Saimaa University of Applied Sciences Business Administration, Lappeenranta Degree programme in International Business Management Human Resource Management

Milla Hirvonen

Planning and implementation of HRIS to support change management

ABSTRACT

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Instructors: Mr Pasi Juvonen Lecturer, M.Sc. (Eng.)

Ms Päivi Laitala Pöyry Plc, HR Process Excellence

The purpose of this study was to find out the challenges of implementation of change management. Change management is a huge process involving the whole organization. Pöyry's plan is to start using a new Human Resource Information System (HRIS) to maintain employee information globally in a same system. The thesis focuses on the implementation and planning of HRIS to support the change management. The study also focuses on to find out what kind of sources should be used for the implementation process and through which channels.

Background information was gathered from various sources to get solid basic ideas for the thesis. Project manager planning an international implementation of the new HRIS requires knowledge of project management, HRM, communication and various different languages, cultures and countries. A qualitative research was made to gather information on how to proceed the implementation of the new way of working and HRIS through out the whole organization globally. A questionnaire was sent to HR contacts around the organization to find best approaches for implementation and as well as right channels and supporting materials.

The questionnaire results showed that face-to-face meetings are the key factors during the implementation stages. Face-to-face allows a concrete use of the tool and chance to ask questions. Supporting materials were felt to be important and they had to be supporting face-to-face meetings. Materials have to be user friendly.

Keywords: HRIS, HR, human resources, project, process, implementation, SaaS, communication

Table of Contents 1 INTRODUCTION	6
2 HUMAN RESOURCE MANAGEMENT (HRM)	
3 PROJECT MANAGEMENT	
3.1 Process planning	
3.2 Implementation process	
3.3 Critical success factors	
3.4 Information management	
3.4 Commitment and common goal	
3.5 Communication	
3.5.1 National culture in international communication	
3.5.2 Language and culture in communication	
3.5.3 Cultural influences on manuals	
3.5.4 International training	
4 HUMAN RESOURCE INFORMATION SYSTEM	29
4.1 Human Resource Information System (HRIS)	32
4.2 Software as a Service (SaaS)	
5 CHANGE MANAGEMENT	34
5.1 Proactive / reactive change management	37
5.2 Chief executive officer's role in change management	39
5.3 Managing change and resistance	41
5.4 Organizational change failures	46
6 PRELIMINARY RESEARCH FOR IMPLEMENTING HRIS	49
7 CONCLUSION	69
REFERENCES	74
Appendices	
Appendix 1 Questionnaire	
Appendix 2 Question 3 open answers	
Appendix 3 Question 5 open answers	
Appendix 4 Question 6 open answers	
Appendix 5 Question 7.2 open answers	

Appendix 6 Question 8 open answers

Appendix 7 Question 9 open answers

Appendix 8 Question 10 open answers

Terminology:

BPR = Business Process Reengineering

CEO = Chief Executive Officer

CSF = Critical Success Factors

FAQ = Frequently Asked Question

HCNs = Host Country Nationals

HR = Human Resource

HRIS = Human Resource Information System

HRM = Human Resource Management

MNEs = Multinational Enterprises

P3 = Pöyry's Intranet

PC = Personal Computer

PCNs = Parent Country Nationals

Q&A = Question and Answer

RFP = Request for Proposal

SaaS = System as a Service

TCNs = Third Country Nationals

TQM = Total Quality Management

1 INTRODUCTION

Change management process is a huge financial investment and it requires lots of man-hours. The Pöyry Company did not have any global human resource management system in use. The need for this has existed for many years. For the past one and a half year the validation of a new vendor of HRIS was under discussion and the plan for the implementation of new HRIS took place. For the implementation process the purpose was to utilize the expertise of the HR contacts around the world. The HR contacts would transfer the knowledge through to employees and managers. The key issue was to commit the HR contacts to the implementation process to be able to succeed on one go-live.

The implementation of HRIS has to be handled as a project. The implementation process includes various steps. It starts with recognizing the current stage including process planning and implementation process. The validation of a HRIS provider takes time and the organization should focus on selecting the most suitable vendor. International projects have to concentrate on culture, languages and training materials.

The thesis was conducted with the co-operation of Pöyry. Pöyry is a global consulting and engineering company focusing on balancing sustainability. Fields of expertise are energy, industry, urban & mobility and water & environment. Pöyry has 7000 employees around the world in about 50 countries.

The research was sent out to Pöyry's HR contacts in different countries. The idea was to get HR contacts involved with the implementation process and also get ideas from their side. When dealing with the international organization, the impact of various people is the key to success. The purpose was also to get multinational ideas and support.

2 HUMAN RESOURCE MANAGEMENT (HRM)

Human Resource Management includes the practices and policies to manage personnel. HRM encompasses acquiring, training, rewarding, utilizing and providing a safe and fair environment for employees. (Dessler 2009, p. 2)

International HRM is characterized by three broad approaches. International HRM emphasizes a cross-cultural management approach and examined human behavior within organization from an international perspective. The second approach is to analyze HRM systems in various countries. The third approach focuses on the aspect of HRM in multinational organizations. To understand International HRM you have to know the basic human resource management activities, which include:

- human resource planning
- staffing
- performance management
- training and development
- compensation and benefits
- labor relations. (Dowling & Welch 2004, pp. 4-7).

Activities that change when HRM goes international are

- Three wide human resource activities such as procurement, allocation and utilization. These three activities are easy to expand into the six HR activities mentioned above.
- 2. There are three national or country categories involved in international HRM activities. The host country where a subsidiary is located, the home country where the organization's headquarters are and "other" countries where the organization's labor or finance might be located.
- 3. There are three types of employees in an international organization, host-country nationals (HCNs), parent-country nationals (PCNs) and third-country nationals (TCNs). (Dowling & Welch 2004, pp. 4-7).

Parent-country nationals are the citizens of the country where the multinational organization's headquarters are located. Host-country nationals are the managers hired by the PCN and located in a certain country. Third-country nationals are managers who are citizens of the country, which is other than the parent-country or managers are hired for a certain location. (Hodgetts & Luthans 1994, pp. 260-262).

International human resource management is an interplay among these three dimensions – human resource activities, types of employees and countries of operation. International human resource management involves the same activities as domestic HRM but domestic HRM is involved with employees within only one national boundary. A key difference between HRM and International HRM is that International HRM operates in different countries and employs different national categories of employees. Many companies underestimate the complexities involved in international operations. There is some evidence that often business fails in the international arena because of the poor human resource management. Domestic HRM learns from international HRM as it deals more and more with a multicultural workforce. The complexity about international HRM is categorized as:

- more HR activities
- the need for broader perspective
- more involvement in employees' personal lives
- workforce is a mix of expatriates and locals
- risk exposure
- more external influences. (Dowling & Welch 2004, pp. 4-7).

When operating in an international environment, the human resource department must focus on various activities such as international taxation, international relocation and orientation, administrative services for expatriates, host-government relations and language translation services. Expatriates are due to international taxation and often also to domestic taxation. HRM takes care of the taxation regulations in other countries. HRM includes also the help of international relocation by arranging pre-departure training, providing immigration

and travel details such as housing, medical care etc. Host-government relations represent a major role for HR department, in particular in developing countries where work permits and other certificates are easier to obtain by personal relationships that exist between relevant government officials and multinational management. (Dowling & Welch 2004, pp. 4-7).

Human resource management has been defined as the strategic approach to the management of organization's most valuable assets – the people who work there. Typically HRM includes:

- integrated HR and business strategies
- attached to cultures and values
- commitment to organization's mission and values
- people are human capital investments
- support employment policies and practices
- top management driven activity with the performance responsibility of line managers
- organizing flexibility and emphasizing team work
- maintenance of competitive advantages for all parties
- highlight the quality of delivery and customer satisfaction
- rewards according to performance, competence, contribution and skill.

The philosophy of HRM is not so simple and clear, different people have different idea of it. Employees are the most valuable resources throughout the organization and they enable the company to achieve its competitive advantages. Employee resources have to be developed to accomplish benefits for the organization. (Armstrong & Baron 2002, pp. 3-5).

The key of the employee commitment is good people practices including recruitment, training, management development, incentive pay systems and performance management systems, which generates greater satisfaction and motivation, which reflects better performance. The implementation of HRM policies and practices does not always make a positive impact on business results. HRM benefits need to be explained to managers for them to understand the

HRM practices. The organization needs to focus on business cases for adapting human resource practices in such a way as:

- managers need to adapt people management practices
- multiple approaches to get knowledge
- most interesting practices are development, knowledge management, motivation, job design and commitment
- management skills are essential
- continuous learning on all levels. (Armstrong & Baron 2002, pp. 203-205).

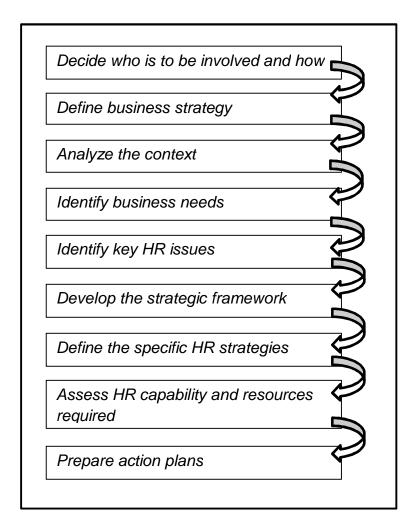
Implementing strategic HRM

Armstrong & Baron (2002, pp. 203-205) state that these few tips are guidelines on the implementation of strategic HRM, which improves business performance for the company:

- context of the organization
- top management commitment
- HR specialists' competences
- line managers' good example of positive attitudes and behavior.

The implementation of HRM is a huge cultural change. Business goals and objectives need to be set up to deliver the HR strategic process to the entire company. Implementing the HR strategies requires a vast help of the top management. Highly motivated managers perform new tasks happily but HR needs to be prepared for the managers who are not so highly motivated about the change. The HR team has to convince the top managers and line managers that change will add value otherwise little impact will happen. Managers' support cannot be taken for granted. It is very crucial to have the support of the mangers to succeed with the implementation of new HR strategies. (Armstrong & Baron 2002, pp. 211-215).

Formulating HR strategy



Picture 1. Formulating HR strategy (Armstrong & Baron, 2002, 214)

After the decision has been made to implement the HR strategy these above mentioned ways are required to formulate the strategy (Armstrong & Baron 2002, p. 214).

Deciding who is to be involved and how states the key people of the organization who can proceed the change and be involved of the implementation of the strategy (Armstrong & Baron 2002, pp. 214-215).

Find out all you can about the business strategy stands for the awareness of the business strategy. As a member of the board it is easy to follow up the business strategy and include HR strategy in the organization strategy. But not as a member of the board find a top manager who is aware of the business strategy

and the company's future. Through them you are able to get the idea of the strategy and fit the HR strategy in to it. (Armstrong & Baron 2002, p. 215).

Analyze the context contains the interest towards organization's strengths and weaknesses as well as threats and opportunities which are faced. It is also important to understand competences of the organization and identify success factors which are concerned with employees. It is important to get the idea of the context which has been implemented. (Armstrong & Baron 2002, p. 216).

It is highly important to develop a strategy for dealing with the human resource implications when dealing with mergers. *Identify business needs* carefully to specify the HR practices which can help the company to achieve the goals. (Armstrong & Baron 2002, p. 216).

Identify key HR issues when formulating the HR strategy. There are many HR issues which directly affect the achievement of business goals such as human resource development, performance management, knowledge management and employee relations. (Armstrong & Baron 2002, p. 216).

Development of the strategic framework has to have defined strategic goals. Strategies can be bundled together such as performance management processes and contribution-related pay. Keep in mind how many changes an organization can cope with at one time. (Armstrong & Baron 2002, p. 217).

Define the specific HR strategies according to the framework and business needs. These HR strategies need to be designed to satisfy needs and allocate the required resources. There should be a detailed program about the implementation plan as well as describing the benefits which add value to the organization. Supporting materials will be a huge help when publishing the idea for the further details. (Armstrong & Baron 2002, p.217).

Assess HR capability and resource required includes the idea of needed actions to satisfy business needs. It is important to value the capability of HR, i.e. what needs to be done. HR has to discover the idea what is going to be changed on existing policies and practices. Strengths and weaknesses need to be evaluated. Weaknesses might be obstacles which inhibit the process of meeting strategic goals. At the same time it is important to make sure the functions are ca-

pable to respond for the new demands. The formulated strategy has to have a realistic assessment on which issues are achievable with existing processes and resources and if extra resources are required to fulfill strategy. (Armstrong & Baron 2002, p.219).

Prepare action plans needs to be stated to everyone's awareness; what is going to be done, who is doing it and when it is happening. Special attention should focus on how the strategy can be implemented, forwarded and monitored. A project schedule is crucial along with the milestones to keep up with the project plan. Full attention should focus on communicating and training of the line managers and other staff. (Armstrong & Baron 2002, p.219).

Implementing HR strategies is a major step to take. The importance is to make the top team understand and act upon the strategic issues concerning employment, development and motivating employees. The importance is to have one HR director to play an active and respected role as a business associate. Succeeding with the implementation of HR strategies depends on the involvement, commitment and co-operation with the line management and staff. (Armstrong & Baron 2002, pp.98-100).

HRM is the ground of the organization success. Employees are the resources of the organization. The role of HR should be emphasized. Without the employees organization cannot function. Employees will function better when the working conditions are well planned, duties interesting and work conditions favorable. The commitment of employees to the organization is important for the organization's success. Committed employees are more enthusiastic workers and operate for the organization. HRM should be connected to the business strategy. The business strategy and HRM should work together for the common goal. Then it would be easier to plan management for the whole organization.

3 PROJECT MANAGEMENT

A project can be defined as an attempt to accomplish certain goals or objectives in a certain time with defined resources and beginning and end dates. The project produces output which is clearly defined and planned. (Köster 2010,p. 3). To manage the project the leader must take into account the following issues: identify requirements, create clear and achievable objectives, control the quality, scope, time and costs as well as be aware of the stakeholder's and other specific needs, plans, expectations and concerns. (Marchewka 2010, pp. 13-14).

Project attributes can be defined according to its purpose; time frame, ownership, resources, roles, independent tasks or organizational change. The time frame is the most important to be defined because it sets up the beginning and end for the project. Every project is an attempt to accomplish something, a goal to produce something tangible and to add value for the organization. Every project must have a goal, which drives the company forward and defines issues to be done according to set up schedule and budget. A clear schedule and goal also help the project team to accomplish duties assigned to them. The project goal must be clearly defined and agreed on. Even better is to meet or exceed the customers' or stakeholders' needs and expectations. Expectations are not met if the project goal has not been exceeded. When starting a new project it has to be kept in mind that it will bring value to the organization. Measures will be taken after the project has been completed. (Marchewka 2010, p.14).

Ownership of the project is a questionable matter and there might be some debate over it. The ownership has been a battle between the individual or the group to who project will add value for. Debate may occur of the ownership of the system, data, support and the implementation costs might raise some debate. Every project needs to have clear sponsor whether it is stakeholders, end users or customers who will show the direction, funding and other resources for the project on its time being. Resources are the benefits and constraints of the project. Every project requires time, money, people and technology. The project scope is defined by the project goal. The team has to know what to accomplish

and then can they find ways to accomplish it. Customers' or the stakeholders' additional requirements mean extra resources or more work for the project team. All the resources are defined on the project scope. Increasing the project scope affects also increasing resources. Decreasing the project scope affects adjustment for schedule and budget. Scope, schedule, resource and budget has to be balanced along with the project goal. (Marchewka 2010, pp.14-15).

Roles are defined for each project. The project team gathers people with different backgrounds and skills. Every project has to have a project manager or leader. The project manager has the main responsibility of the project for ensuring the overall management of all the specific requirements. The project sponsor is the client, customer or organizational manager who will guide the resources and direction. Subject matter experts give support for the project on a special functional area. Technical experts will be helping with the technical issues concerning the project. Technical experts are responsible for defining, publishing and implementing technical elements to the project. (Marchewka 2010, p. 15).

Risks are always a one element during the project's live cycle. Risks can be internal or external for the project team. Internal risks can be defined as wrong estimation for the project steps or one of the project team members might leave in the middle of the project life cycle. External risks are issues which are not depending on the project team but arise from the vendor. Highly important is to make assumptions of the risks, which might have impact on the schedule, budget and scope. The project consists of many interdependent tasks, which have to be planned in a certain order. Delay on one task may have a huge affection of the project schedule and the planned deadline will not be met. (Marchewka 2010, pp.15-16).

According to Marchewka (2010, p.16) projects are part of the organization change. Every change has to be understood and well managed because it has major influence on people's way of work. Change might face resistance that has to be prepared beforehand. Even though the project brought advantages for the organization it might end up in failure because people are not ready for the change.

Keeping track and controlling an international project requires extra effort from the project manager. In Table 1. you can see how Balanced Score Card can be used to help the project manager lead the project to the final end. The idea for project manager is to focus on more intangible performance such as internal business processes, learning and growth. Also it is connected to training, motivation and development of organizational culture. Balanced Score Card not only analyzes the past activities, it also gathers the feedback from different areas to improve the performance. Feedback can be gathered through interviews or focus groups. It is important to handle all the fields interdependently. Balanced Score Card provides many ways to follow the procedure, e.g. issue log, record of requests, minutes of meetings and transparent communication. (Köster 2010, pp.201-209).

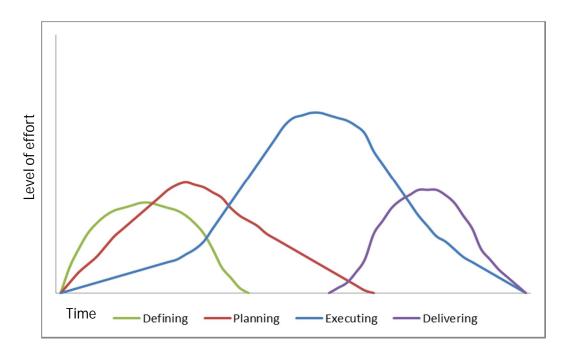
Table 1. Balanced Score Card with measurement methods (Köster 2010, p. 208).

Perspective	Activities	Measurement methods
	Planning and execution	Meeting minutes
	Team building	Team members motiva-
Learning and growth		tion and job satisfaction
		survey
	Common practices	Survey of common prac-
		tices
	Regular involvement of	Issue log
Customer	customer	
	Clear contract	No claims
	Planning phase	Milestones defined
	Quality	No claims
Internal Business	Testing	According the needs
processes	Issue management	Issue log
Financial	Resources used	Earned Value Analysis

The international project manager has to be aware of differences regarding the leadership attitudes and behavior. Knowing the differences the project manager

has learned the facts of each national culture and thought adaptations to lead an international project. People from collectivist cultures handle leadership in a different way than people in individualism cultures. In collectivist cultures the project leader has to have established close relations with sub-teams and also name local leaders who will motivate and supervise staff. (Köster 2010, pp. 221-223).

Project life cycle includes four stages (as seen on Picture 2. below): defining, planning, executing and delivering. The defining stage includes project specifications, establishing project goals, forming teams and assigning responsibilities. The planning stage clarifies schedules, budgets, resources, risks and staffing. Project work starts with an executing state, which concerns the changes, quality, forecasts and status reports. Project management's final stage is delivering. On delivering stages the project product is delivered to the customer and project resources are redeployed. Delivering also gathers training the customers, transferring the documents and lessons learned. (Gray & Larson 2006, p.6).



Picture 2. Project life cycle (adopted from Gray & Larson 2006, p.6)

3.1 Process planning

Process planning has been described as a re-planning assignment to build up a logical way to proceed and minimize extra work. The project is planned step-by-step to increase the value which it gives to customer. The main purpose is to perform the assignment in the most suitable place with the most suitable person. The main reason to reform processes is the effectiveness and improvement achieved with effectiveness, quality, lead time and customer satisfaction. Most developing programs are made to reform also organizations, job description, corporate culture, information systems and infrastructure. (Nyman 1995, p.30).

There can be various reasons to start process planning. Reasons to end up process planning could be problems that the organization is facing, developing processes to become more customer orientated or following the competitors' actions. The organization has to recognize its internal and external strengths when starting a change management. If the organization recognizes the current state, it makes it easy to set up the plan and expectations and also efforts needed from managers and other employees. The start point clarifies the schedule and external help for the process planning. (Nyman 1995, p. 31).

3.2 Implementation process

A project team has the main responsibility to ensure the organization, groups and individuals to accept and adopt the implementation of a new information system. Project implementation focuses on installing and delivering the new built or purchased information system and delivers it for the organization. The implementation process requires a tactical plan that follows certain milestones from development and testing to the final product in use. The implementation of the new information system can follow one of the three approaches. These approaches are categorized as direct cutover, parallel and phased. Each of these approaches have advantages and disadvantages which make it suitable for a

certain project. Choosing the correct way of implementation has a vast impact on the project to be successful or failure. (Marchewka 2010, pp. 364-365).

Direct cutover means that the project has a go live date agreed when the old system is shut down and the new system is turned on. This is the most effective way if the old system is poor or no old system exists at all, which requires an instant launching of the new system. It is critical to evaluate that the failure of the implementation does less harm to the organization. The system has to be tested thoroughly before taking it into use. Direct cutover is quick but not so painless. There is no way of going back if the old system is shut down and the new is working on. The organization can suffer major delays, lost revenues and miss deadlines. (Marchewka 2010, pp. 364-365).

A parallel implementation approach allows the old system and new system to run concurrently for a certain time. This approach is handy if the new system has problems and failures which have a huge impact on the organization. This allows both systems run at the same time when the organization can compare the outputs of both systems. A parallel approach allows the organization to see the functionality and proper performance before the old system is turned off. This can be stressful for employees because entering the data in two systems and comparing data requires more man-hours. (Marchewka 2010, pp. 364-365).

Phased approaches allow accomplishing implementation in different parts. The first step is to implement employee information, secondly the objectives and finally performance management. This approach allows the project team to learn from the experiences during the implementation so the later implementation steps will go smoothly. A phase approach implementation might take more time but it might not be so risky. Project management is easier for the project team. (Marchewka 2010, pp. 366-367).

3.3 Critical success factors

Critical Success Factors (CSF) have been referred to project management problems and implementation systems. CSF can be categorized for tactical fac-

tors such as technical software, configuration and project management as well as overall implementation strategy. It is critical to select an appropriate HRIS strategy and implementation project because it balances the focus with the specific requirements. Legacy systems have to be taken into account to encapsulate the business processes, organization structure, culture and information technology. Tactical factors can be listed as client consultation, personnel, monitoring, feedback and communication. At first the organization has to understand the business structure and processes, which are associated with IT systems and related to the information system. Critical Success Factors can be measured in many ways e.g. personnel, project management problems, system implementation, technical software, work flow and training. (Holland & Light 1999).

A strategy contains the organization's goals and objectives including how these goals will be achieved. A strategic plan focuses on the organization's critical success factors. CSF provides ideas to see the organization's current status versus future status. Using indicators the organization can monitor progress of meeting short-term, mid-term and long-term goals. Indicators help the organization to analyze if they are going to meet the goals. Critical success factors are usually from three to ten items defined by the customer to evaluate the organization's perform. (Summers 2009, pp.164-165).

3.4 Information management

Project learning focuses on knowledge. Knowledge is quite easy to document with figures of costs, time or technical test data. On the other hand the knowledge of project members is rather difficult to document. (Köster 2010, p. 308) Nonaka & Takeuchi (2004, p. 224-225) defined that tacit and explicit knowledge are interdependent. They defined knowledge into four modes: socialisation, externalization, combination and internalization. Socialisation creates knowledge; when two or more individuals meet they share tacit knowledge through direct experiences. During an externalization phase individuals share tacit knowledge into explicit knowledge for the group. Metaphors and analogies might help this transformation process from an individual to groups. A combina-

tion phase includes that knowledge has been transferred from the group to the organisation. On the internalization and organisational point of view the individuals learned tacit knowledge from explicit knowledge.

Knowledge management and information systems are dependent on various disciplines. There are numerous advantages of knowledge and information management for the organization. Those two fields are tightly connected to each other and allow the organisation to use the best of it. Collaborative work is the key for the company to success and to successfully solve problems. Not a single person can work alone and achieve results by themselves. People from different backgrounds who interact together and work for the common goal are more willing to achieve a successful result. Specified information systems with the knowledge management allow collaboration and enable to share data, information and knowledge among the project team. Most people enjoy working in team towards the common goal. Sharing the information and knowledge systems need to be defined. It is significant to whom, when, how and what information should be dealt to others in the organisation. (O'Sullivan 2008, pp.138-144).

3.4 Commitment and common goal

Successful implementation of change is to have common understanding of the goal among all people who are connected to the change. Project managers' ideal situation is to have all the members in the project team share the same objectives and understand all the benefits to get a great input for the change. They have to have influence to make individuals, groups and organization to share the same view of change. Certain factors need to be concerned before the implementation of change.

- Organizational culture, whether it is open or closed, democratic or autocratic.
- Source of change to be internal affecting individuals or external when less controlled.

- Social background to be collaborative with other individuals and groups.
- Education history combined with the management ideas and practices.
- Employment history as has there been any experiences from the past concerning change.
- Style of management refers to how the manager' succeeds to attain commitment and involvement with managing the person attached in the change.
- Problem ownership commitment and involvement for the problem as well as managerial ability.
- Experience of previous changes that happened in the organization. (Paton & McCalman 2000, pp.28-29).

Paton & McCalman wrote (2000, p. 36) "People manage change, and well-managed people manage change more effectively". Change management is a multi-disciplinary activity. Change is never a standard event so there is no such a list of competencies that could be stated as a list. Managing change requires different kind of skills, resources, support and knowledge. Most essential are the communication skills among the team but as well outside the team. A project manager's one duty is to advice groups' and individuals' activities. It is important also to have effective negotiation and influencing skills. Project manager has to plan and control the project steps and milestones. It is great ability to manage all involved people within the organization.

It is a challenge to have a common goal to which all project members are strongly committed. Especially in a long international project it might be a huge challenge to maintain the commitment for a long time until the end of a project. (Köster 2010, p.21).

3.5 Communication

A communication program includes communication actions, which are the most important to change management. Communication plays an important part of change management. Understanding the important of communication and how

to affect individual's worldview and through worldview influence his/her actions and beliefs. That is called proactive influence. Reactive communication is the opposite of proactive and the main purpose is to get new behaving start quickly and efficiently. Through communication different worldviews should become closer together. The main purpose is to get worldviews that help to get common understanding of change management. Worldviews do not have to be identically for all people. People always have their personal characteristics. The main purpose is to get common reality that reacts to the common understanding of the reality the company is facing. (Wio 2009, p. 120).

Communication is challenging. If you give a chance that communication can fail then it will fail. Hasty, careless and inefficient communication will make it fail. In communication situations a manager has to notice the situation of the presenter and the receiver. In case the situation is wrong or the target group is wrongly selected communication will fail. It is best to use understandable language and words that everyone understands and interprets correctly. Even well planned and well thought communication can fail. Communication is a very complex system and it is affected by many outsourced features like misunderstanding, lack of information or external interruptions. Public communication requires messages to be informative and includes a reasonable and consistent view, examples and explanations. Emotional communication reaches best the respondents when it can be reflected to their own working environment and ways of working. Communication and training has to be clearly defined taking into account the language, rhythm and outfit of the presenter. Strict and official presentation does not emphasize the emotional communication. Vice versa the emotional outfit has not the best success in a professional presentation. (Wio 2009, p.59).

The amount of information has a huge influence on the successfully performed communication. Too much information is not good and the presenter cannot pull through successfully the main idea of the information. Too little information is not affective also. A reasonable amount of information is the best way to reach the audience. Too much information makes it hard to adjust the heard information and people cannot process the implementation. Too little information affects that people cannot get enough information to understand the issue on hand and process larger images and pictures. (Wio 2009, p. 64).

Paton & McCallan (2000, p. 45) have stated a few guidelines to follow when communicating about change:

- 1. Customized message to meet the skills and knowledge level of the respondents. Understanding the message is the key issue.
- Tone of the message. Interpretation of the message depends on the content and the tone. Communication has to be thought beforehand so that it is not disrespectful or rude. The whole body affects communication taking into account the body language, dress and the voice level.
- Feedback. In change situations it is important to allow fears and uncertainties when communicating about the changes. Managers need to remember that communication is a two-way process and allow respondents the chance to state comments.
- 4. Examples. Managers must be examples of communication when forwarding the information from managers to their staff.
- Penetration. A project manager has to make sure communication achieves the required penetration through organization. (Paton & McCallan 2000, pp.45-46).

Communicating quickly and in an effective way across organizational, functional and cultural boundaries is crucial. Members of the project team need to be able to communicate with a common language. Also the appropriate communication technology needs to borne in mind, because not all the countries in this international project share the same kind of technical knowledge and level of personal computer (PC) literacy. (Köster 2010, p.21).

Communication between managers and employees within the organisation is a vital way to get people motivated. Employees are more motivated by recognition and constructive feedback by their line manager. Two-way communication allows employees also to state desired outcomes to their manager. Unfortunately many managers lack communication skills. (Brooks 2003, p. 69).

Communication has to be well planned. Communication has to be planned for the right people at the right time via the right communication channel. Personalized messages are more likely to reach the recipients. Face-to-face and one-to-one communication is important to people because some want to be consulted and some told. (Green 2007, p. 186).

3.5.1 National culture in international communication

Organizational behaviour focuses on individual and group processes and actions. It also involves organization and managerial processes in the dynamic concepts. Organizational behaviour allows understanding the complexities of human behaviour in organizations and the management concept of the organisation. (Brooks 2003, p.2).

Communication between people contains a sender, a message and a receiver. These three components are tightly connected to each other. The sender sends the certain message, the message contains the needed information and receivers need the sender's information. The sender has to make the message easy to follow so that the receiver can follow the meaning of the message. The sender needs to carefully select the ways and the message so that the receiver does not have problems to understand the meaning of the message. The more complex the message is the more pressure it puts on the receiver's shoulders to follow the meaning of the message. Some problems might also occur with the receiver's attitude, information of the message, language differences and the cultural context of the sender and the receiver. (Warren 2006, pp. 31-32).

Context is the main idea of communication. Context also provides conditions for actions the reader might have to take into account. The reader from one culture might handle the same message in a different way than the reader from the other culture. Some cultures need the context before the action, others need to carefully read everything before performing actions. Culture also includes the role inside the organisation, educational level as well as the ability to handle complex syntax. Cross-cultural communication includes translating a text from

one language to another language. Translators help can be used to make sure the receiver of the message will understand it correctly. In many cases the use of a translator is expensive and time consuming. Usually people whose second or third language is English will not use a translator to communicate between different cultures. Usually the assumption is that the receiver will adapt the text correctly, but that might not always be a correct assumption. (Warren 2006, pp. 31-32).

3.5.2 Language and culture in communication

The receiver should understand the message if the message is delivered with the receiver's first language. If the message is delivered with the receiver's second or third language the sender should not assume that the receiver is aware of the cultural context of the message. The sender might assume in written instructions that the receiver knows ways to do things, because of the sender's social group. This assumption of the language is as much a cultural as informational assumption and the result can be that the receiver does not understand the informational goal of the message. (Warren 2006, p. 33).

A message usually represents a new cultural group that is composed of the elements from the sender's cultural group and the receiver's cultural group. The message represents the culture, which is not totally the sender's or the receiver's but the combination of those two parties or a new culture, which only exists during the life of the message. The sender has an informational goal that the receiver will recognise the message. The sender should create messages that the receiver will process in a right way. Different cultural or informational groups of the receiver and sender might end up unintentionally with misinterpretation. Communication is best understood when the receiver and the sender are from the same groups. Also the cultures of their own group may have some influence on cases when the message is lost or misunderstood. The tone of the voice refers to expressing the attitude. Tone is related to the word choice and focus on the connotation of the words. The sender should also select connotatively

neutral language to be used to get the message delivered correctly. (Warren 2006, pp.33-34).

3.5.3 Cultural influences on manuals

Manuals are the key to the product whether it is on paper or online. It might cause serious problems or other damages if manuals are misunderstood. Products work as designed when the reader understands the manual. Distract of the users might influence the unused or unread manual. Cultural influences as well as the language can cause misuse of the manual and the message is not received by the user. (Warren 2006, p. 71).

A presenter might create many problems related to culture when designing and developing manuals. Western English –speaking cultural contexts use more imperative mood and the second person – you is typically used; Do this, do that. In non-English-speaking Western cultures it is considered un-official and rude to use second person imperative mood verbs. These are not recommended to be used as official context and instructions. They are more used between friends and family members. (Warren 2006, p. 72).

A communicator has to get fully familiar with the other cultures. Good awareness helps the communicator to get knowledge of cultures and design the manual that the information is understandable, readily accessible and does not offend any users or cultures. Some culture's users want to overview manuals before moving to the individual tasks. Other culture's users want to perform the task immediately. Culture is a solid ground of the logic and logically thinking. (Warren 2006, p. 72).

Cultural definitions are values, norms, beliefs and attitudes. Values are considered as the desirable features of the culture. Norms are considered as the acceptable features that the members of the culture accept to other members. Beliefs are usually connected to religion and opinions of individuals. Attitudes are opinions about something which forms the basis for behavior. Cultural and individual views are also considered attitudes. (Warren 2006, pp.72-73).

A communicator might face other cultural problems when preparing the manuals. Those problems might be related to language and style, the second person's pronouns and sentence structure. The second problems might appear when the communicator uses wrong, not culture related examples. Explanations also need to be selected carefully so that the manual users can interpret it. The communicator should really think of the cultural aspect of the information. Thinking of the target users and their attitude is time consuming and hard because many factors are connected to culture. The communicator needs to take into account the following areas: education, product, needs, goals and knowledge. (Warren 2006, p.73).

Culture defines the content of the document. The communicator really needs to define the content so that it is believable, credible and have a positive attitude towards the listener. An attitude to education helps to realize the way how materials should be presented. The education attitude also helps to get the idea of whom to be educated, the idea of learning processes and attitudes toward teachers. An attitude toward the product has to be taken into account when creating the document. The user's needs for information depends on the culture. The communicator needs to think of which kind of attitude receivers have towards the product and how deeply the importance of the product needs to be explained. The communicator has to proof the benefits of the document and the product to the individuals to affect attitudes towards needs and goals. All above mentioned attitude reflections have to be considered when designing a manual for different cultures. (Warren 2006, pp.74-75).

3.5.4 International training

Multinational Enterprises (MNEs) have to focus on the importance of training and development of Host Country Nationals (HCNs) as well as Third Country Nationals (TCNs) employees. Training can contain the development of managerial skills or to be aware of the MNE's organizational culture. Training for lower-level local employees is provided by the local country managers. The main idea of the training of the HCNs and TCNs managers is to teach how to lead, moti-

vate and develope employees in their own responsibility area. MNEs´ responsibility is to make sure managers are qualified for the manager position but also have good people-management skills. HCNs and TCNs managers have to be more involved in the organization. (Dowling et al. 1994, pp.137-138).

Home country training and development programs cannot be exported straight to HCNs and TCNs countries' employees because the local cultural aspects need to be adapted to the training and development program. Emphasizing the training for the managers it is good to bring them to organization headquarters for the training. Bringing managers to a training session in headquarter is a very effective and successful way to operate in a global organization. HCNs and TCNs managers can be trained for the purpose of developing global management teams. It is good chance to share experiences and bond friendships around the big organization. This gives a chance to build up global teams. (Dowling et al. 1994, pp.138-139).

Different cultures have different communication styles. Communication is more effective if someone understands the other culture. All communication and training materials can be designed on cultural bases to really get the message through to all parties of the organization. (Hodgetts & Luthans 1994, p. 376).

4 HUMAN RESOURCE INFORMATION SYSTEM

Information System (IS)

Information Systems are formal and organizational systems are developed to collect, process, store and distribute information. These are also called off-self-applications. (Piccoli 2008, p. 21).

The selection of the system often starts on behalf of the manager who has learnt about the capabilities of a new application via advertisement, press or promotion by consulting organizations. It is important to follow the four phases of a system selection to really investigate the company's need as well as competing products. The main idea is to have the best solution for the company's current needs. (Piccoli 2008, p. 338).

According to Piccoli (2008, p. 338) the following steps for the system selections process helps to realize the needs of the company:

- 1. Definition
 - investigation
 - feasibility analysis
 - system analysis
 - formulate evaluation criteria
- 2. Compile short list of vendors
 - compile and distribute RFP (Request for Proposal)
 - evaluate alternatives
 - negotiate contract
- 3. Build
 - system design (customizations)
 - programming (customizations)
 - testing
- 4. Implementation
 - installation
 - operations
 - maintenance.

The definition phase includes the investigation and feasibility analysis. It is to articulate the proposed information system and to evaluate its technical, operational and economic viability. The system analysis stage focuses on putting together the functionalities required of the system. It entails cooperation between system analysts and stakeholders. The new information system's requirements need to be understood. (Piccoli 2008, p.338).

The formulation of evaluation criteria is part of the definition stage. The idea is to evaluate the available software solutions which information systems proposed. It is necessary to define evaluation criteria so that different vendor packages which fill best the company's needs can be investigated properly. The ap-

plication's features have to be identified on a paper as a request of proposal.

These features can be categorized into three parts:

- Essential Features that the system must have. The system which misses one of the criteria can be discarded.
- Value Adding Features which are not essential but bring significant advantages which the organization is willing to pay extra for.
- Nonessential features which are "nice to have" but offer tangible advantages and the organization is not willing to pay extra for them. (Piccoli 2008, pp. 339-340).

It is necessary to compile a short list of possible vendors. Preliminary research can be done through web sites, trade press, expos and vendor's own presentation materials. This stage forms quality information of vendors whom are capable to fulfill the request of proposal. RFP helps to have quickly identified vendors who are not fulfilling the company's needs. (Piccoli 2008, pp. 339-340).

The purpose of the next stage, Compile and distribute the RFP, is to have a formal document to gain detailed information of vendors. The RFP defines the system requirements, environment in which the system will be used and other required details. The RFP template has to be common for all vendors. On that template pricing information, customization, and maintenance and upgrades need to be mentioned clearly and a comparable way. The deadline of the respond should be also mentioned so that the vendor knows when to return the RFP in time to be part of the selection. (Piccoli 2008, pp. 339-340).

Evaluate alternatives refer to the stage of evaluating the suitable vendor. All the vendors who have responded to the RFP in time are on the evaluation stage with the criteria stated earlier. The selection committee compares the list of vendors and tries to find more information to make the final decision of the selected vendor. This might require on-site demonstrations and reference lists. This stage should shorten the list of possible vendors. (Piccoli 2008, pp.339-340).

According to Piccoli (2008, pp. 339-340), negotiating the contract can be very quick and simple or time taking to get the professionals' and legal counsels' opinions into account. The selection committee signs the contract with the organization which offers the best solutions and minimizes future risks. Commonly discussed topics are installation, training, customization, maintenance, upgrade, liabilities, service-level, control of property and allowed modifications.

The organization might face challenges if the software has been installed as a simple application. The organization can immediately start testing and implementing the software if there is no configuration or customization. Applications can be configured and customized according to the organization's needs, which requires more input from the vendor. A customized information system has to be designed according the organization's needs. Therefore a detailed written contract is important because the customized system enhances time and costs to the project. The responsible of customization and the conditions need to be specified in the written contract. In case of a basic application or customized system, the testing plays the most important role. During the testing stage the organization can properly test the functions and bugs. (Piccoli 2008, p. 340).

The implementation stage is the final stage of off-the-self application. During the implementation phase the organization has to invest resources to set up the application, train employees and engage the change management. In a larger changes, when the traditional work practices will be changed, the resources required to pull through the change management are major. (Piccoli 2008, p.340).

4.1 Human Resource Information System (HRIS)

Human Resource Information System is a set of people, forms, procedures and data utilized to store, analyze, distribute and use information of human resources. HRIS goal is to provide accurate information for the use of persons making human resource related decisions. Human resource information systems are built to reduce the manual work of HR expertise. HRIS helps to aban-

don paper forms or reports because all information is available through the system. HRIS offers head count reports, objective planning as well as absence calculations. Human resource departments hold the record of the employees of the organization including personal history, skills and salary etc. (DeNisi & Griffin 2001, p. 531).

The basic level of HRIS is used to help to manage employment relationships within the organization and employees. The organization can use HRIS for human resource planning. New recruitments can be posted via HRIS as well as applications can be scanned and stored. HRIS also stores information about the employees' participated trainings and learning sessions. Performance appraisal, compensation, benefits, competences and development plans are easily maintained in HRIS. Employees can search for a new career within the organization and be aware of the future trainings. HRIS allows managers to follow employees' job performance and planned versus used hours for a certain assignment. HRIS offers various reports available. HR or managers are able to run reports to find skilled employees for certain jobs. Via reports it is easy to present information about absences, holidays, language skills, operatives and many more. HRIS contains various standard reports but it allows also to generate other reports. (DeNisi & Griffin 2001, pp. 532-533).

4.2 Software as a Service (SaaS)

Software as a Service is described as a software which is generally hosted by a vendor or service provider. Availability for the system is over a network, internet. SaaS has increased popularity in many organizations because it is available to support user access around the world. A SaaS provider hosts software available for customers over the Web. Listed benefits of the SaaS model are easy administration, automatic updates, the same software version for all users and global accessibility. SaaS offers different kind of solutions from customer relationship management (CRM) to human resource management (HRM). (IBM 2006).

5 CHANGE MANAGEMENT

Change can occur in professional and private lives. Change management is a process which helps an organization from a current state to a future state. Change management starts with creating a vision. Then the organization recruits individuals to work for the vision. The organization's changes can be categorized into four types, i.e. operational changes, strategic changes, cultural changes and political changes. (Lorenzi & Riley 1999).

Change management projects have two level plans. The first level consists of exact plans and actions and the second level of principles after a few months. Change management will be observed from the beginning to the final end. Observation helps to make more precise plans during the project. (Nyman 1995, p.54).

Change management should be based on the organisation's culture, experience and strategy. Change always causes change resistance. For that reason, there will be less change resistance if the changes are based on the former change management processes. These previous experiences and values have to be accepted and performed. (Nyman 1995, p. 55).

Change management processes are expensive financially. Managers need to plan and think several times before launching a new change management process. The process demands broad communications and commitments especially from the managers. (Nyman 1995, p.55).

A change management process needs to be adjusted to the need of change. Change management on a crisis situation needs a different kind of project manager than the change management which is well planned in a certain period of time. The project manager needs to handle the control of the change, skills to run a project and an appropriate leadership style when change management is on a crisis situation. When dealing with the change management for a long time, the most important features for the project manager are motivation skills and creating a well-function team. Project managers have to handle the entire change management. The mission is to develop the organisation to accept

change management's main principle, i.e. that job descriptions can change and vary depending on the organization's situations. (Nyman 1995, p.56-57).

Effective team spirit is the main issue in the success of change management. Working, efficiencies and co-operation make the team stronger. Shared experiences, scenario and worldview as well as the same view about the situation help team members to work together for the common goal. The project manager's duty is to control and monitor team spirit during the change management process. Successful change management benefits from good team spirit. Every team member feels the responsibility of the success of the process and has to be ready to work with the procedures which benefit the change management. (Nyman 1995, p.57).

A successful change management process demands a well performing project manager. The project manager has to be qualified and operative. A trustful project manager enjoys support and trust of the employees. A huge process is not a one man operation so the project leader requires managers' and employees' full support. (Nyman 1995, p.56).

The project manager of change management has the full responsibility to manage the on-going process. Following the process from the beginning to the end has to be measured and controlled during the process. The project manager gives instructions how to handle change procedures or stop the change before everything is destroyed. On the way of the process the project leader has to have the ability to change management, control and management of the teamwork as well as the risks which might happen during the process. It is important to follow the procedure and act immediately when some results are not developing as predicted. The sooner the wrong directions are known the sooner they can be fixed. It is important also to recognize if it the process or things which cause the current problem. The chances that change management will not succeed are the most feared matters. Unsuccessful change management expends massive amount of energy, believe and trust to other change managements which might happen in the future. (Nyman 1995, pp.58-59).

Transformative change

Managers influence employees in their organization culture. Managers' own behaviour gives a huge example to other personnel. Personnel, especially new hires will be influenced more by the role and behaviour of the managers than plain words and speech. Especially managers need to focus on how they pay attention and react to changes, how they measure results and use qualified rewards and punishing methods. (Schein 1999, p. 113).

Change requires people to abandon old beliefs, values and attitudes and be willing to adapt to new ways of working. People resist change because it is felt to be uncomfortable and depressing. People can be forced to change the values and beliefs but that would not bring the long lasting results. Transformation change requires understanding of psychology and sociology. (Schein 1999, p. 131).

Schein (1999, p. 132) has divided the transformation change into three phases:

- 1. Adjusting: creating motivation for the change
 - questioning
 - anxiety of survival or abandon guiltiness
 - creating psychological safety
- 2. Learning the new concept
 - adjusting new roles
 - learning through attempts and mistakes
- 3. Adjusting to a new concept
 - combining new identity and concept of individual
 - combining new relations.

Change is not only learning the new way of working. At the same time it is letting some old behaviour go. There is a connection between letting an old habit go and change resistance. When old behaviours has to be let go and employees feel threat or face a crisis before they can really adjust to the change. After questioning the change people face the situation that they need to adjust to the

change to survive. People feel that they need to abandon some old values and adjust to the new way of working. People go through many phases of individual change. First they might be afraid of being incapable for the change and to be punished for it. Change also shakes the individual's identity as well as increases the feeling of losing the membership of the group. (Schein 1999, pp.132-139).

To create the psychological safety for the individual there are a few steps to follow. By following these steps change management will be successful.

- 1. Irresistible, positive vision: believe for the better if adjusting to the change.
- Training: the organisation has to arrange necessary training to be able to work towards the change.
- 3. Participation: allow people to participate in a way suitable for them.
- 4. Unofficial training for the teams: a new way of working needs to be taught for the teams because team is the one holding the cultural assumptions.
- Training, supervision and feedback: no one can learn anything without training or supervision. Arrange time for practices and learning from mistakes in a test environment and give possibility to give feedback.
- 6. Positive role models: positive role models emphasize adjusting to the change.
- 7. Support: having support teams where there is a chance to state opinions and get support.
- 8. Common practices: new practices need to support the new reward systems. (Schein 1999, pp. 141-142).

5.1 Proactive / reactive change management

Most of the change management processes have been processed because of the pressure caused inside or outside of the organisation. Pressure needs to be reacted quickly and effective. Reasons for change management can be caused by the change of ownership, unexpected rivalry or economic situation. A rapid, operational and strong commitment pressure has been described as reactive change management. Reactive change management starts with managers but

the commitment for employees is granted because the threat forces to effective co-operation. *Proactive change management* means preparing, training and developing actions. Proactive change management does not include external pressure or threat. Usually change management has happened because of the organisation's work culture and willingness to learn, participate and be successful. Employees' involvedness to work with change management is a bit harder because there is no visible threat. Proactive change management is also time consuming and expensive. When a crisis is on hand there is no time for proactive change management. Proactive change management is slow and systematic work and the results are not visible so quickly. (Nyman 1995, pp. 106-107).

Proactive and reactive change management vary in many ways, see Table 2. Working methods differ and the correct change management way of working needs to be selected for every case with good knowledge. A different way works in different occasions depending on the issues and need of change. The economic situation affects the need of change management. The company might find it risky to invest a huge amount of money in proactive change management. Proactive change management could be a key when investigating and thinking of the future. It might also bring in mind some other issues which need to be developed. Naturally the reality is more complicated and rich than reactive and proactive change management. The organisation might not see the importance of the future needs and this can lead to underestimate the effort of proactive change management. One reason for this is that the economic situations change rapidly and surprisingly. There is no time or money for proactive change management when a crisis is faced. Proactive working culture is slow and systematic developing and the results are not so quickly under valuation. Proactive change management is a key to evaluate and train the organisation better to face the future. Choosing the right change management approach depends on the change. Broadness and timeline affects selecting reactive or proactive change management approach. The proactive change management way is good to start with change management. Things change and there might be need for change also in the selecting the change management way to another. (Nyman 1995, pp. 106-109).

Table 2. Proactive and reactive change management differ in many ways. Emotional expenses and profits vary from each other (Nyman, 1995, p.107).

	Proactive change	Reactive change man-
	management	agement
Emotional expenses	beforehand	afterwards
	expensive	unpredictable
	time taking	resistance
	positive energy	negative energy
Emotional profits	predictable	target setting
	control	operative
	motivation	quick follow up
	commitment	way to survive
	teams	knowledge
	self-continuous	

According to Nyman (1995, p. 107) proactive and reactive change management differ from each other. Both ways are functional but fit for the different kind of change. Typical features of proactive change management are open visions, visible management, communications, predicted decisions, team work, experiments, self-evaluations, coaching, self-organized and stories of success. Proactive change management allows more participation of other people. Reactive change management happens more quickly and the participation of others than management is not so visible. Typical features of reactive change management are training, defined territories, directly solution models, responsibilities, information, decisions under threats, situation management, stories of success, and it is outside directed. (Nyman 1995, p.107).

5.2 Chief executive officer's role in change management

A chief executive officer (CEO) has a major role in successful change management. The CEO is a key person when making changes in organisational culture,

worldview or any strong changes in the organisation. The CEO acts as a role model for the operative managers even though the CEO has not the main responsibility of the change management. The CEO also supports the project team in resourcing and developing the processes. The CEO is responsibility for the identification of the change resistance among employees, supervisors and managing directors. The strategy and necessary actions need to be thought beforehand. If change resistance appears the action plan needs to be ready to handle the conflict immediately. Slow reactions to resistance might have major influence to carry on the change management successfully. The CEO will lose face if change management ends up uncompleted. After losing face it is hard to start the progress again. Therefore it is recommendable to thoroughly go through advantages and disadvantages of the change management process before launching an expensive project. (Nyman 1995, pp. 111-112).

Table 3. Difference development of Business Process Reengineering and Total Quality Management

	Business Process	Total Quality Manage-
	Reengineering	ment
Wideness of the	Radical	Small steps, continuing
change		
Start point of the de-	On the scratch	Existing processes
velopment		
Frequency of the	Once	Continuous
change		
Target of the devel-	Holistic processes	Limited, for each de-
opment		partment
Targets	Significant, one-time	Small, many, cumulative
Role of IT	Relevant	Arbitrary
Participants	Entire organization	Minor

The development of activities usually happens with the business process reengineering (BPR) which follows the total quality management (TQM) changes. Changing the processes requires different actions depending on the baseline

and targets set. Table 3 shows that objective settings and change project timeline activities differ. (Nyman 1995, p.28).

5.3 Managing change and resistance

According to Nyman (1995, p. 98) change is always a result of something that a company or individual feels to be threat or in another something that has shaken current state. Change always causes uncertainty and insecurity (Heinonen & Järvinen 1997, p. 214).

Changes have far-reaching consequences for employees' motivation and the feeling of job security. Employees might feel stress, anxiety and insecurity. Motivation of these depressed employees is a huge challenge for the organization. Negative feelings might lead to dissatisfaction, demotivation and reduced performance. (Brooks 2003, p. 67).

Preparing to a change management process requires focusing on change resistance. Communication is a major issue during change management. Open communication prevents resistance and speeds up the process. The following tips help to prevent change resistance:

- Well planned and rapid decisions foster change.
- Prevent resistance signals before they make co-operation and change harder.
- Open communication and transparency helps people to easier adjust to the change.
- Managers need to focus on communication, action, attitudes, evaluating and learning.
- Group or team communication sessions to better understand the change and possibility to share experiences and thoughts.
- Emphasize the need for change and benefits of the change.
- Be open. (Heinonen & Järvinen 1997, pp. 214-215).

The goal of the change management process is not just to create a new behaving model for people. The purpose is to create and develop new worldviews and

scenarios that affect the ways to do things in the future. The change process starts from the manager's goals and missions but the reasons vary among individuals. It is highly important to be aware of different kind of views because those in the end define how people work the change management. The main reason for the resistance to change is the managers' conscious or non-conscious resistance to change. (Nyman 1995, p. 95).

People's reactions to change or change management processes vary. People's willingness to change management, change disability, voluntarity to take risks and other external circumstances affect how they are adjusting to renewals, learn off old habits or how they react to new challenges and situations. Previous change management processes affects individuals' ways to react positively or negatively towards future change management processes. Behind these resistance movements can also be previous change management processes and how the leaders have proceeded the communication and change management processes. The challenges of change management processes are the individual and organizational histories. In large companies integrated view of leaders are needed, adjust to the whole process and qualified change navigation. Managers have to deal with the multi-faced world and develop attending and communicative ways which support the actions in changing circumstances. (Nyman 1995, pp.95-96).

New change management requires research on previous change management done in organization. Previous change management projects have to be revaluated. They might have been successfully or unsuccessfully performed. Revaluation has been recommended also for the previous strategy, personnel and organisation culture. Gathered experiences from the past states are a good ground for future change management. Based on the history data, the project team is able to predict employees' feelings during change management. (Nyman 1995, p.102).

Hussey (1996) has designed a six-stage approach for managing change called EASIER. EASIER stands for:

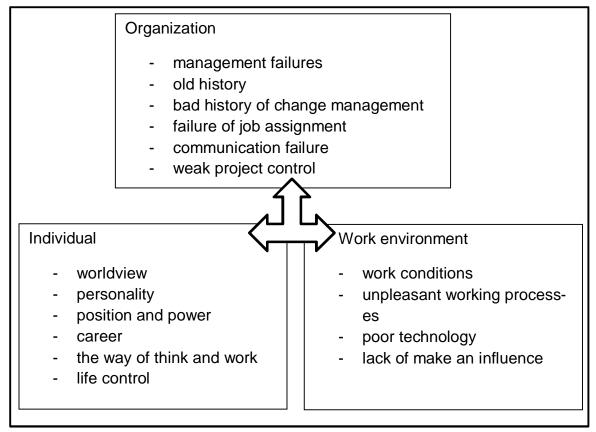
- Envisioning the process for the organization's coherent view of the future.
- Activating other parties of the organization to share the same view.

- Supporting others by playing an active party of the implementation.
- Implementation is a development plan to follow the business strategy.
- Ensuring the process is monitored and controlled.
- Recognizing the positive or negative input of the team members. (Hamlin & all 2001, p. 20).

Change resistance is problematic because people are not very active against the organisation's changes. Changes resistance usually is affected by different kind of worldviews. Change resistance can also be affected by changes that the organisation's leaders are trying to pull through a change that employees feel will be worse than the situation is now or they might have a better solution model to present. Unwillingness to work along with these changes might be more difficult to control than controlling strict resistance of change. Change resistance can be divided into three sections: Individual, organisational and work environmental. Individual features and circumstances are described as worldview, personality, career models, live control, power and position as well as ways of action and thoughts. The organisation's features are listed as managers' failures, strong old fashion structure, bad change history, dividing works, bad communication and weak project control. Features said to belong to work environment are working conditions, unfavourable work process, bad technology and lack of possibility to make a change. Change management is usually connected to employees' change resistance. Even unconsciousness resistance can make a huge damage to the change management process. Directors have to react immediately to managers' change resistance. Example given by managers affects the whole organisation. The best way to prevent the managers' change resistance is teamwork and regularly organised meetings. (Nyman 1995, pp. 100-105).

There are many reasons for change resistance. Change resistance is not always an active state of mind. Usually resistance happens with contradiction of various worldviews. If managers are performing change which others feel to be a failure some change resistance might also rise. Bad communication between different people has also unfair consequences to change management. The diagnosis of the change resistance is recommended. It has to be analysed if resistance is active or plain different worldviews. Contradictions between

worldviews and operations result strong conflicts and communication problems. To resolve major obstacles on change management one solution might be personnel changes among the project team. Typical resources of change resistance are listed below in Picture 3:



Picture 3. Change management is based on organisation's, individual's and work environmental features and conditions (Nyman 1995, p.103).

Organization changes will challenge employees' values and beliefs. They might induce an internal conflict on the person's state of mind which causes resistance to change. Values and beliefs also add the moral into the change resistance. (Senior & Fleming 2006, pp.229-230).

Organisations are used to changes. Change is welcomed even if it faces resistance to change. Change can be managed but the organisation still might feel fear of the unknown and pushing the edge of comfortability. Project management of the unknown and pushing the edge of comfortability.

ers need to be aware of their actions and the impact of them. All the resistance need to be faced as soon as it appears not to stop the development. Well performed communication will lower the change resistance. Fear of change can be felt on an individual, group or organisational level. Change resistance may occur because of the fear of the following issues:

- Organisational redesign. Changes in current bases and communication network. Individuals might feel afraid of the security of employment or training needs.
- New technological challenges might be hard for the employees who resist new technology.
- Apathy felt on individuals' working life. Everything is stable and going smoothly. Change will shake employees' stable mind.
- Changes in old ideas. Organizations are quite stable and secure. Change will mode the stability and individuals might change their old behaviour.
- Debate is healthy if it is well managed. Debate might occur in groups that do not understand the change or have less knowledge of the change. (Paton & McCallan 2000, pp. 47-48).

Resistance can be categorised as overt and covert. Overt resistance is more noticeable as people feel opposition or disagreement for the change. People say "No" and refuse to work according to implemented change. Covert resistance is divided in to conscious and unconscious. Conscious resistance is that people are concerned about their actions by saying yes but not agreeing with the change and thus avoiding the implementation. Unconscious covert resistance is the hardest one to work with because the project team is not even aware of the resistance. This may occur when people do not understand the change or become ineffective, or with no apparent reason. (Maltz 2008).

Resistance normally happens because of the fear of loss. During a change process people fear what they might lose, for example security, control of choice, routines and relationships. Feared features can be listed and talked through together within the team to help to prevent resistance. (Maltz 2008).

Major factors which contribute to the failure of the change are poor sponsorship, resistance of the employees and middle management, corporate politics and limited time, resources and budget. (Green 2007, p. 256).

5.4 Organizational change failures

It is crucial that organizational change processes are managed effectively and beneficially. Even well managed change management may end up failing (Hamlin & all 2001, pp. 18-19).

Bulletpoint (1997) describes reasons for change management and states that failing starts from the top. People are handling the change as a destination rather than a process that needs to be well planned, prepared and managed. Lack of short-term and long-term view of goals is not so clear. Previous bad change experiences reflect to skeptical thoughts and resistance to change. Training plays an important part of the success. If employees feel lack of training and do not adjust to the new way of working the change might fail. Communication also affects people's minds about new issues. If the communication fails the whole change can fail. (Hamlin & all 2001, p. 22). Managers' expertise is in the key role of succeeding or failing of change management. A manager's lack of knowledge and expertise in each area of change management and organizational change and development can end up with failing on change management. (Hamlin & all 2001, p. 23).

Failed or unsuccessful procedures in change management are never suitable to happen. It is highly important to be prepared to the situations which can cause failing in the change management process. Process managers need to plan the procedures via a risk analysis which will be taken into use if some catastrophe is facing the process. Risks which might happen on the way could be misevaluation of the competitors' actions or customer's procedures and the need of changes. Also misjudging the organisation's own people's actions or wrong interprets of their own employees' views. Change management can also be affected by strong resistance for change management. A project leader has to be prepared to prevent change resistance by being well prepared beforehand.

The success and convincingness of the entire change management process depends on how management reacts to positive or negative change resistance. (Nyman 1995, pp. 59-60).

Failing on a change management project or part of it is psychologically a bigger lost than the situation where the planned change will never happen. The more sophisticated the change is the bigger the emotional feelings. The start of the project is the most crucial part because a failure in that stage will make people focus only on failures. Successfully proceeded change management emphasizes the employees and their strengths on that change management process. Unfulfilled promises, wrong predictions, work performance, exceptions of the promised ways have the immediate consequences to the trust that change management project team members have among employees. The project manager who has once failed in change management will lose face among the organization's other parties. Once felt unsuccessful change management will raise failure and negative attitude among employees in the future changes. It also has an impact on the employee's feelings of disbelief and fear. (Nyman 1995, pp. 101-102).

Summary of HR strategy

Table 4. Summary of HR strategy (Armstrong & Baron 2002, p.218).

Strategic goal	Introduce contribution-related pay
	to staff
Business needs	Develop culture that improves compe-
	tences and performance.
Meet the requirements	Define performance management
	processes of competences. Pay bo-
	nuses for the achievement targets.
	Improve incentives and rewards.
Required resources	Consultancy advice needed for devel-
	oping performance management with
	x,xx€ costs. Training and communica-
	tion costs as well as implementing
	costs. Management carried out with
	HR.
Implementation program	Developing and implementing perfor-
	mance management and contribution-
	related pay processes will take about
	two years.
Value added	Cost of implementation is large, x,xx€.
	Improvement of performance will ad
	value of x,xx€ during the first three
	years.

A strategic HRM checklist:

To summarize, questions to which answers are required when formulating HR strategies are:

- What are the key components of the business strategy?
- How can HR strategies support the achievement of the business strategy and thus secure vertical integration?

- What are the strengths and weaknesses of the organization and the opportunities and threats it faces?
- What is the nature of the corporate culture? Does it help or hinder the achievement of the organization's goals?
- What do we need to do to increase commitment? How do we communicate our intentions and achievements to employees, and what steps do we take to give them a voice – obtaining feedback from them and involving them in the affairs of the organization?
- How can we achieve the flexibility required to cope with change?
- How should we involve people in developing the strategy?
- How can we ensure that strategic plans are implemented? (Armstrong & Baron 2002, pp.219-221).

6 PRELIMINARY RESEARCH FOR IMPLEMENTING HRIS

Pöyry operates globally in local offices in about 50 countries around the globe employing 7000 specialists. The company is focused on consulting and engineering with the idea of balanced sustainability. Businesses are categorized for five business groups. Businesses focus on the fields of energy (Energy Business Group), industry (Industry Business Group), urban & mobility (Urban & Mobility Business Group) and water & environment (Water & Environment Business Group). (www.poyry.com)

According to the Head of the Communications Pöyry communicates changes or new announcements through the CEO's email to all employee. All new issues are informed to employees by their manager through department meetings. P3 (Intranet) is the first channel to publish new issues to the awareness of all employees globally. Communication about HRIS is handled in the same way. Business Group Human Resource is informing HR contacts about HRIS. HR contacts will inform employees and managers on their responsibility area. One communication channel is P3. Materials for the training sessions can be found on P3.

Research problem

Pöyry as a globally operating organization that does not have a global HR system. The need for this has existed for many years and the company has decided to have one. The request for a new HRIS came from the organization. A new person outside Pöyry was hired to start a big change management process with implementing HRIS globally. The process started over one and a half years ago by gathering all necessary background information. The main issue was to find the HRIS vendor capable of fulfilling the company's special needs. The project was running first with a lot of different titles for example Pöyry People Processes Transformation. The final name for the implementation process was established at the meeting on August 2011.

The purpose of the study was to find how to implement HRIS globally and how to change people's attitudes. The purpose of a questionnaire was to get ideas how to succeed with the implementation. How to get people committed to the new way of working? What kind of training needs to be arranged? Which kind of supporting material and manuals are needed?

Data collection

The questionnaire was sent out to company's Human Resource (HR) contacts around the world. The questionnaire was send to 18 respondents who are responsible for HR operations in one or more countries. Large Pöyry offices have their own HR manager who is responsible for HR operations in that country. Some HR contacts also support some other countries than their own. Previous research was done by finding out the HR contacts around the globe. During February 2011 an Excel sheet was sent out to HR contacts to update the current contact person for the HR representatives in each country. Based on these responses the questionnaire was sent to correct contact persons.

Survette

Survette is a tool which is used for data gathering. Pöyry uses the survette tool to provide various internal studies and queries for business support.

The questionnaire was send out to HR contact persons who are responsible of HR issues in the following countries: Argentina, Austria, Canada, China, Finland (for 2 person), Germany, Hungary, India, Indonesia, Iran, Italia, South-Korea, Malaysia, Oman, Peru, Philippines, Russia, South Africa, Spain, Sweden, Switzerland (for 2 person), Thailand, United Arab Emirates, United Kingdom, United States and Vietnam. These respondents represent the following business groups: Energy Business Group (6), Industry Business Group (4), Urban & Mobility Business Group (5), Water & Environment (3), Management Consulting Business Group (6) and Local/Global Support Functions (4).

The questionnaire was delivered with the help of Pöyry's communications department. Marketing Communications Officer was a huge help of making the questionnaire and establishing it. This survey was made with the survette tool which helped respondents to fill it via the internet. The link to the survette was sent via email by HR Process Excellence and respondents had one and a half week's time to reply. HR Process Excellence is the project manager and also my supervisor in the company.

Close to the deadline 6 people had completed the survey. An email reminder was send to all the respondents to get more replies. Response time was prolonged for a week. Survette was closed after gathering 16 replies. The last reply came from Finnish HR department a few weeks later. The response rate was 94,4 % since 17 completed replied. 16 replies were completed via the survette tool. One reply came later in a paper form. Results based on these 16 replies via survette were analyzed. This one later filled questionnaire was not included in the study, because the replies were in a different format, which was not suitable with the other replies. For that reason the response rate decreased to the 88,9 % with all together 16 completed and comparable replies. Survette showed 16 responds but when analyzing the questions it was noticed that to questions

2-12 there were only 15 replies. Thus analyses were mainly made with 15 replies.

Due to the misunderstanding and misconfiguration, the questionnaire questions 1, 2 and 11 cannot be analyzed correctly. The questionnaire was configured so that every option was a separate question which leads to incorrect information. Because of this fact these three questions are not reliable and valid. Even though those three questions cannot be taken into account, the main findings can be pointed out. Rest of the questions can be analyzed.

This misunderstanding is one thing to be learned from in future. My first idea was to deliver this questionnaire through the free survette tool via the internet. This idea changed on the way because the organization recommended delivering this questionnaire through other survette tool. It is highly important to go through which kind of answers are required and which are available to receive. It is also valuable to think beforehand how to proceed with the answers to analysis. Double checking everything must be done to avoid misunderstanding between different parties.

Questionnaire

The questionnaire was made in English with 12 questions to find out the HR contact's ideas for the implementation of People@Pöyry (Appendix 1). Questions were designed to find the most suitable ways for the implementation of HRIS. It was a chance to involve and commit HR contacts to be part of the implementation process. The purpose of the survey was to get some ideas how to proceed with the implementation process and let HR contacts know about future changes. The purpose of the questionnaire was to take into account the right approaches to complete with the implementation: finding right channels, right people and right ways to approach and to pull through the implementation with great success. Global HR arranged workshops in June to bring this new HRIS to the awareness of HR contacts.

The questionnaire was designed together with the project manager. We wanted to make the questionnaire anonymous so that the response rate would be higher. Anonymous answers give a chance to reply with the best knowledge and thoughts but not relieving the person behind. We thought that this approach gives people a chance to be more open and honest with their replies. It was not important to know who the respondent was. The purpose was to find the common and global idea of how to proceed with the implementation of HRIS. It is highly important to plan one main direction and follow that for the entire process.

The questionnaire was my first option for data collection. It allows a chance to get replies from the specialists. A survey guarantees the same starting points for all respondents and it allows a chance to plan questions beforehand. It is valuable that it can be done anonymously. A survey is easy to proceed and it is easy for the respondents to reply. Few disadvantages are that respondents might understand questions in a wrong way and give narrow answers. It is easy to analyze the questions but on the other hand there might be some misunderstandings by the respondents and the researcher. The questionnaire has to be thoroughly planned and pretested with test employees. Still it might happen that some points are not understood correctly.

Questionnaire outlook

At the beginning of the questionnaire there was short introduction of the implementation of People@Pöyry. The idea was to bring HRIS back to people's minds. The first question gathers some background information of the respondents. The idea was to get replies from all different business groups. The next background question clarified the HR contacts' supporting countries.

Questions

The questionnaire was divided into two parts. The first part was addressed to HR contacts. The purpose was to give them a change to address their opinion about how to successfully proceed with the implementation of HRIS. The first part questions tried to find out HR preparation needs for the implementation process. The second part focused on the implementation from the managers and employees point of view. The questions tried to find out how HR contacts would like to deliver the message to the managers and employees. It was interesting to find out the ways and challenges of the implementation process. The responsibility of a successful implementation was also asked.

Questionnaire part 1

First question was formulated as follows: How would you like to be introduced to the implementation of People @Pöyry and enable HRIS? Please put the options in the order of importance: 1= most important 5 = least important.

Some respondents answered to the option; "other, please specify below" and wrote:

Regular Q&A update and HRIS project news.

Interesting ideas were regular Q&A (Questions & Answer) update and HRIS project news. A Questions & Answers section is easy to provide. It shows frequently asked questions with answers and can be published in P3. People do not need to contact any support because Q&A is easily available to everybody through the intranet. Regularly announced news about the project status is a marvelous idea. Everyone who is interested in the phases of the project has a chance to get to know the situation and live along with it.

The most effective way to introduce new ideas or tools is always face-to-face meetings. Everyone has a change to state questions and work together with others who are in the same situation. Usually these workshops tie people involved together and it will be easier to approach even with the stupidest question if you know the other people. Workshops are a chance to get to know each other and bind together with the team. A support HR person makes it easier to know whom to contact with questions. Guides in P3 (intranet) is a good way to support the implementation and an easy way to find materials.

The second question concerned the need of materials to prepare for the implementation process with the question *Which materials would you want to use when preparing yourself and to feel comfortable implementing the new way of working in your responsibility area? (rank order: 1 =most important, 4 =least important).*

A few open answers can be pointed out. Question 2 got replies to "some other way, please specify below"

- BG level guidelines for HR process that way from corporate ones- approval chain, HC reporting etc.
- Or group can send trainer to China to give 3 HR personnel training.
- Genesys meetings with global HR along with the manuals.

During face-to-face meetings HR contacts can properly test the tool and be prepared for the implementation process to transfer the knowledge to managers and employees. Guides for the tool are crucial to support the meeting. Manuals offer the chance to have notes on those. The main task of the project team is to create proper instructions for HR contacts, managers and employees. Manuals need to be addressed to correct target groups. Manuals are needed but are people reading and following those is another question.

Question number three was made to complete the previous question *Why you* would prefer these ways? The purpose of the question was to get respondents

to open up and to have a chance to impress their feelings. The following comments were written (Appendix 2):

- Difficult to understand key messages and identify the important issues if it is only reading material.
- Face to face is very important to make every HR better understanding and good learn to use the new system.
- Good experiences from the past.
- Clear and consistent communication is a key factor for success. Due to current HR process & practices are not harmonized, at country level when you have many BG operations operative guidelines in important. Q&A option is needed for new users of the system to make induction process friendly as much as possible.

Face-to-face meetings along with the manuals, Genesys meetings together with global HR and guides in P3 are the most important way to feel comfortable when implementing the new way of working. Face-to-Face meetings arise to be a highly important channel. It is understandable because they allow communicating and stating questions. Respondents felt that it would be easier to understand the key message and ideas and learn the tool when discussing it together with global HR. It also gives a chance to combine ideas and give everyone the same kind of start point and key features before launching the tool for others. Guides in P3 give the most enthusiastic people a chance to get to know with the system beforehand, which also might avoid the resistance for the change. Guides are also effective because everyone can use them any time suitable for them. Global operations happen in different time zones so the participation in the meeting might not be so easy. Efficient and most wanted way is face-to-face meetings regardless of the time and expenses.

Fourth question was How much time would you like to have for your personal preparation of People @Pöyry and enabling HRIS before communicating and training the employees and managers in your responsibility area?

Most of the respondents (10) felt that 2-3 weeks would be an appropriate time for the personal preparation of People@Pöyry. Three respondents felt that one

month would be enough time to prepare for HRIS. According to Table 5, two respondents were enthusiastic and felt quite prepared already to say that one to five days would be enough time to prepare for HRIS before training managers and employees.

4. How much time would you like to have for your personal preparation of People@Pöyry and enabling HRIS before communicating and training the employees and managers in your responsibility area? (select one)

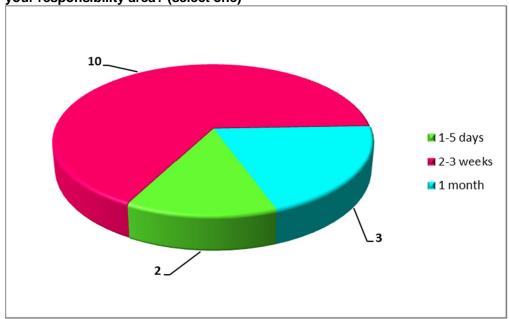


Table 5. Question 4 (n=15)

HR contacts felt they were quite comfortable with the new tool. Many of the respondents felt that two to three weeks would be appropriate time for the personal preparation of People@Pöyry before communicating and training employees and managers in their responsibility areas. A few workshops are held and many of the HR contacts have previous experience about implementations, which might lower the time spend on preparation. One month's preparation time is also quite short concerning other duties which need to be organized during the implementation process. The time issue is always on the line. It is not necessarily good to a have longer time for the preparation because usually people act at the last minutes before the deadline.

Questionnaire part 2

The second part of the questionnaire focused on the implementation performed by HR contacts. Change cannot happen without the full support of all attached people. The next question tried to find out the opinion of the HR contacts about which would be the best way to introduce People@Pöyry to employees and managers: 5. In your opinion, what would be the best way to introduce People@Pöyry and enabling HRIS to employees and managers? The best answers always come from the local people who are really conducting the process in their organization. The following answer summarizes the ideas from the HR contacts (Appendix 3):

- Face-to-Face Workshops and training customized to region/country.
- The training to employees and managers has to be as simple as we can. And try to show them it will help them not to add more burden to the.
- Local HR managers to give them instructions and BG presidents to support the line management.
- Top down rollout.
- Start with a process which shows the added-value for these groups f.i. Pöyry dialogue.

Also through this question face-to-face workshop arises to be highly important. Local HR has to arrange customized training for each country. In that way the new way of working will not be such a scary issue for employees. During those workshops employees can make themselves comfortable with the new tool by playing with it together with HR. During trainings the benefits of the tool are emphasized. Answers show that the manager's role is a key issue and has influence for employees. Information of the tool should come from the top-down, from the upper management to the lower one cascading to the employees. Learning the new tool would be one of the targets for the employees and managers. That would emphasize the high priority of the new way of working. Managers' willingness and positive attitude towards the change have influence affection on employees' idea of the tool. An engagement gift was a great idea. The first 100 who complete the data in People@Pöyry will be awarded.

The sixth question was also an open question to find out the best supporting materials for the implementation of People@Pöyry. These will help HR contacts when introducing HRIS to employees and managers. 6. What materials would you like to have for introduction People@Pöyry and enabling HRIS to employees and managers in your responsibility area? The results were quite uniform and the usual ways how Pöyry is announcing new issues to the organization. The following answers were gathered (Appendix 4):

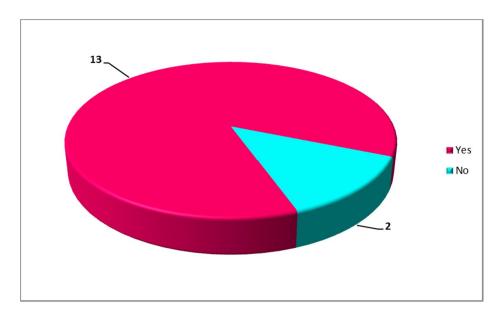
- Slide set to present. Online tool to work directly during the training/workshop. Case studies to apply actively during workshop (how to do xx case). In case of questions after workshop → hot line!
- PPT for training and easy manual for guidance.
- Global P3 presentation; Quick Guidelines for Managers how to make transactions and how to get reports; Engagement gifts.
- Train-the-trainer approach, trainers should be line managers as well.
- Presentation, manual for employees available on P3.

Many replied that the most important way would be workshops and good examples of how to do things with the tool. During workshops it is useful to go through the employees' duties. A preferred way was a slide set of the tool in P3 to get to know with HRIS. The training and presentation of the tool were the ways which were emphasized to see the program in action. HR contacts find it good to have quick guides available in P3 for the employees including the instruction how to update personal information with the tool. Local managers should be attending training sessions. A dedicated manager helps to dedicate employees to the tool. Employees might find it more comfortable to adjust to the new information via their own manager. Employees get the idea that every party is involved in the new tool.

Pöyry operates in several countries and the locals know best their country's people. The next question is to complement the previous question to find out if it is important to have the training materials in the local language. Table 6. shows the ratio between the answers. Almost all respondents (13) thought that it is important to have materials in the local language.

7. 1. Do you feel it would be important to have some of the materials in local language?

Table 6. Question 7.1 (n=15)



Replies to this question showed the importance of the local language. Many locals only speaks their own mother tongue. Managers have the common language, i.e. English, but the employees' language level varies a lot in every country. The barrier to use the new tool will be enormous if the tool language is English. Translating the tool into the local language lowers the obstacles to get familiar with the tool. Pöyry operates in various countries so the variety of languages is huge. Part of the tool will be translated into 14 main languages.

Question number 7.2. clarifies the previous language question. *If yes, what materials, in which language and why?* HR contacts answered as following (Appendix 5):

- All support material/print outs etc. in the language of the country. at least the main languages such as English, German, French, Spanish, Chines, Portuguese, Hungarian, Finnish...
- If we have bilingual language manual will be very helpful for staffs in China, I
 mean both in English and Chinese.
- Russian Language Presentation for employees due to not all of them have good level of English. Presentation with User Guidelines in English can be OK for Managers.

- How-to use manual/User Guidelines would be useful in Romanian language, because many of the operational personnel are not English speakers. Please keep in mind that for business competent engineers are needed and then English speakers. For the moment in Romania there are 95 employees and only 25-30% are English speakers.

Answers were pretty coherent. All of HR contacts felt that the materials should be in English as well as in the local language. The organization's language is English but as stated in the replies all the employees are not fluent in the English language. Based on these replies the manuals and presentations should be translated in several languages. This also removes barriers for the implementation and use of the new tool.

The purpose of the next question's was to find out more about how to succeed with the implementation in a global environment 8. Further ideas how to succeed with the implementation of People @Pöyry and enabling HRIS in your responsibility area? – clarifies the HR contact's idea how to proceed with the implementation process (Appendix 6).

- Sending a clear message about the positive benefits e.g. CV data. Use the Knowledge Portal: there are quite a few people who follow this. Language when need employees to ac".
- Have Q&A folder available with 1) updated information regarding all recent changes/improvement implemented; 2) user guidelines updated "How to..."
 3) form to ask for new enhancement or help and procedure how to handle further improvement requests; 4) Help-line to get operative answer and support; On-line training for new users (managers and HR).
- A list with local contact persons that are English speakers should be communicated to the person responsible with the implementation. The training should be cascaded to the ones that are not English speakers by local English speakers that have already been trained.
- I recommend we need to make a good investment in change management to make managers accountable for all managers self-service function that will be available. This is not only a big change in process, but a huge change cultural change.

HR contacts gave a lot of good ideas about the further ideas how to succeed with the implementation of the new way of working. One highlighted issue was

communication. To involve employees and managers to this new way of working in an early stage and regularly. It is necessary to inform about the current status of the process at same time it gives a change to highlight the benefits which the tool will bring and employees are aware of the future change. HR contacts also highlighted the manager's role in the implementation. Managers will be the trendsetters the example of whom the employees will follow. HR contacts were concerned about language barriers so the suggestion was that local contact persons would communicate with the employees so that there would be less misunderstanding and language problems. Questions & Answers were requested by many HR contacts. Help line was also mentioned to get quick help in questions at hand.

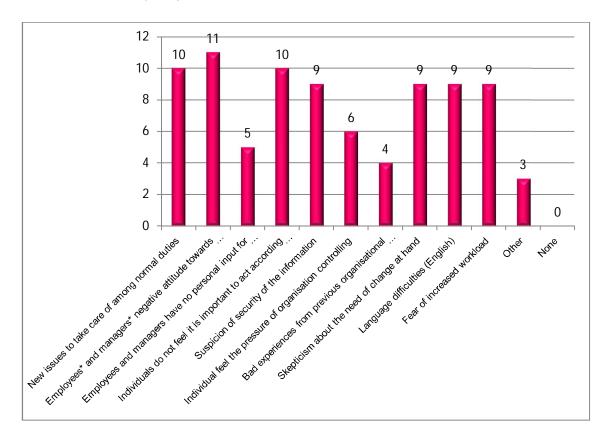
Change is a huge challenge for the whole company. The purpose of the next question's was to find out the challenges which might be faced. 9. What kind of challenges can you expect from managers and employees when implementing People @Pöyry in your responsibility area? The options (listed below) were given for selection, also the options "None" and "Other".

- New issues to take care of among normal duties
- Employees' and managers' negative attitude towards new things
- Employees and managers have no personal input for the selection of a new way of working (process & tool)
- Individuals do not feel it is important to act according the new processes and use the new tool
- Suspicion of security of the information
- Individual feel the pressure of organization controlling
- Bad experience from previous organizational changes or other major transformations
- Skepticism about the need of change at hand
- Language difficulties (English)
- Fear of increased workload
- None
- Other

All the respondents felt that some challenges will be faced with the implementation of People@Pöyry because no one answered "None" (Appendix 7). HR contacts' answers showed that the biggest challenge in the People@Pöyry implementation would be the employees' and managers' negative attitude towards new issues with 11 responds. More than half (10 responses) of the respondents thought that new issues have to be taken care of among normal duties. HR contacts thought that individuals do not want to act according to the new processes and use the new tool (10) would be also a challenge to be faced. Nine of the HR contacts felt that suspicion of security of the information, skepticism about the need of change at hand, language difficulties (English) and fear of increased workload would be challenges to meet. Table 7 shows other important challenges which HR contacts thought might raise up: individual feel the pressure of organization controlling (6), employees and managers have no personal input for the selection of a new way of working (process & tool) (5) and bad experiences from previous organizational changes or other major transformation (4) are also challenges to be prepared to face in the implementation of People@Pöyry.

9. What kind of challenges can you expect from managers and employees when implementing People@Pöyry in your responsibility area? (select as many needed)

Table 7. Question 9 (n=15)



Challenges need to be prepared for beforehand. It is important to focus on avoiding skepticism and finding the solutions for other challenges. The most worrying issue is the employees' and managers' negative attitude towards new items. That issue is the crucial one to take into account. As well as it is challenging to change people's behavior and nature. HR contacts thought that new issues to take care of and individuals do not feel that it is important to act according to the new processes and use the new tool might be challenges to meet along with the implementation. Skepticism about the need of change, language difficulties and fear of increased workload are the most crucial challenges to concur. This can be done during the implementation stage. Attitudes are the biggest obstacle for the implementation and the most challenging one to change. Some people might have negative feelings towards all change even if that would be positive and beneficial.

Regular communication might help with this issue. Face-to-face workshops might be helpful to show the new tool and it is functionality. During those workshops it would be good to emphasize the benefits and easiness of the tool. Regular and transparent communication might help to lower the individual's suspicion of security, skepticism and the fear of increased workload. The language option is good to mention on the present slides in early stages to minimize the fear of language difficulties.

Question 10 focused on managing the challenges which might occur. This question challenged HR contacts to think how to solve those challenges. The tenth question was 10. How would you manage those challenges? Please specify which challenge and how. It is valuable to have comments from the people who are working in the area where they know the people's behavior and values (Appendix 8).

- Develop Q&A. Have a hot line for everybody on all the time zones. be prepared and open to answer questions –train, train, train... actively inform and also during induction days – introduce those tools.
- I think it is hard to manage these challenges, but we need to think out how to face them in advance. Maybe we will discuss together among HR network soon.
- to give them a feeling they we are a best-in-class company by implementing new tools.
- Without the support of local managers/project managers these challenges are difficult to overcome. I would make a lot of lobby to the operational managers and try to convince them this tool will help them in the long run, even if temporary this might mean new tasks for everyone. Also, I would put this as one of their objective in PD or VPP. I would make them directly responsible for the implementation and usage of the tool by their employees and provide them with a bonus if all is going well and on time.
- It it was possible to communicate to the offices the planned rollout of strategic system rollouts (HRIS, Financial, IT, etc.) they may be able to better see the bigger picture and have some foresight into what's next. For the MBG, we just rolled out a new performance management system only to have it replaced once again... we will have to manage that reality with face to face communication.

HR contacts felt that it will be hard to manage the above mentioned challenges. Communication was highlighted to be one of the ways to face the challenges. It would be good to open up the new tool for employees and managers and try to

get them to see the benefits and advantages that the tool will bring. Training was emphasized to be a chance to practice the use of the tool together with managers and employees by filling some data into the tool during those sessions. The Q&A (Questions & Answers) section in a P3 was mentioned to be a huge help for employees to learn the new tool. Managers have to get committed to the tool. Managers are responsible that their direct subordinates to get committed to the tool.

Change management and the implementation of the new way of working is a huge challenge. It requires a huge impact of the each party from the employees up to the top management. After the ways and needs of the success were figured out the idea was to find the main role of success. The eleventh question was titled as People @Pöyry development changes the way of working at Pöyry. Which party has the main role of securing the successful implementation of the People @Pöyry?

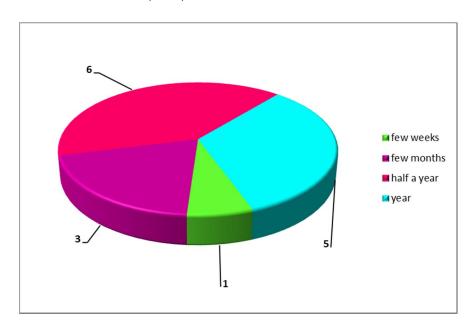
Everyone has a major role of succeeding with the People@Pöyry tool. The role of the top management was emphasized to be as a trendsetter for other parties. Commitment to the common goal and new way of working greatly enhances success. It starts with the organization's top management through middle management all the way to managers and employees. Pöyry's top management plays the major role as to get everyone committed to the new way of working. Project management and country HR have also major roles. They are the messengers of the new way of working. Training and well-designed communication help to launch the new way of working to employees and managers. Open minded and enthusiastic persons are the first ones to log in to the system and get familiar with it.

The questionnaire's last item was to find out time to get familiar with the new way of working. Change management is a time taking and nerve racking procedure. For that reason good preparation is important. Nothing happens during

one night. Almost half of the respondents (6) thought that half a year would be an appropriate time for employees and managers to adopt to the new way of working. Almost as many, five respondents thought that it would take a year to pull through People@Pöyry. Three respondents were more positive and their opinion was that it will only take a few months to employees and managers to adjust the new way of working. One person trusted that the organization's personnel could adopt to the new tool within a few weeks.

12. How long do you think it will take for personnel to adopt a new way of working per process/focus area?





According to Table 8, HR contacts thought that it would take half a year for employees and managers to adjust to the new way of working and to be familiar with the new tool. Change management processes are time consuming. Some HR contacts felt that it also might take one year to be familiar with the new tool. Usually a change management process takes around two years. The tool itself is easy to use but adopting to the new way of working might take a longer time.

Summary

Interest in the questionnaire was quite good, although the reminder had to be sent to the respondents. The target group of the questionnaire was not so large but it gave good answers. HR contacts realized that this questionnaire will help them in the future steps on implementing the new way of work to managers and employees. Almost every research does not reach all the respondents. Even though the three questions were wrongly configured the main idea of these replies was analyzed. All the other questions represent the responses from the HR contacts and conclusions were gathered together.

Face-to-face meetings supported by the manuals were emphasized throughout the answers. This is really the main issue to pull though. Global HR transfers knowledge to HR contacts. HR contacts transfer knowledge to managers and employees in their own responsibility area. Communication along with the process was highlighted. It allows everyone to be on the edge of the current situation and follow the ongoing process. HR contacts were concerned about language barriers so this is one thing to highlight during trainings and communication with HR as well as managers and employees.

HR contacts pointed out that Q&A sections would be helpful for the managers and employees to search tips on how to use the tool. Q&A is easy to produce and maintain if it adds value to the end users. A help line for HRIS is partly planned through the Global Service Desk – services which also monitor other system related issues on hand.

The replies of HR contacts support my own opinion on who has the main role of the successful implementation. The main role is on every person in the organization. Importance and benefits have to be highlighted to get everyone fully understand the value of HRIS. The effect of the top management and managers cannot be underestimated. Every change starts from the top management cascading it to the managers and employees.

The implementation of the new processes and new way of working requires time, money and efforts. It requires background work of the vendor, finding committed team members to work with the implementation and get everyone to be enthusiastic about new issues. Implementation processes might last up to three years.

7 CONCLUSION

The framework for the empirical study was gathered from books and articles about project planning, human resource management, communication and change management. Change management can be defined as a project or a process. The implementation requires certain steps to process from the beginning to the end. Change also causes change resistance. Change resistance has to be prepared for beforehand. Change management is a huge process, which affects the whole organization and changes people's way of working. The implementation of new HRIS globally requires impact of a lot of different parties. Communication is said to be the most crucial part of implementation. Communication need to be handled in the local language and with manuals. The HRIS implementation process should focus on the communication in the correct way for correct people. Training sessions are most effective to be arranged as face-to-face meetings.

The HRIS implementation has several advantages for all. It enables the use of the common tool globally. It allows standard maintenance routines for all in the organization. Users have to be well trained to use the system. Harmonized systems reduce the workload of people and e.g. Excel files (with employee data) can be dismissed. Reporting becomes easier, for example headcounts reports can be done via one system. First plan the Strategy – then bring out the Benefits – make the Deliverables – use Metrics to evaluate the result. Every project has preparation, planning, execution and closing stages. Following these steps enhance the success of the implementation.

HR contacts' idea of the successful implementation was needed. Some of the HR contact persons have already attended introduction workshops last summer but it was just a scratch on the surface. During this fall regular weekly meetings have been arranged. It would be a useful idea to arrange a comprehensive workshop together with the HR contacts and global HR before go-live in December 2011.

Answers brought out good points about the HR contacts. Face-to-face meetings seem to be the most important ways to approach HR contacts to get the most out of the system. Due to the fact that of course it is easier to ask questions and state a comment when you face experts in the same room and have a manual to support the workshop. HR contact persons also pointed out that it is good to have both brief and thorough manuals that support the face-to-face training. Face-to-face is the most important training approach on every level.

HR contact persons thought that a brief guide on P3 helps the self-preparation process to feel more comfortable with the new way of working. Supporting materials has a key role. Step by step instructions of the tool and processes should be in P3. It would be good to provide FAQ (Frequently Asked Questions) to help managers and employees. The support model is planned and announced to HR during trainings sessions.

Communication is highly important according to all the communication, change management and implementation books. Well planned and executed communication and training has to be guaranteed. HR contacts' replies reveal these facts. Transparent communication and frequent updates of the situation are a good way to waken managers and employees interest for the People@Pöyry.

Committed managers will take care of communication towards employees to make sure everyone is aware of the new way of working. A useful idea was to make employees fill in the needed information by themselves together with the local HR. One idea was to make this as a target among others and to follow the process from time to time.

When enquiring further ideas to succeed with the implementation of the new way of working the answers supported the previous answers. Committing the

managers to the new tool is the main task to concur. Enhancing awareness of managers will help to proceed the implementation to employees. Successful stories to be told to managers and employees will get them to have a clear picture of the benefits that the tool will bring and the barrier of filling in the data is not so high. In every phase the security of the tool has to be emphasized because this could solve the challenge of the suspicion of the new tool.

Some respondents suggested that some kind of gifts or rewards would help the implementation of HRIS at least for employees. This sounds quite an interesting way to approach the new way of working. It might be a nice way to launch a competition of filling in the data. But in that case everyone should have an equal chance to start with the processes.

When operating in 50 countries around the globe the language is the next challenge. Almost all respondents felt that it is crucial to have manuals and other training materials in English as well as in the local language. Managers might be able to cope with the English manuals. Employees need to have the materials in the local language. The HR contacts are in the major role to take care of this challenge. One way to solve the problem is that local HR contacts and managers train the local employees in the local language. This emphasizes the responsibility of local HR to deliver the wanted message to the employees and managers.

HR contacts think that the most demanding challenges, which might be faced during the implementation process, will be employees' and managers' negative attitude towards new things, new issues to take care of among other duties as well as individuals do not feel that it is important to act according to the new processes and use the new tool. HR contacts were also concerned about employees and managers to be suspicion of security of the information, skepticism about the need for change at hand, language difficulties and fear or increased workload. In every change there is some change resistance observed. Adjustment time could be shortened with adequate preparation to face the challenges beforehand. Communication and frequent situation updates could help with the negative attitude. History has its own impact and some employees might have some bad memories of those and they maybe do not understand the need for

the new tool. Benefits should be emphasized to employees and managers. This might help to understand that the change is permanent and not going to change after a year or so.

The main responsibility is on every employee in the organization. The role of the top management must be emphasized because all the changes and willingness will cascade from the top to down. The manager's influence is huge, it show positive ideas and impact on employees. Everyone should understand the need and benefits of the tool. A country HR has main role to get employees and managers convinced about the new tool.

Adopting to the new way of working is never an easy process. Almost half of the HR contacts felt that it would take half a year for employees and managers to adopt to the new way of working. Some said that it might even take a year to adopt to the new People@Pöyry into proper use. Change management is a huge process and it is not easy to pull through because it takes time and resources. The implementation of new way of working has to change employees' previous ways of work. It is not far from the truth that it will take a few years for employees to work according to the new way.

The theory focused on the basic idea of how the implementation of HRIS supports change management. The beginning of the thesis gave many good points to follow when implementing new issues globally. The theory also supports the empirical part quite comprehensively. The idea was to find ways how to succeed with the implementation. In my opinion we gathered quite useful matters from HR contacts to focus on during the implementation phase. The main role of success is on every person within the organization. Upper management support helps to cascade the knowledge and commitment to employees.

Respondents gave useful information on how to plan the trainings and which kind of materials are most valuable. Based on this study global HR can utilize the HR contacts' answers when planning the future steps for the implementation process. Challenges are mentioned and those can be reacted beforehand. Based on the answers global HR can prepare comprehensive training materials in various languages. HR contacts emphasized the communication during the

entire questionnaire. That is one issue which can be taken into account and the focus should be on well planned communication through entire organization.

It was interesting to gather information about different issues which are connected to the implementation process. Currently Pöyry is working on this HRIS implementation process and I can be part of the project team. This was also good opportunity for me to get some background ideas and support for the implementation process on the way. This thesis might be a guidebook of the implementation process. There are various parts to be taken into account to make the planning, process, training and communication successful with the implementation.

Questionnaire designing and delivering also pointed out the fact that it is not an easy task to do. Even if it is tested with test persons and thought through many times it can end up with a mess. Misunderstanding between the respondents and researcher can occur. Misunderstanding can also happen between the researcher and survette provider.

The framework gave good points to be taken into account when planning the implementation. At least for me this was a good handbook to study. The questionnaire was helpful to get the ideas of the HR contacts on how to transfers knowledge through all parties involved. Even with few misunderstandings in the questionnaire it gave good tips for the implementation process. HR contacts gave valuable ideas on how to transfer knowledge and train employees and managers to use the new tool. Communication should be well planned and effective for every target group. This study will give valuable information to global HR to plan the trainings and communication for all parties.

In future it would be interesting to do new research about how the implementation of the new way of working has succeeded. During next spring a research how things have succeeded, how things went and what would be done differently should be executed. It would be interesting to find out the opinions of the project manager, HR contacts, project team and employees.

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Questionnaire as word document. Performed via Survette tool.

Pöyry is developing selected people processes and enabling them with Human Resources Information System (HRIS) which provides a new way of working for Pöyry. The new practices and new way of working will be implemented in two phases over the next 2-3 years. The five focus areas are Employee Data and Organisational Management, Performance Management, Compensation Management and Succession & Talent Reviews.

Within each of these five projects a set of processes and tool functionality will be launched in two stages. First stage is to equip Human Resource (HR) around the world to implement the change into Pöyry organisations. This is followed by the second stage in which HR continues the implementation of the new way of working to their responsibility area employees and managers.

The purpose of this survey is to find ways, how to do implementation in the right way at Pöyry and how to help HR to coach employees and managers.

Background information – Please select all the BGs and countries you are supporting.

Business Group: (selection)

Country: (selection)

HR Preparation for the implementation

This section focuses on seeking for information on how you would like the implementation to happen for yourself.

1. How would you like to be introduced to the implementation of the People@Pöyry and enabling HRIS? (1=most important, 5=least important)

_ Teleconference and Genesys conference together with global HR
_ Guides in P3
_ Face-to-Face workshops together with global HR
_ Support person in HR department
_ Other, please specify below
 Which materials would you want to use when preparing yourself and to feel comfortable implementing the new way of working in your responsi- bility area? (rank order: 1 – most important, 3 – least important)
_ Quick guide for the process and enabling tool elements on P3
_ Long manual for the process and enabling tool elements on P3
_ Face-to-Face meetings along with the manuals
_ Genesys meeting together with global HR
_ Some other way, please specify below?

3.1. Why you would prefer these ways? (in your own words)
4. How much time would you like to have for your personal preparation of People@Pöyry and enabling HRIS before communicating and training the employees and managers in your responsibility area? (select one)
_1 - 5 days
_ 2 - 3 weeks
_ 1 month

Implementation for managers and employees

5. In your opinion, what would be the best way to introduce People@Pöyry and enabling HRIS to employees and managers? (in your own words)

6. What materials would you like to have for introducing People@Pöyry and enabling HRIS to employees and managers in your responsibility area? (in your own words)
7. Do you feel it would be important to have some of the materials in local language?
_ Yes
_ No
7.1. If yes, what materials, in which language and why? (in your own words)
8. Further ideas how to succeed with the implementation of People@Pöyry and enabling HRIS in your responsibility area? (in your own words)
9. What kind of challenges might raise from managers and employees when implementing People@Pöyry to your responsibility area? (select as many needed)
_ New issues to take care of among normal duties
_ Employee's and manager's negative attitude towards new things
_ Employees and managers have no personal input for the selection of a new way of working (process & tool)
_ Individuals do not feel it is important to act according the new processes and use the new tool
_ Suspicion of security of the information
_ Individual feel the pressure of organisation controlling
_ Bad experiences of previous organisational changes or other major transformations
_ Skepticism about the need of change at hand
_ Language difficulties (English)
_ Fear of increased workload
_ None
_ Other

10. How would you manage those challenges? Please specify which challenge and how.
11. People@Pöyry development changes the way of working at Pöyry. Which party has the main role of securing the successful implementation of the People@Pöyry? (rank order from 1 to 5: most important to least important)
_ Pöyry´s top management (GEC + BGEC)
_ Middle management (BU)
_ Project management
_ Global HR
_ Business HR
_ Country HR
_ Employees/ managers themselves
12. How long do you think it will take for personnel to adopt a new way of working per process/focus area?
_ Few weeks
_ Few months
_ Half a year
_ Year

Question 3 open answers

Question number three was made to complete the previous question why you would prefer these ways?

- To keep things interactive and simple.
- 1st option: The manuals would help prepare along and the face to face meetings would help get answer to some questions. 2nd option: The Quick guide would help to have a summary and avoid spending too much time on details, especially if there is no need. 3rd option: The long manual for the process and enabling tool elements on P3 would help in case you are looking for more, specific details. And it might be a good idea to provide access to these information on P3, any one interested could go and get answers. 4th option: The Genesys meeting together with global HR would be helpful to clarify something that could not be found elsewhere or just for advice on local background.
- Make the most of time. info should be classed into two groups: main info and detailed info or A to Z index might help to find the info if long docs are provided as manuals.
- Efficiency.
- The needed guidance and help is not dependent on the date and time the info is available when needed for instance when a person has a suitable moment to start the preparation.
- face to face meetings are most valuable when to learn new things
- F2F-interaction allows asking questions, most probably system is fairly intuitive (if we build it correctly), and therefore quick guides are most important after initial get to know.
- Although face to face meeting are more costly and time consuming they are much more effective. I also like quick guides (short and "to the point brochures), developed by communication experts, instead of heavy and sometimes difficult to read manuals.
- It is always better to talk to a real person when trying to introduce a fundamental change....supporting materials are also essential.

Question 5 open answers

5. In your opinion, what would be the best way to introduce People @Pöyry and enabling HRIS to employees and managers. The best answers always come from the local people whom are really preceding the process on their organization. Following answers puts together the ideas from the HR contacts:

- For Employees Global P3 presentation and e-mail invitation to visit new Employee data portal and complete their profile. Engagement gifts. Can be a price introduce for first 100 who completed the data. For Managers Global P3 presentation and HR work shop to show how they can get information from HRIS and what transaction and reports will be available for them.
- The best way would be to present it first to the managers, especially to the operational ones, that have influence over the employees. They should be the first to promote using this system locally. If, on daily basis, the employees report to the operational manager, the HR person would not represent an authority greater than the operational manager, therefor, they will always choose to postpone the admin tasks of using the P@P over an operational one and so, in the system there might be not so up-to-date information. More than this, a top-down informing mail should be sent, so the management of the business units should know why this is needed, what kind of problems is solving, what is the utility in increasing the performance, etc. For the next 2 years I would put this as one of their targets in the Variable Pay-Policy, to make sure that this is not a priority only for the HR persons that is responsible with the implementation, but for all local management teams, especially operational managers and employees. After all, this system is implemented to ease their life and allow them to use more time for business.
- Roadshows with MDs and HR. Demo about employee's portal/access.
- Face to face training sessions.
- Genesys, f2f for major stakeholders (BGEC-level).
- Face to face meeting, conducted by local HR teams. I believe this is a critical step in any implementation. In our environment, I think it is even more critical. People management is not a manager top priority in our organization and this can be easily overlooked.
- Personal roll outs..... each office seeing a real person to implement and address questions and concerns. This will also allow for real time feedback, potentially uncover unforeseen issues, etc.
- To Managers: In relevant meetings such as BGEC. To Staff: Awareness rising via newsletter and relevant materials to support. Specific actions required by staff (e.g. creating their own profile) via video on P3.

Question 6 open answers

- 6. What materials would you like to have for introduction People @Pöyry and enabling HRIS to employees and managers in your responsibility area? The results were quite common and the usual ways how Pöyry is launching new ways of working to every organization. Following answers were gathered:
- Presentation basic template that can be modified. Employees video.
- E-learning.
- It woul be very useful to have both How-to-use manuals and demo's as well for the most usual situations where the manager should get involved (e.g.: hiring —JD for each position, induction process, objective-setting, performance management, change of function/salary/termination) or the employee should get involved (change in employee data, CV's etc.) An engagement for real support on implementation and use of this system coming from the Areas VP would be useful when training the operational personnel.
- Prepared presentation set (slides) + chance to present with testing data.
- Good "selling material (what are the benefits to use the system); clear enough quick guides to be available in P3.
- Different kind of training materials, short/quick manual for managers to use the P@P, and manual for HR and employees as well.
- Quick guides and online help. Genesys training materials.
- Decks for face to face presentation. Test environment to be used for hands on training. Brochures to guide through main operations. I also recommend centralizing the translation (to main languages in Pöyry) of all the material that will be developed, with support of local organizations for revision. Translations can be very costly and time consuming if decentralized. Also, the quality can be compromised.
- Presentation, manuals, help-line.

Question 7.2 open answers

Question number 7.2. clarifies the previous language question. *If yes, what materials, in which language and why?* HR contacts answered as following:

- Materials for explaining how employees must create their own CV etc. For support documentation for administrators then I expect that should be in English.
- E-learning in German because not all of the line managers are fluent in English.
- Not on top levels in the organization, but as of Level 4 the language barrier hits in latest.
- Not applicable for us.
- On Czech, and German → testing field.
- Chinese etc. where English is not spoken so well.
- Manager materials in English should be sufficient.
- Decks for face to face presentation and brochures to guide through main operations.
- All those mentioned in previous question

Question 8 open answers

- 8. Further ideas how to succeed with the implementation of People @Pöyry and enabling HRIS in your responsibility area? clarifies the HR contact's idea how to proceed with the implementation.
- CEO or group mail to all managers and staffs that we are going to start HRIS project, and also status updates during the process. It will help everyone to have same picture of HRIS and get support from them.
- To involve also the Managing Directors in the pre-implementation.
- HR to be launch first to go through the main messages, materials, etc. Info pack to address employees' usage, administrators and managers. Then implementation at local level.
- To provide good "success stories good examples of top managers/opinion leaders who are happily using people @Pöyry.
- Ensure the managers commitment to use the tool.
- Time and resources are going to be key. This program is for the benefit of everyone but will be a big change and change is never easy.

Question 9 open answers

To question 9, three people answered *Other* with the comments:

- Let go the paper copy of the appraisals.
- Workers Council.
- Skeptical that the amount of work will be worth the effort... another system will replace this one next year...It always changes. Plus the financial systems will be next and an equal amount of work to implement, the IT systems vary and the aptitude for HRIS is some areas will be minimal.

Question 10 open answers

10. How would you manage those challenges? Please specify which challenge and how. It is valuable to have comments from the people whom are working the area where they know the people's behavior and values.

- Sell the benefits to people of being involved with the WIIFM e.g. being able to search for your colleagues. Leverage off some request in the knowledge portal where wanted to find person who speak Chinese and an expert in xyz as an example of WIIFM.
- Show the benefit for employee and managers that they can get from new HRIS; Regular communications English and Russian language; Workshops for managers; Daily support with guidelines "How to...
- Just be ready with the arguments, information available will serve the purpose for kick-off.
- Good communication explaining the benefits and security of the HRIS for everyone, implementation to be led by MDs and HR, not only HR. Given the option to still print the pages from the system for those who prefer the paper instead of the computer while handling appraisals.
- Talk and explain, let them feel the advantages.
- Showing good examples; educating and listening and discussing why not to use??.
- Good sales pitch to major stakeholders focusing on benefits.
- Good communication plan: explain why we need to change; what benefits the new system will bring; align system implementation to management objectives and rewards (make them also accountable). Stakeholder management. Comprehensive training. Support and commitment from top management.