-	12	5	-	16
5. Saan selkeää ja säännöllistä palautetta suorituksistani.	6	83	17	0		-	18	10	30	24
10. Esimieheni hyödyntää työryhmämme monimuotoisuutta entistä paremman tuloksen saavuttamiseksi yhdessä.	6	67	17	17		-	-8	-9	-	-
13. Saan tunnustusta, kun teen työni hyvin.	6	100	0	0		-	28	15	43 *	37
15. Voin keskustella esimieheni kanssa henkilökohtaisista kehittämistavoitteistani ja mahdollisuuksistani edetä pidemmällä aikavälillä suhteessa nykyiseen tehtävääni, hankkeeseeni ja organisaatiooni.	6	100	0	0		-	24	14	-	-
17. Luotan lähimpään esimieheeni.	6	100	0	0		-	13	8	23	24
18. Lähimmän esimieheni toiminta ja käyttäytyminen on [redacted] arvojen mukaista (välitämme ihmisistä ja ympäristöstä, toimimme eettisesti ja avoimesti, olemme parempia yhdessä, omistaudumme asiakkaille).	6	100	0	0		-	12	6	24	20
42. Minulla on hyviä oppimis- ja kehittymismahdollisuuksia [redacted]	6	83	0	17		-	12	4	31	21

# Kysymysten yhteenveto

## Painopistealue: Erinomainen toiminta

	Vastausten määrä	Suotuisa %	Neutraali %	Epäsuotuisa %	Jakauma	% Suotuisa vs. Vertailuryhmä				
						Vertailu 2018			Yleinen toimiala (Normi)	
Painopistealue: Erinomainen toiminta		<b>80</b>	<b>11</b>	<b>8</b>		-	12	8	-	-
6. Minua rohkaistaan tehtävässäni ideoimaan uusia tai parempia menetelmiä tehdä työtä.	6	100	0	0		-	27	16	36	30
8. Henkilöstö on vastuussa työnsä tuloksista (esim. sitoumusten täyttämisestä, määräajoista, tavoitteista sekä laatu- ja turvallisuusvaatimuksista).	6	100	0	0		-	11	6	-	23
12. Työryhmäni saa laadukasta tukea muilta Skanskan yksiköiltä, joiden kanssa teemme yhteistyötä.	5	60	20	20		-	5	-3	11	6
19. Hyviä ideoita jaetaan tehokkaasti eri hankkeiden ja osastojen välillä.	5	40	40	20		-	-3	9	-13	-18
26. Minulla on työkalut ja välineet, joita tarvitsen työtehtävissäni.	5	100	0	0		-	11	6	32	28
29. Olen oppinut jotain hyödyllistä (esim. parhaita käytäntöjä) viimeisen vuoden aikana joltain toiselta yksiköltä.	5	80	20	0		-	23	8	-	-
39. Käytän innovatiivisia tekniikoita ja luovia lähestymistapoja kehittääkseen toimintaansa jatkuvasti.	6	83	0	17		-	15	14	34	25








# Kysymysten yhteenveto

## Parhaat ihmiset: Mahdollistaminen

	Vastausten määrä	Suotuisa %	Neutraali %	Epäsuotuisa %	Jakauma	% Suotuisa vs. Vertailuryhmä				
						Vertailu 2018			Yleinen toimiala (Normi)	
Parhaat ihmiset: Mahdollistaminen		<b>83</b>	<b>17</b>	<b>0</b>		-	2	0	19	16
3. Taitojani ja osaamistani hyödynnetään tehokkaasti työtehtävissäni.	6	67	33	0		-	-14	-15	-6	-7
14. Työssäni pääsen tekemään haastavia ja mielenkiintoisia tehtäviä.	6	83	17	0		-	1	-6	8	8
21. Työoloni mahdollistavat työni tekemisen mahdollisimman tuottavasti.	6	83	17	0		-	8	4	32	21
27. Työyhteisössäni ei ole merkittäviä esteitä, jotka estäisivät tekemästä työtäni hyvin.	6	100	0	0		-	15	19	45 *	42 *











# Kysymysten yhteenveto

## Arvot – Toimimme eettisesti ja avoimesti

	Vastausten määrä	Suotuisa %	Neutraali %	Epäsuotuisa %	Jakauma	% Suotuisa vs. Vertailuryhmä				
						Vertailu 2018			Yleinen toimiala (Normi)	
Arvot – Toimimme eettisesti ja avoimesti		<b>72</b>	<b>6</b>	<b>23</b>		-	-8	-15	-	-
9. Voin vapaasti ilmaista huoleni esimerkiksi turvallisuudesta, syrjinnästä ja eettisistä näkökulmista pelkäämättä mahdollisia kielteisiä seuraamuksia.	6	67	17	17		-	-24 *	-24	-11	3
22. Kun teemme virheitä työssä, meitä kannustetaan olemaan avoimia ja rehellisiä ja oppimaan niistä.	5	80	0	20		-	6	3	-	-
24. Esimiehet näyttävät hyvää esimerkkiä toimimalla johdonmukaisesti eettisen ohjeistomme Code of Conductin mukaisesti.	6	67	17	17		-	-17	-28 *	-	-
30. En koskaan koe painetta tinkiä [redacted] eettisen ohjeiston Code of Conductin noudattamisesta	6	83	0	17		-	-3	-13	-	-
33. [redacted] on avoin ja rehellinen sisäisessä viestinnässään henkilöstölle.	6	50	0	50		-	-17	-26	-2	-7
38. Uskon ja luotan liiketoimintayksikköni johtoryhmään.	6	83	0	17		-	8	-6	23	20

# BU-kohtaiset kysymykset - Suomi

Huomioi, että Suomi-kohtaiset kysymykset eivät nouse vahvuuksiin ja mahdollisuuksiin raportilla.

	Vastausten määrä	Suotuisa %	Neutraali %	Epäsuotuisa %	Jakauma	% Suotuisa vs. Vertailuryhmä				
						Vertailu 2018			Yleinen toimiala (Normi)	
■■■■■-kysymykset	-	-	-	-		-	-	-	-	
134. Henkilöstöä rohkaistaan osallistumaan omaan työhönsä vaikuttavaan päätöksentekoon.	6	83	17	0		-	11	3	23	16
135. Työtehtäväni eivät aiheuta kohtuutonta stressiä.	6	67	0	33		-	2	1	-	19
136. Ymmärrän hyvin, miten työsuorustani arvioidaan.	6	83	17	0		-	6	2	-	14
137. Lähin esimieheni kohtelee kaikkia tasapuolisesti.	6	100	0	0		-	14	11	-	28
138. Muutokset viestitään hyvin työyhteisössäni	6	33	33	33		-	-28	-35	-24	-22
139. Ymmärrän hyvin ■■■■■ arvot.	6	100	0	0		-	6	1	18	14
140. Minulla on hyvä ymmärrys yrityksemme strategisista painopistealueista ja tavoitteista.	6	83	17	0		-	2	-9	12	7
141. Minulla on mahdollisuus saavuttaa uralleni asettamiani tavoitteita ■■■■■	6	67	17	17		-	-2	-7	25	12
142. Lähin esimieheni asettaa selkeitä ja mitattavia tavoitteita	6	100	0	0		-	24	10	-	22
143. Mielestäni vastuullani on huomauttaa työtovereilleni, jos he rikkovat turvallisuusmääräyksiä.	6	100	0	0		-	3	1	-	-

## Tukipalveluiden tyytyväisyyskysely 2019

Helmikuu 2020

Kysely lähetettiin 11.2.2019

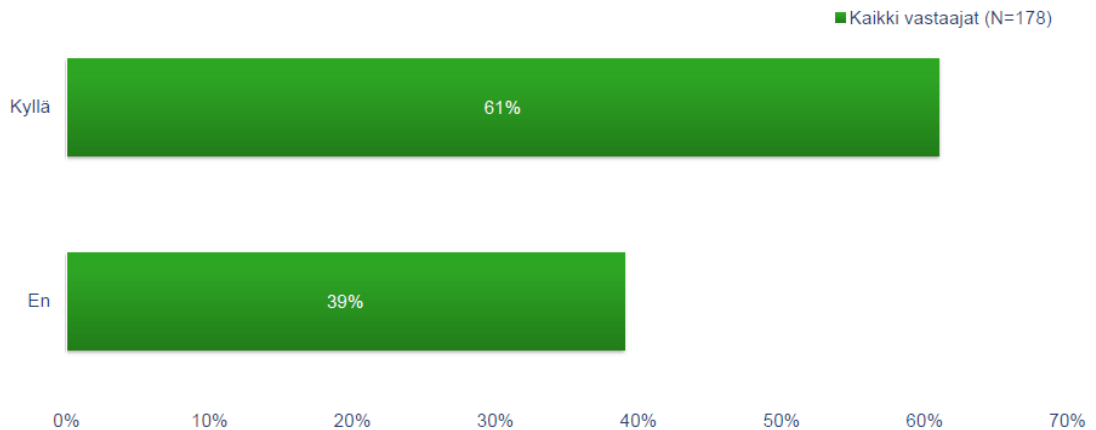
Kysely lähetettiin 1 291:lle toimihenkilölle, vastausprosentti: 21 %

---

### Keskiarvotaulukko – kaikki vastaajat

Palvelutiimi	2019
Vastausten keskiarvo	3,9
Asiantuntemus ja osaaminen	4,06
Palveluhalukkuus ja yhteistyökyky	4,05
Palvelutiimin tavoitettavuus ja toimivuus	3,89
Palvelutiimin palvelun nopeus ja ongelmanratkaisukyky	3,8
Palvelutiimin palvelut vastaavat tarpeitani ja odotuksiani	3,85

# Tiedän mistä/keneltä voin kysyä lisätietoja palvelutiimin palveluihin liittyvissä asioissa



## Minkälaisia uusia palveluita tai yhteistyötä toivoisit tulevaisuudessa palvelutiimiltä?

Minkälaisia uusia palveluita tai yhteistyötä toivoisit tulevaisuudessa palvelutiimiltä mikä ihmeen palvelutiimi?

en tiedä mitä palvelutiimi tekee

Mikä on palvelutiimi?

Sen jälkeen kun mentiin palvelutiimiin, emme tiedä kehen ottaa yhteyttä, sähköpostiin ei vastata. Enää ei yhteystietoja päivitetä. Meillä olleet Yhteystietoluettelo ja tieto siitä missä kukin toimihenkilö on.

Selkeämpi ohjeistus missä he auttavat ja missä eivät.

Palvelutiimi ?

Ketä töissä? Mitä tekevät? Yksikön assarit poistuivat, iso osa tehtävistä jäi silti.

Lisää tietoa mitä palvelutiimi itseasiassa tekee ja mitä palvelua sieltä voi pyytää

Selkeämpää tietoa olisi hyvä saada siitä, mitä Palvelutiimi tekee ja mitä ei. Nyt se vielä vähän hakee muotoaan.

En edes tiedä mikä palvelutiimi on.

ok

Mikä on palvelutiimi?

Jos saisi vanhat asiat toimimaan ensin ennen kuin jotain uutta otetaan listalle

Palvelutiimin toiminnan selkeyttämistä / miten palvelutiimi voisi olla avuksi työmaille.

## Onko jokin asia, mitä palvelutiimi ei tällä hetkellä mielestäsi tee tarpeeksi? Mitä ja miksi?

Onko jokin asia, mitä palvelutiimi ei tällä hetkellä mielestäsi tee tarpeeksi? Mitä ja miksi?

Asioiden päivittäminen. asioiden yleinen hoitaminen

Tiedota omasta olemassaolostaan, kuulin koko palvelutiimistä ensimmäistä kertaa tässä kyselyssä. Enkä vielä kukaan mitä he tekevät.

Mitä tämä palvelutiimi tekee?

ok

vähän epäselvää mikä kokonaisuus tällä tiimillä on

En ole saanut sähköposteihini aina vastauksia, olen joutunut parikin kertaa jopa "muistuttamaan" asiasta ja kysymään, onko se hoidettu. Olisi kiva saada ns. kiittäminen, että kiitos viestistä +selvitän asiaan ja palaan sinulle uudestaan sitten TAI kiitos viestistä + asia on nyt saman tien kunnossa. Lisäksi asioiden hoitamisessa välillä on kestänyt, mutta ymmärrän että siellä on paljon tehtävää ja tiimi on pieni. Tsemppiä sinne kaikille!

Palvelutiimi on ainoastaan näkyvä rooli puhelintilauksien hoitamisessa. Tarvetta olisi varmasti

lisää tietoa siitä mihin palvelutiimiä voi käyttää

## Risuja ja ruusuja palvelutiimille

ruusuja ruusuja kaikille ihanille!!

Mari hoitaa kiperätkin tilanteet mallikkaasti, hienoa työtä ja ahertamista päivästä toiseen.

Voisiko siihen teidän oveen tai ikkunaan paikkaa esim. A4-tulosteen, että Palvelutiimi. Usein törmää haahuileviin ihmisiin, jotka yrittävät löytää tiensä teidän luokse.

Virvan hommat on selvillä ja apua saa aina tarvittaessa. Muuten en oikein tiedä kuka tekee ja mitä sekä kehen pitää olla yhteydessä. Taitaa olla vielä muutoksen kourissa?

Selvästi näkyy vielä tiimin muotoituminen ja vastuiden haku. Varmasti tulevaisuudessa asiat hoituvat tosi hyvin!

Vielä hieman epäselvää mitä kaikkea palvelutiimi tekee ja mihin tulisi olla yhteydessä.

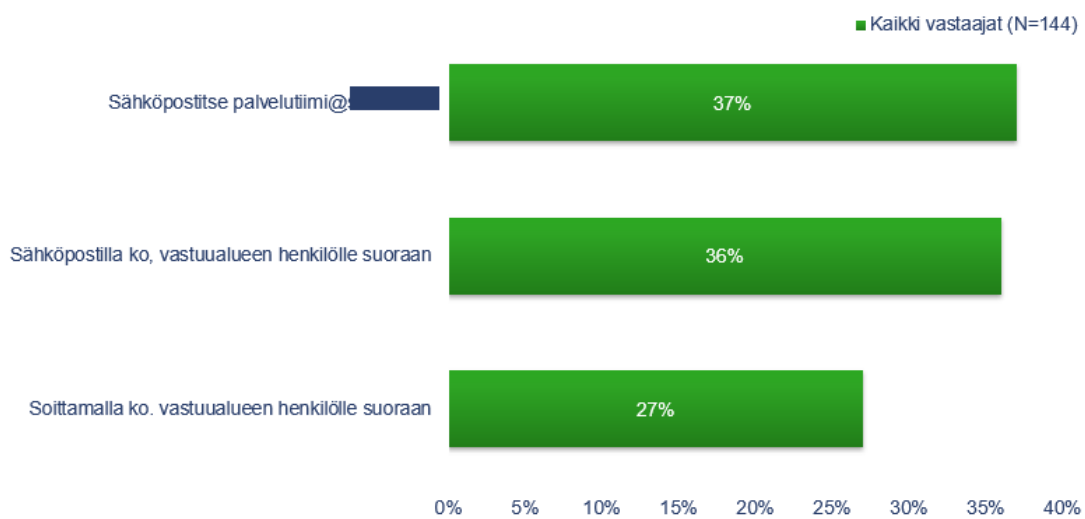
Toivoisin vastauksen meiliini, jos olen sellaisen laittanut, niin tiedän eteneekö asia.

Mitä tarkalleen tämä osio (palvelutiimi) koskee?

ok

En ole saanut sähköposteihini aina vastauksia, olen joutunut parikin kertaa jopa "muistuttamaan" asiasta ja kysymään, onko se hoidettu. Olisi kiva saada ns. kiittäminen, että kiitos viestistä +selvitän asiaan ja palaan sinulle uudestaan sitten TAI kiitos viestistä + asia on nyt saman tien kunnossa. Lisäksi asioiden hoitamisessa välillä on kestänyt, mutta ymmärrän että siellä on paljon tehtävää ja tiimi on pieni. Tsemppiä sinne kaikille!

# Teen palvelupyynnöt mieluiten



### Appendix 3. Cover note – employee experience survey – in Finnish and English

#### **Hyvä vastaanottaja, Dear recipient, Bästa mottagare,**

Hei palvelutiimin jäsen

In English, see below / På svenska, se nedan

Jokaisen työntekijän tyytyväisyys ja hyvinvointi ovat menestyvän organisaation perusta. Ollaksemme tulevaisuudessa entistäkin parempia tarvitsemme antamaasi palautetta toimintamme kehittämiseksi.

**Kyselyyn vastaamiseen kannattaa varata aikaa noin 5 minuuttia ja vastausaikaa on 17.02.2020 17:00 saakka.**

Vastauksesi käsitellään anonyyminä eikä yksittäisiä vastauksia voida tunnistaa.

Kyselyyn pääset vastaamaan tästä linkistä: <https://varma.feedback.net/fb/?PgcyRa4z>

Kiitos vastauksestasi jo ennakoon!

Lämpimin terveisin,  
Päivi

Kyselyyn liittyvissä teknisissä kysymyksissä ota yhteyks Feelback Oy / 0207433980 tai [varmatuki@feedback.com](mailto:varmatuki@feedback.com)

---

Instructions in English:

Satisfaction and well-being among all employees is key to successful co-operation. We need your feedback to develop our operations and to be an even better organisation in the future.

**It takes around 5 minutes to answer the survey, and the survey closes on 17.02.2020 17:00**

Your responses will be anonymous, and you cannot be identified through individual responses.

You can answer the survey through this link: <https://varma.feedback.net/fb/?PgcyRa4z>

For technical questions related to the survey, please contact Feelback Oy at 0207433980 or [varmatuki@feedback.com](mailto:varmatuki@feedback.com)

## Appendix 4. Employee experience survey – in Finnish

### Henkilöstökokemuksen kysely

██████████ palvelutiimi

Yhteenveto

n=5, vastausprosentti 100%



Keskinäinen työeläkevakuutusyhtiö Varma  
010 2440  
Salmisaarenranta 11, Helsinki | PL 1, 00098 VARMA  
Y-tunnus 0533297-9  
varma.fi



## Henkilöstökokemuksen kysely

Hyvinvoivan organisaation työntekijät ovat paitsi työkykyisiä, myös sitoutuneita, motivoituneita ja aidosti innostuneita työstään. Sitoutuneisuudella ei tässä tarkoiteta vain henkilöstön työurien pituuksia, vaan sitä, että sitoutuneet henkilöt tuovat työpaikalle mukanaan enemmän luovuutta, proaktiivisuutta, laatua, yhteistyökykyä ja vilpittöntä asiakaspalveluasennetta.

Autamme asiakkaitamme rakentamaan uusia työkykyjohtamisen toimintamalleja ja hyödyntämään digitaalisia työkaluja varhaisten työkykyriskien tunnistamisessa. Henkilöstökokemuksen johtaminen on asiakaskokemuksen johtamista.

Asteikko: 1=Täysin eri mieltä, 5=Täysin samaa mieltä

### **Inspiroiva johtaminen ja kulttuuri**

Olen innostunut työstäni

Yksikössämme pyritään jatkuvasti löytämään entistä parempia toimintatapoja

### **Organisaatioon ja ilmapiiriin liittyvät tekijät**

Ymmärrän työni ja yrityksen tavoitteiden välisen yhteyden

Olen sitoutunut yrityksemme tavoitteisiin

### **Hyvä esimiestyö ja yksilöiden kehittäminen**

Esimieheni mahdollistaa onnistumiseni työssäni

Tiedän, mitä esimieheni odottaa minulta

### **Työhön liittyvät tekijät**

Oma perustehtäväni on minulle selkeä

Voin vaikuttaa oman työni kehittämiseen yrityksemme tavoitteita edistävässä suunnassa

### **Yksilöiden hyvinvointi ja työkyky**

Pidän huolta omasta terveydestäni ja jaksamisestani

Osaamiseni vastaa hyvin työn vaatimuksia

Lisäksi tällä raportilla on organisaation mahdollisesti lisäämät omat kysymykset.

## Yhteenveto väittämistä

