



A Map for Tackling the Change Curve in a Complex Organization

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The objective of the thesis is to provide a process map for the managers in a complex organization to tackle changes as successfully as they can with the help of the Kübler-Ross change curve. The study was done under Company X, a leading e-mobility enabler who provides a platform that the e-mobility industry can leverage.

The theoretical framework of the thesis consists of change management, the Kübler-Ross change curve and all its stages, leadership requirements, behavioral science, and the role of a manager in changes. The thesis was formed via the Double Diamond model and follows that structure throughout the work.

A questionnaire was created for the employees, and it was studied using quantitative research methods. The results indicated clear values that the employees saw as most important for managers and the organization during changes. The results also stated that the length of one's career in the industry affects where they are on the change curve. The longer you have been in the industry the further you are on the curve. A process map was then defined, by using the questionnaire answers and the source material, to provide a clear map for the managers to tackle the changes and engage their employees in the most beneficial and effective way.

The final map can be used towards any individual in the company. It provides steps and recommendations for all the stages of the change curve and can be modified for each employee. It also highlights the change requirements of the entire organization and the necessary skills needed for the manager to fulfill those requirements in Company X.

Keywords: change management, Kübler-Ross change curve, complex organization, process map

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1 Introduction

The purpose of this thesis is to examine and bring clarity into how to bring support for employees in a complex organization in a brand-new industry and how to manage differences when facing changes in the organization.

Company X is a 10-year-old company working in the new e-mobility industry, an industry which is defined as:

“Electro mobility (or e-Mobility) represents the concept of using electric powertrain technologies, in-vehicle information, and communication technologies and connected infrastructures to enable the electric propulsion of vehicles and fleets” (Gartner Glossary 2022).

The company was founded in Central Europe in 2012 and has since grown into a large company providing software services for the e-mobility industry. After six years the company was acquired by a large energy company and then both the acquiring company and Company X were merged into a company purely focusing on providing software for the E-mobility industry. Now this large energy company has sold Company X to another owner, and this is the setting of this thesis. The thesis questionnaire was also situated in the middle of this change of owner. Hence there was also the need for how to manage again changes in the organization to support the employees in such turbulent surroundings.

Company X provides services for different customer groups in the e-mobility industry. Their customer are different car manufacturers that build electric cars. They provide a platform for the car manufacturers for them to provide electric car charging for their end-customers. Company X also provides a white-label app for other e-mobility companies to utilize their platform in their service so that they don't need to build a platform of their own. Company X also has an app for consumers for enabling them to charge their cars in multiple charging stations. Company X also connects different charging stations and has gathered the most extensive charging network in Europe. The company is known for having one of the widest charging networks in the industry, hence having an extensive competitive advantage in the industry. While it seems like electrical cars have been around for many years the industry is still new and every company in the industry is still finding ways in which to utilize and manage the business. The payment structures and the ways in which the companies operate vary from company to company and there yet is not one company who could manage it all. This also brings a lot of complexity in the organization. There are some people who have been involved from the beginning of the industry and building and leading the development of all the tools and the processes in which the industry works. How does change then manifest in

these employee's lives, since they have been involved from the very beginning? Since the industry is new, there are several different small players, it means that mergers and acquisitions are happening constantly. The industry fluctuates and changes constantly and keeping up with the changes and evolving into a mature stable industry requires time. There are so many companies still trying to do the exact same thing and provide a better service than their competitors, when the main functions of the industry are still not even defined. Also working in such a new industry is exciting, there's a possibility to influence how the industry will be evolving and how to provide life-changing services to people and at the same time help the world to be a greener place. The company has offices in Central Europe as well as in the Nordic countries. Furthermore, there are several employees working remotely across the globe helping in different ways. There are also people from all different age-groups comprising of all together 96 employees. 36% of the employee workforce are women, since the industry as well as the IT sector is highly male-dominated, and this is also represented in Company X. The employee turnover in the company is quite high. Great talent is constantly leaving the company as well as new talent is being hired. This also makes the surroundings complex and a lot of changes happening at the same time.

The company culture in Company X is really relaxed, warm and open. Before this recent change the people in the company were explained over a year ago regarding this possible acquisition. There has been constant communication bi-weekly on the matter and even though there was not any news, still the leadership team explained what is happening and what to expect to the extent that they could. This creates already an open and honest environment in the organization and every employee has had the possibility to discuss about these changes with their manager or with the CEO.

This thesis will be examining and finding out how the people who work in this new industry in this particular company are all handling the changes in the organization in such complex settings. The thesis will be focusing on the Kübler-Ross change curve and using it as the red thread across the study. How do the people in this complex organization handle the organizational changes? Is there a correlation between the stage in which the employee is on the change curve and the length of the employment in this industry? Does the diversity of the industry play a role in how change is perceived and felt by employees who have worked in this industry from the beginning? What are the different aspects that influence where the person is on the change curve and how can a manager see where their employee is to help them through the changes? How can the manager support their employee through the changes and what does the employee expect of the manager? What does the employee need during changes and how would they like themselves to be treated, what do they value the most? How can the manager use the change curve and their people leader qualifications to enable successful change in the organization? These questions are important in order to increase employee retention in the company and secure fluent changes and managing the workforce in

such fluctuating surroundings. The purpose of the thesis is to create a tool and a process for managers to easily identify where their subordinates are on the change curve and how they can be supported during change. This tool will be used as a supporting model in the HR processes during changes. Since there is no such model or tool yet defined, this will be a new tool that is possible to implement into the change management process in the company. It can be then utilized in all future change processes to enhance employee psychological well-being.

This thesis is structured so that it uses the double diamond framework. The thesis flows through starting from the knowledge base and the Kübler-Ross change curve. It explains the curve as well as other change management theory and aspects that are important to know in organizational changes. The theory part consists of different main concepts and how they will play a role in the final results. The research methods part explains how the study and analyses for the thesis is done. An employee questionnaire is conducted, and, in this chapter, it will be explained what all went to the questionnaire. Then we will analyze and measure the results of the questionnaire and find answers to the main thesis questions. Finally, a process map will be defined based on the research and the results with the support of the theory concepts that will support the people leaders in Company X.

2 Discover

In this thesis the main guiding model that is being utilized is the Kübler-Ross change curve. On top of the change curve the main topics that influence the study are change management, leadership qualifications, basic human behavioral sciences, and requirements for change. In the next sections I will be explaining what the Kübler-Ross change curve is, what it entails and why I am using it in this study. I will explain more about what is change management, what it means for a people leader or a manager and why it's important to consider all the aspects of change management. Behavioral science focuses on everything that we do as human beings and why it's important also to know why we act the way that we act in order for managers to follow through changes and also make changes easy for them. We will also cover emotional intelligence and empathy. There have been several studies on the effect of empathy in the organization and why it's important. I want to highlight this also in the thesis and how a managers can use this as an advantage in change settings.

2.1 Change Management

When changes occur in an organization people leaders have a significant role in facilitating and making the changes a success. While changes are inevitable and a daily part of everyone's work life nowadays there's also a lot of material on changes and how to handle

them from every point of view. We will be focusing on what it means for a manager and how this can be utilized.

As stated by Peacock (2017, 45) during change, people often first thing about what they need to give up for the change to happen. It's a natural reaction for human for this to happen. For the maturity of people change is the same as losing something. Unknown matters that derive from change cause worry for employees. In an unknow situation worry and fear take the lead and positive feelings are put to the back. Fear has been the primitive function that has enabled us to stay alive (Pirinen 2015, c. 1.) Hence, it's also important to understand basic human reactions, dynamics, and the role of the manager in changes.

During changes networks and processes that people use in order to fulfill their tasks and how they interact with other people typically alter as well. A usual result of these transformations is a mutual change in what people can control or have power over, their key problems and impact in the organization, which also includes but not bounds their jobs (Peacock 2017, 45-46.) Just as Pirinen (2015, c1) also states independent people who are used to influencing their own work experience changes hard, since you cannot completely control them. Uncertainly is a part of change. Employees want to control and influence things. Sometimes the means in which you can influence things are limited. Change is unknown, it's something we cannot control. The unknown scares us and that's why many try to resist it. Fear, worry and confusion are present especially in the beginning of change (Pirinen 2015, c. 1.)

Understanding the change management concept fully and clearly does not suffice for a company to use it consistently and efficiently during organizational change. When something changes it requires adopting the change. Change as a word generates negative feelings such as loss, unpredictability, and uncertainty, as it's a primal factor in our human nature. The feelings that change evokes can include fearing the unknown, fearing the known, loosing stability and security, losing one's identity, and losing a relationship. These kinds of natural human emotions are amplified in organizations that have groups of people who struggle to handle changes at wide and on high levels of complicatedness and for which they have very little or no control over (Jones & Recardo 2013, 3.)

Pirinen (2015, c. 1) states that changes are starting to be a daily aspect of the life of a manager. Leading changes is nowadays a basic task for a manager. To prepare for changes a manager has to have good change management skills so that he can be successful in his or her work. This requires also personal involvement and desire from the manager to step up during changes. The managers are in the forefront of changes. Changes will be successful if the managers have the necessary skills to lead a change professionally (Pirinen 2015, c. 1).

If an employee feels that they are losing the control of their work, it influences their feeling of how they are performing. Employees generally want to do their job as well as possible.

During changes new targets, new tasks and new ways of working require fast adaptation and even better performance. During changed it is thought that things should be done differently than before when the old familiar way of working is more tempting. This causes conflict in the employee. As the employee is comparing the old way and the new way and evaluating whether this change is beneficial for them and or whether they should change (Pirinen 2015, c. 1.)

Transformations usually fail due to emotional immaturity and that bad relationships are made worse by the pressure and stress of heading into the unknown. When the organization does not clearly know where they are heading and how, fear, chaos and blame can wreak havoc in the organization. These human reactions that are predictable during changes cannot be diminished by change leaders or worked around. But there must be processes created that will support people on how they can deal with the unknown and by this assist these people to also evolve along the organization once it knows where it's future is heading towards. Therefore, personal transformation strategies must be included in organizational transformation strategies. All leaders have to attend to people just as much as they attend to the organizational content. People strategies must be incorporated into the corporate transformation strategy. These people strategies can include dialogue, education, personal growth training, coaching, inquiries, frequent communication, following experiences, team building and learning practices etc. (Anderson, Ackerman Anderson, Ackerman Anderson 2003, p. 45.)

During the pressure of change employees can feel like they are not good enough. The purpose of the manager in this case is to encourage the employee and support them: you are good, and you are performing well. The support of the manager increases confidence and prepares the employee for successful changes. It's the manager's job to make the change as easy and as humane for the employee as possible (Pirinen 2015, c. 1.) Luckily since the effect of the manager is highly known it's easy for a people leader to nowadays enhance their change management capabilities and learn human behavior to successfully run through a change in the organization.

An organizational change also includes risks and different possible scenarios that could happen. Here are stated by Jones & Recardo (2013, 15-16) and organized by categories, the most common issues, and risks in change management:

Resistance, engagement, and cohesion (the way people respond or don't to the change): 1. Little or nonexistent commitment and engagement to the change 2. No feeling of hurry or pace 3. Fighting internally and/or escalating conflict 4. Distraction or sabotage attempts (Jones & Recardo 2013, 15-16.)

Leadership and organization (things in an organization that hinder the change): 5. The silo effect: lacking unity and co-operation cross-functionally. 6. Obstacles that seem overpowering and political barriers 7. Missing sponsorship and leadership (Jones & Recardo 2013, 15-16.)

Management and change capacities (not effectively managing the change set-up) 8. Missing goals and landmarks 9. Not putting out the evidence for the change progress 10. Lack of understanding of the change road map, the associations, and the roles (Jones & Recardo 2013, 15-16.)

Change cannot be done without leadership. A skillful change manager looks forward to the future and is dynamic. A manager must be able to successfully assess the starting points of the employees and assign all relevant change targets individually. A manager must be able to convince the employees regarding the necessity of the change and their capability to succeed in the change. (Pirinen 2015, c. 1.) Successful change all starts with the manager, the manager has such a huge role in leading the change to the correct position that it's vital we all understand how to also utilize this power in the correct way and this thesis is done to support this task and make changes beneficial and easy for both employees and the managers.

Jones & Recardo (2013, 29) have also identified some of the change management and leadership best practices. These same practices and these are also stated by Pirinen (2015, c.3), and the best change management practices are worldwide and common and easy to facilitate and take into action in the organization:

Resolute Leadership

1. Having a clear, credible, and believable vision for the change
2. Identifying all possible problems and investigating the causes
3. Being able to make the tough decision. Being engaged.
4. Modeling the change
5. Being able to make the change personal and one being accountable of

Alignment of Organization

6. Clarifying clear boundaries between the older and newer states
7. Consistent communication that reinforces the change.

Alignment of Culture

8. Assessing readiness and possible roadblocks early and frequently
9. Recognizing and rewarding change progress consistently and regularly
10. Supporting the movement through the change landscape.

Balancing Measurements

11. Developing and creating a balanced scorecard and spreading it.

Change Integration and Program Management

12. Creating a master plan and a change road map
13. Managing the white space. White space relates to the relationships, correlations, and effects between the factors of the change target, as well as between the workflows that are focused on finalizing them (Jones & Recardo 2013, 29.)

Since managers have such a huge impact on the employee it's essential that this is also acknowledged and used as an advantage rather than leaving the employees to go through the changes on their own. This also requires a lot of human behavioral science knowledge from the manager as well as emotional intelligence. Which are fairly new requirements for the managers in this modern society. But since change is inevitable also is the change in leadership styles and the way employees are cared for (Pirinen 2015, c. 1.)

Harris (2012, 174.) describes that a change agent who would encompass knowledge of what psychological factors affect humans when they behave in groups would give a better chance to take into use the change plan and also stabilize if conflicts happened. Here is a guideline that can help in the change planning process:

1. Creating a positive atmosphere for change. A suitable climate for change to happen makes a difference in successful changes and changes that create stress and chaos. A successful change agent strives to create an atmosphere where people feel that the situation takes their needs into consideration empathically and is non-judging. We need to clearly state our need for the change that is happening and the purpose behind it as well as allow people to openly express their feeling and their resistance and ensure that all their input is taken into consideration. By opening the and freeing the communication in the organization it emphasizes the readiness for change. A top-to bottom communication system needs to be replaced by a more discussive system that allows people to give feedback freely. When channels for communication are

closed it created a feeling of dissatisfaction in the group or the total organization. When people do not know about the change expected it often creates 'paranoia' in the organization. People working in the organization will express worry and deep anxiety regarding the change and they will think about every possible bad scenario and give objections to everything regarding why the suggested change will not work. These sorts of outbursts usually raise vicious and disruptive rumors that can potentially create damage widely in the company (Harris 2012, 174.):

- a. Involve the people who are affected by the change effort. Only when people have an understanding regarding the purpose and the results of the suggested stage, they respond well to the change efforts. When there is no understanding, knowledge, or involvement in the planning of the change it only creates more resistance. That's why change agents have to involve some affected people to participate in the decision making, preparing and implementation of the change (Harris 2012, 174.)
 - b. The change agent can help others to handle the fear of change by using human relations skills. People can show initiative once they have a strong understanding of the nature of the change and come up with lots of solutions. Once there is a feeling of control over the aspects that influence their place in the organization they can adapt more easily and implement the change instead of resisting it. Usually when including people who must implement the change it usually results in much better efforts. There are often innovative and realistic solutions within these people (Harris 2012, 174.)
2. A change strategy should also be developed. A proper problem-solving process has to be implemented if we want to plan and control the changes as individuals or as an organization. There are several different methods that can be used for this purpose. One such is 'force field analysis' which was designed by Kurt Lewin, a social psychologist. This approach thinks of and goes forward with change as a product of different interdependent factors (e.g., thinking, wishing, action, valuing, striving, achieving). This sensory fields for each individual is made of our life space and from our psychological environment. Organizations and groups have their own life spaces or individual environments, that are a result of combining every member's own perceptual field. (Harris 2012, 174.)

Pirinen (2015, c1) emphasizes that during the change process, the head of the company as well as the managers must take care that the change management doesn't take away too much equity from the day-to-day operational functions. Change should not tie employees too

much and take away valuable resources as well as too much bureaucracy should be avoided. If the employees use all their time for pulling through continuous changes it will eventually weaken the employee's satisfaction and their performance will suffer (Pirinen 2015, c. 1.)

2.2 The Kübler-Ross change curve

The change process can be described by a lifecycle model based on the 5 stages of grief model created by Elisabeth Kübler-Ross in 1969. The model is used in different contexts and specially to help organizations identify the process that employees will go through during changes. Hence, it's also named as the change curve. The different stages of the change curve can be viewed by the eyes of the employee. This will help managers to understand why employees act differently in different stages of the curve, to anticipate needs in change management and to prepare to lead the different stages.

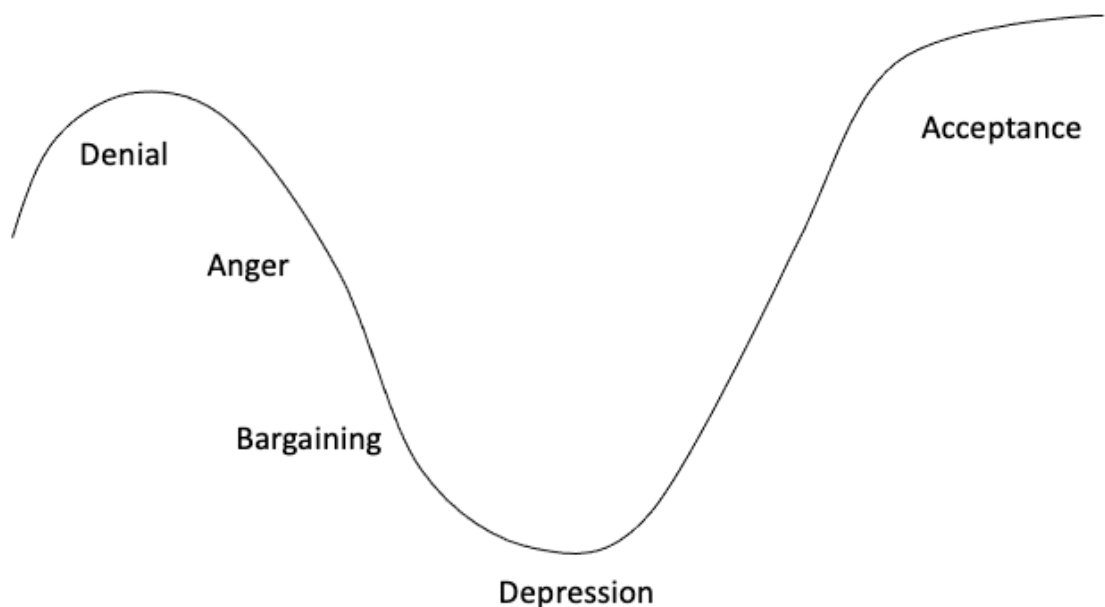


Figure 1: The 5 stages of grief (Kübler-Ross 1969) (Savolainen 2016; Tahir 2019)

Change curve and the change lifecycle can be divided into 5 different stages: 1) Denial, 2) Anger, 3) Bargaining, 4) Depression 5) Acceptance. The change curve depicts human beings' typical behavior in crisis. All employees do not go through all the stages of the curve, some employees can jump over the change curve. People experience the change curve differently. Also, how strong the emotional reaction to each stage, is different from person to person. The change from one stage to another is not always clear and visible. When a manager is leading a change the employees and the manager are on different stages of the curve. Stage 2 and fear state can for some people continue longer, than for others it's mild or nonexistent. At times it's also possible some people go backwards in the curve. (Pirinen 2015, c. 2.)

2.2.1 Denial

The first stage in the model, denial, is the one that can make people survive lost or change in the first place. During denial it's easy for people to think that there's no sense and no meaning to life, everything is too overwhelming. One might deny news and start to numb themselves. During this stage people will think about how life can even go on from here, the person is in a shock and everything that you knew in life has been changed instantly (Gregory 2022.)

In the beginning of the change curve, when the need for change has been announced, some people's first reaction is usually despair and shock. An employee who is in shock finds it really hard to perform their tasks because they start to worry and think about their future and what is going to happen to them (Pirinen 2015, c. 2.) We all know how it feels like to experience something that causes fear and worry and comes as a surprise. The mind travels to places where it does not want to go, and a human usually tends to dwell on feelings and thoughts that are not pleasant. You might not even know what is happening and why, you just know that something scary has happened and your body and mind is reacting to it.

It's interesting though that shock and denial can help you in coping and surviving a grief event or a change in different contexts. When we are in denial it helps us to pace our feelings of grief. We won't get overwhelmed by grief, rather we deny it and we delay its impact on us for a while. It's kind of like the body's internal natural survival way of not giving us too much at once. When the shock and denial start fading then healing process can begin. This is when the feeling you were suppressing start to rise and come to the surface (Gregory 2022.)

Once the shock is over the employee starts to usually deny the change. Everything that happened in the past is viewed as positive and they are reluctant to change because all went well in the past. The unknown is scary and causes denial. They can start to question and deny the change by claiming that it won't work or that it doesn't affect them. This denial stage can appear in heightened focus on negative aspects and as a reluctance to change, to flee and forcing negative emotions on others. (Pirinen 2015, c. 2.) The employee continues to work as before and might even deny getting any support from their manager or the sufficient information regarding the change. The manager must accept this reaction, because this denial stage must be gone through in order to think about the change from a different angle and to accept it (Pirinen 2015, c. 2.)

According to Pirinen (2015, c2) fight, flee or projection can also be a reaction in the beginning of the change curve. The employee can flee the change. This can manifest in the employee isolating themselves, attacking others or even absence from the workplace. There are also people who react to change by attacking others and taking a defensive role when they are facing a change. In this case they might deny the changes and only see the change as

a threat, no matter what the manager might explain to them. Employees might also project their insecurity and disappointment to others by for example accusing the entire organization or their manager. All these ways of reacting are unconscious behaviors that the employee might not even recognize in themselves. In these situations, the manager can address their worries and try to point out to the employee on how their behavior might affect the other people and the working environment. (Pirinen 2015, c. 2.)

The beginning shock will subside once the employee has been able to express how they are feeling and say what they need to say. The manager must identify the level of how their employees can receive the change and how they perceive that they are in control. Every single employee is an individual who has their own sense of what it means to have a safe environment. The most efficient way to find out what the employee would need at the current moment is to ask them to express their needs. What do they need the most currently, what do they find is clear for them and what are they worried about? The employee will feel this as an appreciation and trust from the manager, so that the manager cares for them. The most efficient way for a manager to help their employee in the beginning of the change curve is to be genuinely present, to listen and understand and encourage them. Everyone needs encouragement from their manager regardless of how they react to the change. Sometimes a manager can focus more on the employees who react negatively on the change but it's important to give support, encouragement and feedback to the people who are reacting positively to the change (Pirinen 2015, c. 2.)

Looks like	Feels like
Avoiding things	Shock
Procrastinating	Numbness
Forgetting things	Confusion
Unable to concentrate	Shutting down
Behaving mindlessly	
Staying busy	
Thinking everything is fine	

Table 1: the stage of denial (Stanaway 2020)

2.2.2 Anger

The following stages in the change curve are engulfed by fear and anger. The employee feels unease and fear and questions whether they can pull through the change. Fears can manifest from previous experiences. A feeling of fear experienced sometime in the past can surface during a change process. A suffocated fear can cause hatred. During this stage it's easy for the employee to blame others. There can be fear and insecurity about their identity or worry of being rejected when an employee indicates hatred towards other people (Pirinen 2015, c. 2.) Gregory (2022) states that when anger stage hits you cannot understand why you are in the situation that you are in. You question why all of this has happened to you. For grief, anger is a necessary stage. And you must also allow yourself to feel the anger. Even though you might feel that there's no end to anger, the more you let yourself feel it the quicker it will dissipate and the faster you will be able to move forward and heal (Gregory 2022).

Nummenmaa (2019, 109) states that fear protects us from harm, but it also tries to warn us beforehand about possible trouble. It functions like a radar. Fear can make us to run and take cover and be more alert and aware of possible threats in our environment (Nummenmaa 2019, 109). Fear can also manifest as overcompensation, overachievement and trying to please others and be perfect. The performance of the employees is at its worst during this stage of the curve. The overachiever will be able to perform but when continuing it's possible that they might experience burn-out. On top of employee interaction, a manager must also focus on leading the performance. Daily tasks and routines will encourage a feeling of stability. A bigger picture of the change is not easy to see in the stage of fear and the employees tend to stick to details. By clearing and explaining the bigger picture, the manager can diminish the feeling of fear. (Pirinen 2015, c. 2.)

If the employee can't see anything positive in the change, feeling of anger can come up. Behind the anger can be shame and disappointment or a feeling that one cannot influence changes that are affecting oneself. Anger and crossness can appear when an employee feels left out from decision-making. The employee might feel rejected or that the manager is not interested in hearing what they think or that they have not been listened to at all. Behind anger can also be despair, incapability, and feelings of a dead-end. (Pirinen 2015, c. 2.) When we as human beings have so many feelings it's important to also know how and why they manifest. Then it's easier for the manager to guide the employees through the stages and the change curve, simultaneously also examining once own experiences and feelings.

During the anger stage the manager will help employees by going through the targets and the bigger picture. Creating understanding and a common goal is a task for the manager, in order to help the employees to see the end goals of the change and to see what is expected of them. A talented change manager can see forward in the change curve. They are able to

create an optimistic view of the culture for their employees and is also discussing it with them. The more concrete and clear the goal, the easier it is for the employees to believe and commit to it and help the manager to carry out the change together (Pirinen 2015, c. 2.)

Looks like	Feels like
Being pessimistic	Frustration
Being cynical	Impatience
Being sarcastic	Resentment
Being irritated	Embarrassment
Aggressive	Rage
Arguing or fighting	Out of control
Using more and more alcohol or substances	

Table 2: the stage of anger (Stanaway 2020)

2.2.3 Bargaining

When we face something bad, we tend to try to make deals and bargain with fate or whatever our view of the world is. 'If only I could keep this job, I will never complain again!'. This is called bargaining and it's also false hope. It makes us think that if we make a deal, if we bargain, we can somehow protect ourselves from the pain we are feeling regarding the change. People are desperate to get things back to the way they were and try to make deals with grief (Gregory 2022.)

When approaching the bottom of the change curve some individuals are eager to find answers to questions regarding themselves and others are afraid that negative experiences from past changes will also occur in this one. A manager must take notice that employees can go through feelings caused by previous changes during this change process and even from some crisis that they have experienced on a personal level. Feeling might be directed towards old changes instead of the one happening currently. A manager must acknowledge this and make sure that the employee is speaking of the change that is happening currently (Pirinen 2015, c. 2.)

Bargaining can also manifest in the workplace and the manager needs to be able to handle this stage with the employee and give space for this stage to surpass. As Pirinen (2015, c. 2.) also writes the openness, straight forwardness and fairness of a manager are extremely valuable through the change. It's important to face the strong emotional reactions and resistance from the employee's and they must not be run away from. If the manager is already in the beginning trying to hide or diminish things the employees will make their own decisions and are afraid, they are not being told the truth and then fear and insecurity will be the governing feelings during the entire change process (Pirinen 2015, c. 2.)

Looks like	Feels like
Constantly thinking about the past or future	guilt
Being worried and over-thinking	shame
Comparing one-self to others	blame
Assuming the worst and predicting the future	Fear, anxiety
Perfectionism	insecurity
Saying or thinking 'If only I...' or 'I should have...'	
Judging others and one-self	

Table 3: the stage of bargaining (Stanaway 2020)

2.2.4 Depression

We commonly accept depression as a form of grief. Many think depression is associated with grief so that it's an emotion that's present. Depression symbolized the emptiness that we can feel in a situation when we understand that a situation or a person is gone and never coming back. This state makes you left feeling numb, living in a haze, withdrawing, and wanting to stay in bed. Everything in the world seems too overwhelming and simply too much. You just want to be alone, not to talk to anyone and feel completely hopeless. During this stage some might present suicidal thoughts since they cannot see any point or meaning to life anymore (Gregory 2022.)

During the depression stage of the process employees hit the bottom of the change curve and as the title says go through depression. The employee feels paralyzed. He cannot work in a high-performance lever but is basically trying to survive by only the most necessary tasks. It's important for a manager to look out for signs for possible depression, which are: hopelessness, irritability, a person who cries a lot, anxiety, indifference, guilt, worthlessness, passiveness, headache, nausea, weight-loss, overeating and self-hatred. (Pirinen 2015, c. 2.)

Looks like	Feels like
Changes in sleep and appetite	Sadness
Not having enough energy	despair
No social interest	helplessness
No motivation	hopelessness
Crying	disappointment
Using more and more alcohol or substances	

Table 4: the stage of Depression (Stanaway 2020)

2.2.5 Acceptance

In the final stage of the model in acceptance we can feel our emotions stabilizing. We enter reality again. We begin to accept that this is the new reality and that the person or thing we have lost is never coming back. You feel that this is not a good thing but it's something you can be ok with and live through. This stage is about adjustments and readjustments. You go through good, bad, and good days again. The good days seem to increase. Your haze may lift and you want to see more friends and family. You acknowledge that the person or situation that you lost can never be replaced but you can grow and evolve and live in your new reality (Gregory 2022.)

Once the employee has accepted the inevitability of change, the curve starts rising from the bottom. During this stage the manager encourages the employee and reinforces the correct direction and action. The employee starts feeling acceptance, hope and confidence in the change. A clear improvement in the performance can be seen, even though the employee does not have a top level of energy yet. The employee can start to see the possibilities in the change and the end results and might get excited about the possibilities that arise from the change. (Pirinen 2015, c. 2.)

The manager has to implant the new ways of working and concretize the benefits. Also during this stage the manager plays the example. Now the employee will feel contempt for making though the change. Because the change is so far already some people might experience an 'end curve exhaustion'. The manager should bring up successes and accomplishments. This will give hope and trust in moving forward. The manager needs the skills and talents of the employees through the entire change process to follow it though. (Pirinen 2015, c. 2.)

In the end of the change curve, it's beneficial to make a mutual closing of the books with the entire team. Both the execution of the change process as well as the end results should be analyzed. What were the best achievements? What could have been done better? That did we learn? The entire team can mutually do a change analysis by figuring out their strengths and weaknesses. There's always perceived losses and gains in changes. In the end there is something new and different when forced to give up something old and familiar (Pirinen 2015, c. 2.)

Pirinen (2015, c. 2) also continues that achievements are extremely important for employees. A lot has been demanded from them during the change and a manager who demands also needs to be able to give feedback and rewards. When a manager is proud of their team, they should also be acknowledged for it. Also, a public praise in front of the entire organization creates a sense of pride within the employees in the team. (Pirinen 2015, c. 2.)

Looks like	Feels like
Behaving mindfully	"good enough"
Engaging with reality as it is	courageous
"this is how it currently is"	validation
Being in the present moment	Self-compassion
Tolerating emotions and being vulnerable	pride
Honest communication, assertive, non-defensive	wisdom
Coping, adapting, responding skillfully	

Table 5: the stage of acceptance (Stanaway 2020)

2.3 Role of the manager in changes

A manager can enable a successful change by leading boldly and open mindedly. There's no one pattern way to lead a change. A manager should prepare their employees for the future, lead them from the present and utilize the strengths of the employees. The manager should be both stern but easy to approach. The support that an employee needs from their manager will depend on from one person to another and from one situation to another. At times the manager must be rigid and disciplined and sometimes it's beneficial just to stop and listen and show empathy. A manager who encourages, is optimistic and sees possibilities is a manager who also encourages their employees in tough situations and creates a positive view of the future. Together with their employees a manager can get high results and break down even the toughest barriers. A change is collaboration on a journey that is new and unknown for all participants (Pirinen 2015, c. 3.)

This calls for managers to transform and enhance their beliefs about organizations, people and about the actual change. Their leadership style and behavior need to be transformed to meet the needs and requirements of the transformation. So, in order to lead a transformation successfully, the manager needs to transform themselves (Anderson, et al. 2003, p. 3) This is backed up by Pirinen (2015, c.3) as she continues that responsible change management means that the manager takes responsibility for showing where the change is leading. The manager must have knowledge, understanding and courage. He cannot sit around and wait that the top management or someone else will do that for them. Top management will not give precise instructions on how to manage the change, so the manager must have such a high professionalism of their business that it's possible for them to concretize the strategic change goals into operative functions. By doing so the manager sets a common goal from themselves and their employees. (Pirinen 2015, c. 3.)

Employees are motivated to change themselves and their ways of working when their views are listened to and when they can personally influence their work. Influencing has a direct connection to work satisfaction and performance. The mutual end results of the change is most meaningful for employees when they have been able to influence them and they feel like they have been achieving a bigger goal in the company together. An employee will do everything they can to achieve the targets when they have been able to personally influence or decide them. (Pirinen 2015, c. 3.)

As managers are facing the role of leading the transformation and change it also requires a brand-new set of leadership and strategy skills. The leaders and managers have to enhance their knowledge in what a change really is and what is required during a change. They must be able to let go and renew their old approaches and know how to guide a transformation in a different way (Anderson, et al. 2003, 3)

There are many different ways to support employees' going through changes and one big concept is Emotional Intelligence, we will discuss this in more detail in another chapter. This is though also highlighted by Pirinen (2015, c. 3) who writes that a manager who can show their feelings, can also take on other's feelings. An emotionally intelligent manager is believable and brave. The consistent and example behavior of the manager is critical when new ways of working is being used and at the same time old ones are given up. If the manager does not follow the new ways of working when it has been agreed so, neither will the employees. Behavior, as well as emotions stick to others during changes. Justice is a value that is essential for an employee during a change. Everyone must be treated equally and with justice and the manager must not prefer any employee of team. A manager shows foremost equality for all their employees (Pirinen 2015, c. 3.)

Change management is molding people's attitudes and affecting people. A manager can analyze behavior and attitude management via the Schein's iceberg model from 1992, which is below described by The Open University (2022). Under the surface are values, norms, ideologies and beliefs that you cannot see but that affect everything in how we behave. On the surface on the top is the way we act and behave. The things below the surface affect the things above and vice-versa (Pirinen 2015, c. 3.)

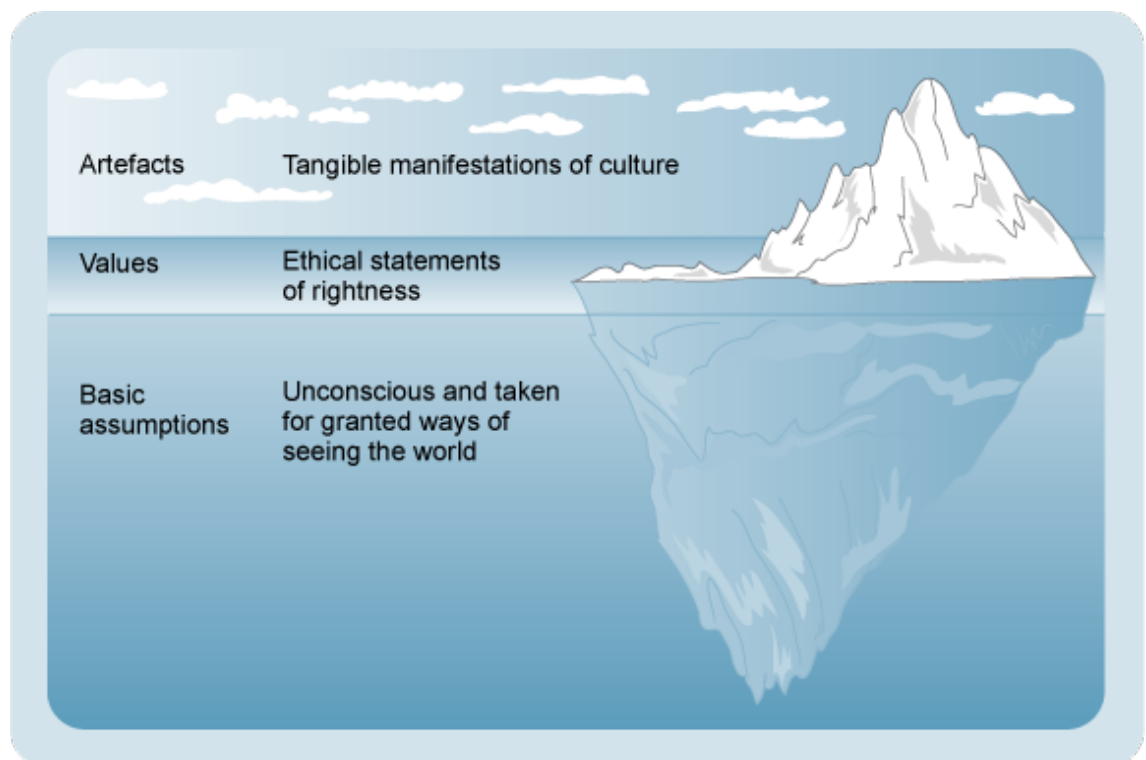


Figure 2: Schein's iceberg model of culture (The Open University 2022)

One of the pitfalls in management can be the neglect of the actual leadership position, the leadership role twisting into a more friendly role, neglecting the leadership due to burn-out

or instrumentalizing the leadership. Then the manager does not have time or interest to lead the change he will neglect his leadership role and run from responsibility. They can feel like an outsider in the change. Maybe they have not been included in the decision-making regarding their team. As a counter reaction the manager withdraws and neglects his leadership role and as a result of this the employees are left alone. This causes confusion and frustration in the employees. They are ashamed because they are not being cared for, valued or of interest. The absence of a manager forces them to not want to do their job. The biggest risk is that when a manager does not lead their team the employees do not do the correct things in the change and cannot perform their basic task, rather the time is spent in trying to resolve internal conflicts. The other risk is that the company will lose valuable talent because no-one will want to work in t team where there's bad working atmosphere (Pirinen 2015, c. 3.)

2.4 Leader qualifications during change

There's no denying that in today's companies and organizations change is inevitable. There is no longer the possibility to do the exact same role for your entire work-life. This has also created a need for educating managers and making sure change is also contained in the leadership roles of today's people managers. If you are a manager of an employee, it's essential that you have the knowhow on how to manage changes and successfully also guide your employees through that change.

Anderson et al. (2003, 41) explains that the real transformation happens when the leaders in the organization listen to the wake-up calls, and this starts the breakthrough in the awareness and beliefs of the leaders. By this expansion in their conscious awareness and the increasing understanding of what is needed in order to move forward starts the shift in the mindset of the leaders in the company. This starts to create new thoughts on what is necessary and what is possible to do in the organization to make it and the people working there thrive (Anderson, et al. 2003, 41.)

A change can bring unpleasant things for the manager to run through e.g. terminations and lay-offs. These are highly challenging situations for many managers because one cannot predict how the employee will react and feel about the situation. Sometimes the manager does not have means or ways to lead difficult interactions with the employees. The employee might react strongly to the situation and the manager cannot find a way to handle the situation. Usually, these things require fast acting even though preparation and prediction could help the manager's job (Pirinen 2015, c. 3.)

Leaders approach transformation in either expended or limited awareness. Expanded awareness is a conscious approach and limited awareness is a reactive or rather unconscious approach. As a leader takes a conscious approach, they have a wider and better

understanding of what the transformation in the organization requires and what are the strategic options to make the transformation successfully. If a leader takes a reactive approach, they make decisions and reactions unconsciously and make decisions from their habits and subconscious conditioning, current knowledge and from the prevalent leadership style that they promote. Limited awareness only offers the managers to use their old techniques and hinders them from seeing critical people and processes. This approach limits their view and does not offer any possibilities (Anderson, et al. 2003, 52.)

2.4.1 Reactive and Conscious Leadership

In the previous chapter we spoke about reactive and conscious awareness. The awareness of a leadership style and means of working plays a huge part in today's society and it's also one of the corner stones in personal development. If we don't know how we act and why we act in this way, there's no possibility for future expansion and development and our possibilities for evolving are limited or non-existent. Anderson et.al (2003, 6) states that leaders that respond in a reactive way do not intentionally do so. They do not know that they are reacting in such way, they don't even think about it. When external events manifest, these reactive leaders just respond and react habitually and automatically without realizing or any conscious awareness of the situation. Reactive leaders normally do not notice different kind of changes and hence do not comprehend changes being different. They react to all change needs similarly and without any conscious thought and while doing so they inhibit themselves from seeing the necessary people and processes in the transformation and don't see the point in change leadership strategies. These unconscious patterns and their way of not being aware of what's necessary are the source for failure and will inhibit their success (Anderson, et al. 2003, 60.)

Employees who work in on organization run by unconscious reactive leader have a generally very low morale. Many times, there's a need for transformation from the employees' side but the leaders deny and do not see a need for the change or are unable to see the scope of the needed change nor the way to make the change. The employees that are facing on the front line experience the chaos deriving from the leader's denial or incomplete change plan. Employees often notice far before their leaders whether the change plan and strategy will succeed or not. Employees can feel compromised because they feel that their future in the company depends on the organization and its capability to fulfill the change and they do not see a positive outcome of the change (Anderson, et al. 2003, 63.)

We are all different as individuals and have a different work moral but as also Pirinen (2015, c. 3) states during change an employee is firstly committed to their own work and after that to their employer. The employee wants to do their job correctly and be good in their job. A change can cause insecurity in regard to their own performance and a fear of failure. The

task for the manager is to foresee the stages of the change and prep the employee for future steps. An employee who knows what is expected of them and what needs to change is able to also give themselves targets. Then no time is wasted in trying to figure out their own tasks and failures. If they also know what benefits the change will have in them personally, they are even more motivated to carry out the change (Pirinen 2015, c. 3.)

Conscious leaders have a better ability to stand behind their words even when it requires them to work outside their comfort zone. Conscious leaders are aware of their mental behaviors and habits, their strengths and weaknesses and can adapt fast to new approaches, know what their current approach needs development in and being able to make more conscious alternative choices. A leader being conscious does not still mean that their mental models, behavior or bad habits are automatically removed or undone, and it also does not inhibit unwanted reactions or surprises which are a part of every transformation. But when a surprise happens the conscious leaders are more likely to respond effectively and timely because they can see their reactions and not be swept up by them. A conscious leader minimizes the risk of not seeing all problems that could impact the change negatively. A conscious leader hears the need for change earlier, has the ability to leverage all their ability to change the transformational strategy when needed. Conscious leaders are more alert to what is not working and what is and is able to emphasize both the positive and improve the negative more efficiently (Anderson, et al. 2003, 65.)

2.4.2 Human behaviour during changes

The force behind for how people act and behave the way that they do is mindset. And once we become aware of our mindset and how it straightforward impacts our decision, behavior, actions, and results is a critical first step in the way that a person's or an organizations ability to transform is built (Ackerman Anderson & Anderson 2010, 35.)

It's important to understand human behavior and its impact on changes. Ackerman Anderson and Anderson (2010, 132-133) describe the following four imperative reasons to enhance one's knowledge in human dynamics that occur during change:

1. Better change results: Thinking from a practical perspective and getting the best results include conscious change leaders modeling human behavior dynamics since they need to know why and how to get people entirely committed to the change and contribute to the positive outcome of the change. Rule number 1 in human dynamic for change that the more you commit to the people the better your results in the change effort will be. Great results only come when human potential is released in the organization in unconventional ways (Ackerman Anderson & Anderson 2010, 132-133.)

2. Better aligned, committed and healthier workplace: Committed and happy people are far more productive, they can learn and adapt quickly compared to people who are defensive, angry, and resistant (Ackerman Anderson & Anderson 2010, 132-133).
3. Better sustainable operational execution: When committed people support the change efforts it has a less negative impact on the operational performance and causes less damage in the organization (Ackerman Anderson & Anderson 2010, 132-133).
4. Superior change capability: An organization becomes better and more capable to change, it can adapt quicker and address new dynamics in the market as well as catch better market opportunities that others will miss (Ackerman Anderson & Anderson 2010, 132-133).

A manager should also be aware of their interaction, how they are behaving, talking, non-verbal language and how they are communicating the change to their employees. How the manager behaves also affects the employees. The employees observe the manager, both what is said and what is not said. A manager who is too neutral, takes no preferences and shows not feelings does not gather trust or credibility (Pirinen 2015, c. 3.)

Us humans all have the same category of emotions: fears, grief, doubt, anxieties but also love, happiness and joy. Simultaneously we all express all these emotions differently. We humans have a mind that has an ego, we have conscious and unconscious actions, beliefs and cultural views, opinions, and ideas. We humans all have a soul, which is a spiritual element connecting us to something bigger than ourselves. Depending on your religious beliefs or cultural background we explain soul and God differently, but universally the majority of people acknowledge that spirit exists and is a part of us. These four dimensions interconnect, are interdependent and form a system within us. All four dimensions mirror the other and when one changes the others change to (Ackerman Anderson & Anderson 2010, 133-134.)

Examples of how these four are interconnected is for example when our mind perceives somethings as a threat it creates changes in our emotional and physical states. We become afraid and the hypothalamus starts firing our nerve cells which releases chemicals in our body such as adrenaline, cortisol, and noradrenalin, this causes our hear rate to rise, blood is directed from our digestive track straight to our muscles and limbs (Ackerman Anderson, Anderson 2010, 133-134.) When we feel an inspiration (referring to our soul) and our emotions are directed to joy, we experience positive thoughts, and our body will release hormones that make us happy (Ackerman Anderson & Anderson 2010, 133-134.)

We all humans have a basic function in our mind and that is our ego. The ego is our personal self, the individual self that is only us and no one else from the outside. The ego rejects everything that it thinks will be bad for us to keep us safe. Someone might challenge your thoughts or idea in a meeting which could cause you to yell at them in defense or it might

cause you to shut down and withdraw. In such case your ego is trying to protect you as your identity as a competent leader has been questioned. These kinds of fear-based functions are an autopilot fight or flight reaction of the ego. They happen completely unconsciously and automatically. E.gg if there happens a failure in the functional area of responsibility, this can cause you to automatically to act and tell the staff what to do in order to fix it. Separately this doesn't cause problems but if you are trying to build authorization in the organization and you do not act accordingly it can hinder the results and hold back progress (Ackerman Anderson & Anderson 2010, 135, 138.)

Each of us have six core needs: security, inclusion and connection, power, order and control, competence, justice, and fairness. These all can be triggered by different events that happen during a transformational change. We all have the six needs but usually one or two are more dominant and drive the largest part of our behavior (Ackerman Anderson & Anderson 2010, 141.)

Changes trigger core issues in us due to the changes chaotic and nonlinear nature. When these triggers are not solved it creates resistance. When this happens people usually disagree with the change and the direction of it, they don't want to contribute to the change, or they can seem to sabotage it. In most cases what lies behind resistance is an unresolved core need that is being threatened. There's a fear that the change will end badly, which could mean it's not safe, one isn't being included, loss of power, loss of control, perceived as incompetent or not getting a fair treatment (Ackerman Anderson & Anderson 2010, 142-143.)

Powerful leadership needs people who are skillful in rightfully assessing personal and circumstantial differences and who have the necessary behavioral science skills that enable them to act in the right and effective way as they influence others. People have different sensitivity levels and flexibility in their behavior. Others can address and judge facts that makes it easy to make decisions and others do not see, hear or feel. Others can transform their behaviors to accommodate the circumstances while others react the same way to every different situation unable to adapt (Tannenbaum, Weschler, Massarik 2013, 119.)

Core needs can create both negative and positive responses both resistance and commitment. It all depends on what the person's viewpoint is, their conditioning and what is happening to that person in this change. A change leader who understands these human behaviors can ease people's resistance by taking care of their core needs. For instance, if there's a person whose ego needs power are not allowed to make decisions, they will reach negatively. This can be prevented by asking for their opinion on decisions and they will experience they have more power and will reach more. Likewise, when someone who has an ego need for being seen as capable to a role that is visible but unfamiliar and to which they have not been prepared for orderly, they will fear that they will look bad and fail and therefore will resist. But if you tell

them that they will have time to get to know the responsibility and get training for it, they will react more positively regarding the change. The main message is that if people are afraid their core needs will not be met, they will resist. When they feel that their core needs will be met, they will be more committed. When change leaders operate on autopilot it created resistance in people and simultaneously create change processes that also create resistance. Conscious leaders who understand human behavior deeply create more commitment building change processes when they plan that the people's core needs are simultaneously met. (Ackerman Anderson & Anderson 2010, 143-144.)

When a manager confronts subject directly, he is doing a favor for everyone. Employee value straight forwardness and openness in a manager. During changes the true talent of the manager is tested: if they manage to lead difficult changes with the respect of their employees the employees will trust their manager and value them. Not talking about difficult things causes the entire opposite (Pirinen 2015, c. 3.)

We as employees are also human beings reacting emotionally and within our nature to changes. This is important for everyone to understand. Ackerman Anderson and Anderson (2010, 150) also state that people react emotionally to change. As we understand the ego and our core needs, we can notice that reactions like fear, anger, sadness, doubt, and confusion are the grounds of resistance. If people can deal with these emotions and conquer their resistance, they are releasing and acknowledging these feelings (Ackerman Anderson & Anderson 2010, 150).

During a change people go through natural emotional responses. First there's resistance, followed by a letting-go phase and ends in commitment. But in order to get to commitment people have to get through the resistance phase. Some people can get emotionally stuck in the resistance phase and are unable to go forward. The job of a conscious change leader is to support the people in their emotional transition, so that their original resistance can evolve into commitment. The better you understand people's core need, their ego and the process of emotional transition, the greater you will be in this task. As we help people through their resistance and assist them in gaining full commitment through emotional transitions, we also assume that the change we are making is the correct content for the organization. When the organizations' needs are aligned with the organizations strategy it will create more positive results. If this is not the case many people will resist and, in this case, the only way to get them on board and commit is to change the content of the change. Therefore, you should always query what is the nature of the resistance for the people. There can be profound insights found in their answers regarding what direction is needed for the change (Ackerman Anderson & Anderson 2010, 151.)

2.4.3 Acceptance

The core of transformational shifts is acceptance. Kübler-Ross introduced this concept in her work regarding grief and dying and the change curve. In order for people to move through their resistance and emotional upset, they need to find acceptance (Ackerman Anderson & Anderson 2010, 152.)

Ackerman Anderson and Anderson (2010, 152-153) state that if we want to accept things, we have to know what are the emotions that are deep within our resistance. We have to acknowledge the feelings and recognize them. If we try to deny or pretend that the emotion is not there, we will be kept stuck in it. Once we acknowledge the emotion, we must feel it. Psychologists will explain that you can't successfully get through a negative emotion if you are not allowing yourself to feel it. As humans we are multi-dimensional beings and understanding this brings wisdom to us. We just can't think to accept. Emotions keep stuck in the body unless we feel the feeling. After we have felt the feeling, it naturally releases. When we are mentally conscious of the emotion and after that we allow our body to feel it, the emotion is transformed (Ackerman Anderson & Anderson 2010, 152-153.)

Body, mind, and emotion works all as an integrated system. We have been socially trained that anger, sadness, anxiety, doubt and other closed off emotions are bad, but that confidence, joy and excitement is good. Therefore, we always unconsciously judge emotions and think that resistance is bad. Also, especially men, are thought to not feel many of these emotions. Parents often say that you shouldn't cry or be sad or angry. When we are thought such behavior early, we create a denial mechanism for these feelings. So, when we feel these feelings: sadness, fear, anger, doubt, we can't fully feel these feelings due to our ego thinking that they are bad, and we should not feel them, and we judge ourselves if we have these feeling. This makes us unconsciously and automatically complain when a situation raises these feelings in us. This makes us go into our head, to our ego, and think about how bad things are, rather than settling into our body and feeling the feelings and letting them go. Our ego tries to protect us by not wanting to feel those feelings. We try to distract ourselves from those feelings by concentrating on things outside of us and trying to stop the things outside of us for making us not feel bad. When we operate in this way our emotions are not released. This way people continue to feel stuck in the resistance and aggravate it as time goes by. People don't allow themselves to release the emotions by feeling the resistance because they will start complaining about what caused them to get triggered and this is the ego's way to make the resistance acceptable (Ackerman Anderson & Anderson 2010, 152-153.)

A healthy personality stems from a base of self-acceptance in both publicly and unconsciously. Healthy personality needs space to create experience, a will to pick up cues from others and respond to them, it expresses no arrogance and holds room to respond to the

outside world in a flexible and dynamic manner. Once pressured or under anxiety we do not accurately notice actions or motives of other people. Only when we are at a balance with the outside world and ourselves and we give and receive steadily can we project vital human relations decisions (Tannenbaum et al. 2013, 59.)

To help employees to feel their feelings leaders can use methods like a listening session, where a leader gives space for the employee to express their upset. Most importantly, when people feel heard and seen and can express their emotions without judgement or consequences the people are able to let go of their feelings. When they feel heard and seen as a human being, their ego can't fight and try to resist. Holding space for a person for them to express their emotional upset and feelings helps the upset to disappear (Ackerman Anderson & Anderson 2010, 153-154.)

Commitment gets created when we shift emotionally from resistance to neutral. This process cannot be forced from the outside, it's an inner dynamic. This can nevertheless be supported by being in a real and authentic relationship with the thing or the person that you are resisting. When you hold space for another person's ego and its resistance, we apply a groundbreaking influence. If a person makes complaints or disagrees and expresses their worries in a space that is accepting and welcoming, they have no reasons for their resistance and all triggers for conflict are diminished (Ackerman Anderson & Anderson 2010, 158-159.)

Many people take pride in being able to see people very objectively. But according to behavioral science every time we have a personal contact to a subject, we create either good or bad impressions on the matter and these affect our social behavior. All of us have both positive and negative emotions in our relational experiences. We like and dislike in different ways, even if we do not want to agree to these feelings. Social perception is a way that we make impressions of people and how we understand each other. Empathy is the way we are able to make accurate measures or understandings of others. Social perception may not be rational or conscious and therefore empathy is not inherently a rational effort of being. Others have a good sense of empathy, and they encompass it inherently while for others need training for this trait to develop (Tannenbaum et al. 2013, 54.)

2.4.4 Qualifications of a good change leader

We have spoken about how people react to change, how managers react to change and how they can use their behavioral knowledge during changes to help ease the process and produce a successful change in the organization. But what about the qualifications and the characteristics of a good change leader. What is required from a person to follow through the change more personally.

Smith (2019) describes these following 10 traits that are required of or that build a good change leader:

1. Good communication

In change management communication can well determine what the outcome of the change project will be. When we use good communication we can inspire people, get them to support us, we can build trust and enhance our capability for growth in the change process (Smith 2019.)

2. Power of inspiring others

The way that a change leader inspires others has a vast impact on how successful you are as a leader. You can inspire others by communicating proactively, exhibiting the benefits for the change, showing example in welcoming the change, encouraging, and supporting employees (Smith 2019.)

3. Excitement

Being excited and positive can fuel success. When you are excited, it attracts others and makes them want to follow you and engage in what you are doing (Smith 2019.)

4. Empathy and emotional intelligence

Both empathy and emotional intelligence are critical leadership necessities. Encompassing these traits makes you understand what others are thinking and feeling, also without them expressing it verbally. Empathy and emotional intelligence can be extremely valuable during changes (Smith 2019.)

5. Thinking strategically

As well as having different emotional qualifications, leaders must also be clever in thinking business. Thinking strategically can help a change management leader to be objective, logical and unbiased. When they can think strategically it helps them in defining the strategies on how to execute the change, how to overcome any obstacles and how to manage daily change management operations (Smith 2019.)

6. Forward-Thinking

A good leader has a vision on what future will look and this helps in staying focused on the change task, being able to communicate regarding the vision and getting people on board, being able to utilize modern digitalization for the change. Forward-thinking leaders are able to think ahead and design successful change strategies due to their mindset (Smith 2019.)

7. Determination

Being able to make decisions and carry the risks is required for leaders. Hence, it's essential that they are able to be determined and decisive (Smith 2019.)

8. Confidence

Confidence in a leader inspires others to follow. Confidence is also essential for all business areas. Being confident prevents thoughts of self-doubt and the disbelief in a person's skills and actions (Smith 2019.)

9. Integrity

Integrity gains support and trust. Not having sincere integrity can promote doubt and diminish support (Smith 2019.)

10. Self-Improvement

Self-improvement is essential for all human beings and it's impossible for us to grow if we never learn or inhibit new knowledge or ideas. As Smith (2019) states having a personal growth mindset and constantly wanting to learn more and understanding that you are not perfect improves both personal growth as well as a leader's ability to lead. No one is ever perfect, and you can always learn more (Smith 2019.)

2.4.5 Emotional Intelligence and Empathy

In the chapters we have been mentioning self-improvement, emotional intelligence, and empathy. It has been highlighted that these qualifications are essential for a successful manager and change leader. A manager who embodies these qualifications has all the necessary skills to be successful, to understand human behavior and the driving forces behind why we act the way we act.

As in the previous 10 traits for change leaders, emotional intelligence and empathy was highlighted. What is then emotional intelligence? It is often called EQ (Emotional-Intelligence quotient), Emotional Intelligence means a different variety of social skills and personal-management skills which allow one to thrive and succeed in general as well as in the workplace (Sterrett, 2). As Issah (2018,1) states the five key elements for emotional intelligence, according to the creator Daniel Goleman, are: self-awareness, self-regulation, motivation, empathy, and social skills. Reacting to workers with empathy can improve and enhance both organizational and institutional performance (Issah, 2018, 2).

Along self-improvement and emotional intelligence, empathy is also a vital skill to embody for today's top leaders. How do we define empathy? What importance does empathy really play in the organization? How can we use it to enhance the change initiative and make change easier? Empathy is the ability to separate one's own will from another person's need and to choose an action that considers the other person's starting point (Paakkanen 2022, 132.)

As stated by Paakkanen (2022, 65) when empathy is built and internalized in an organization well before the change happens, it protects and helps the employees to be flexible. Empathy helps the employees to handle the emotions, worries and doubts more efficiently and diversely that were triggered by the change. During the change the organization gained support from the positive confirming feelings that empathy raised. Empathy helps people to see the positive sides on change and aids in adapting faster to the change (Paakkanen 2022, 65.)

Actions of empathy, for example helping, compassion, forgiving and taking care strengthens the organization during change by offering a clear model of what is admirable and respectful behavior. It's easier to face things in a positive matter when it's supported by the surrounding culture. It's easy to follow example. During traumatic events such as lay-offs it's important to prevent losing trust from the employees and customers and not to get political, centralize decision making and being shortsighted. When empathy has been trained in the organization so that employees have internalized it, employees can also focus more on positive interaction during critical moments (Paakkanen 2022, 65.)

Paakkanen (2022, 66.) also states that empathy affects our way of thinking, our well-being and in general our resources that moving through and living in change requires. Training empathy builds resilience. In an organization resilience is the possibility and skill to live in change, to commit to it and execute it responsibly and actively (Paakkanen 2022, 66.)

Innovation, the ability to create new, means that a person has tried many failed ideas until one succeeds. Or that there's someone on a person's side who can see their potential and encourages them to try and believe in their own abilities when they don't want to or are too afraid to believe themselves. Sometimes innovation is that we feel financially, socially, and psychologically safe in order to take a risk and try something new. Innovative and creative process can mean giving space for as many ideas as possible before making a decision. In these situations, empathy forms a social and psychological safety net where it's safe to set forth. It's a promise to fail and courage to try again. It's support and belief from oneself and from others. It's an ability to kindly see your own and others' ideas. Empathy also feeds the positive feelings that a creative process requires and broadens our mind as well as build our cognitive skills. It's makes decision making easier and thinking more flexible. When a negative mind sees the world from a tiny whole, a person experiencing positive feelings sees things

from a broader perspective. Brains can toss around ideas more flexible and are more able to grasp the big picture. They examine, try and vision new possibilities. New information is exciting, and the mind is more capable of joining thoughts and forming creative solutions. One might even be able to fetch information from their mind quicker because processing of information becomes more effective. (Paakkanen 2022, 72-73.)

2.5 Research method

In this thesis the research has been conducted as quantitative research. This means that the data examined in the thesis consists of quantitative measures and the data can be measured and compared against each other. The amount of the data should be sufficient to cover the examination need, and the more data used always enhances the results. The data is not necessarily just numbers, but the setting is such that e.g., in a questionnaire the answers are formatted so that it can be calculated and examined in quantitative measures. Compared to a qualitative research method that examines and uses the data to explain why something is happening.

This research is also constructed via the double diamond approach. It is a framework mostly used in service design and is a simple tool to construct a research and have a structured way in defining the result.

2.5.1 Quantitative data

If we are doing a quantitative measurement study, the data analysis procedures, methods of sampling and how we interpret guidelines usually arise from statistics. Statistics as a science collects, describes, analyses, and interprets data (Kelley 1999,43).

In social sciences there is usually a difference between descriptive and explanatory analysis. Descriptive analysis answers to questions like 'what', 'what kind' and 'how much'. In here its purpose is to describe what kind is the phenomenon of the study and how common is this phenomenon. For example, a researched can analyze what 'unemployment' means in different settings and how much unemployment is in particular people groups in geological areas. Explanatory analysis tries to answer 'why' questions. In this concept the research problem can be about the causes of unemployment. The researcher can be interested in what reasons cause some people groups to be unemployed or they can have an interest in what is the effect on different countries tax customs on relation to the scope of unemployment. In this explanatory analysis the theory part is pivotal (Mattila n.d.)

The spectrum of quantitative research methods is broad, and they can be categorized in several different ways. One categorization is connected to whether the method target is one variable of several. If there's only one variable and the distribution of values, we can talk

about univariate methods. If we are examining several variables at the same time we can talk about bivariate methods and if there are more than two variables, it's called multivariate methods. Also choosing the correct research method depends on the measurability of the variables (Mattila n.d.)

Since the purpose of this study is to form a process map to guide managers during change, we want to examine what correlation there is between different people and their answers. Whether someone who has been in the industry is having the same experience as someone who has just started in the same industry and whether these people need to be treated differently during changes. And how a people leader can identify this and take that into account and act accordingly. In order to examine this, the most beneficial method for this research would be cross tabulation. There's quite a lot of data that we will be examining and while it's all relevant we are searching for indications on whether the people in the organization all feel and react to changes similarly or differently, it's much more beneficial to study the variables with cross tabulation.

Cross tabulation is used to examine how the variables are distributed and what is their correlation. In correlation and independent examination, we examine whether distribution of the variable that we are investigating is different in other categories of the variable. In cross tabulation we are examining conditional distribution. This means that the distribution of the explicable target variable is examined in different categories of the explicable variable. Because the values of the explicable variable rarely divide steadily in the variable categories it's essential to use relative distribution aka count the percentages (Qualtrics 2022; Mattila n.d.)

There's no one over compassing rule for the location of the explanatory and explicable variable in the cross tabulation. If there's a causal setting in the cross tabulation, it's usual to locate the explanatory variable in the top of the table in the columns and the explicable to the table rows. Then the percentages are calculated into the columns so that the combined percentages and counts are situated in the bottom of the table. Sometimes there can be so many categories in the explanatory variable that for practical reasons they are better to put on the rows and the explicable variable to the columns (Mattila n.d.)

Using elaboration in cross tabulations means a process where the causal relations that has been found is tried to define by bringing more factors into the analysis. Elaboration can be done by cross tabulating the variables with each other. In practice cross tabulation is especially good when examining two to three different variables (Mattila n.d.)

2.5.2 The double diamond model

As explained a bit earlier in service design the double diamond framework is used to design a set of service or a function to cater the needs of the target group. This is a clear and leaned out approach to providing a service that is known to actually be beneficial and that can be easily utilized. So, in this thesis while creating the end process map the model was used so that the end result would make the map as usable as possible.

As explained by Costa (2018) there are four stages in the double diamond model: discover, define, develop, and deliver.

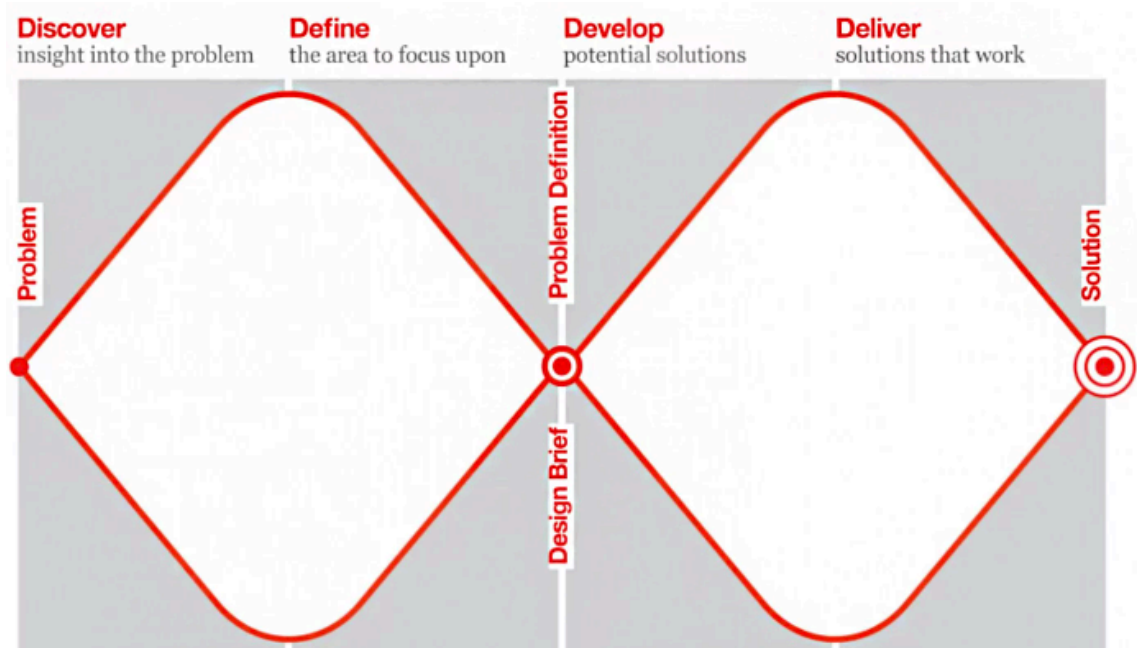


Figure 3: The double diamond model (Costa 2018)

The discover stage of the double diamond model is about figuring out and learning what are all the different aspects and variables that affect the problem and the possible solution. Why this is done is to identify and put into context the problem or the opportunity of the work (Costa 2018.) In the thesis this discovery part is done by examining source material, getting to know the research problem and the methods, and defining what to search for and why. Investigating what are the necessary sources needed to investigate this matter and learning the needed materials to do the work.

The following stage is the define stage where you go through all the information that you have gathered in the first stage and clarify it (Costa 2018). During this stage in the thesis all the source material as well as the conducted research will be gathered and examined to find

the solutions and see whether the material supports the findings or not and what to do about it in the following stage.

The third stage, the develop stage involves actually getting the work done. Putting effort into making the development work for the subject in matter. Creating the needed conclusion by all the work in the previous stages and generating the end result (Costa 2018). In service design context during this phase a prototype would be created and tested to see whether it caters for all the demands for the end result. During this phase everyone should push together and make use of teamwork (Costa 2018.) During this stage in the thesis the investigation and processing of the source material will result in creating the possible solution for the thesis problem and designing the end result while taking into account all the aspects before this step and the purposeful design of the solution.

In the last delivery stage, you have a ready-made product/model, and it will be ready for use. This will be the finalization of the creation and it will be released for use (Costa 2018.) In this work this will mean the actual process map will be delivered and available for use to support the needs of the company. The end result will be created through all the steps in order to fully use all the design principles and deliver a ready-made functional and useful tool to support change management activities in the company. And a result that will fulfill and answer the problems and questions that were raised in the beginning, at the same time having a lean and straightforward means of the end result.

In general, the double diamond model acts as a framework that can be utilized in many different industries and places. While it is strongly used by designers it can still be applied anywhere or to any problem that needs a solution (Costa 2018.) Hence it will also be used here, for it's simple and effective way of delivering tangible and useful results and helping to define an end product that will meet all needs and be modern and up-to date for today's demands.

3 Define

Now we will go to the second section in the thesis which is the define stage part of the double diamond model. In this section we are building a questionnaire to help with defining the end result of the thesis. We are searching for the correct questions to address what we are searching and developing and bringing the Discover section together to get the correct source for defining the investigation section of the thesis. In order to find the correct question to ask to find the answers that will constitute to the correct final result, we will create a section where the theory is gathered together in a model to visualize what is needed to ask to create a questionnaire. We will create the questionnaire and explain how it is done,

where it's stores, how the material is used, how long it is stores, who has been asked and conclude the actual questionnaire.

3.1 Defining the questionnaire

In the Discover stage we went through the source material that explain the concepts that are used in this thesis. Now we are gathering that information and using it to formulate a questionnaire to get more source data to work with. In the Discover stage part we discussed about change management, the Kübler-Ross change curve, the qualifications of a change leader, what is needed from a manager during changes and added some behavioral science.

Based on the thesis study questions defined in the first chapter, the questions that we want to answer by this questionnaire are:

How does an employee in this new industry feel regarding change?

How does this employee identify where he/she is on the change curve?

Does the length of how long he has been in this industry have any effect on where he is on the curve and how he perceived change?

Does it play a difference how old he is and whether the person is a male or a female or non-gender?

What does this employee think are the most important qualifications in a manager?

Can this employee identify his own emotions and name them?

What would this employee need most during changes?

All of these different aspects can be put together and below is a visualization of the different sections of the questionnaire that we want to answer following the source material.

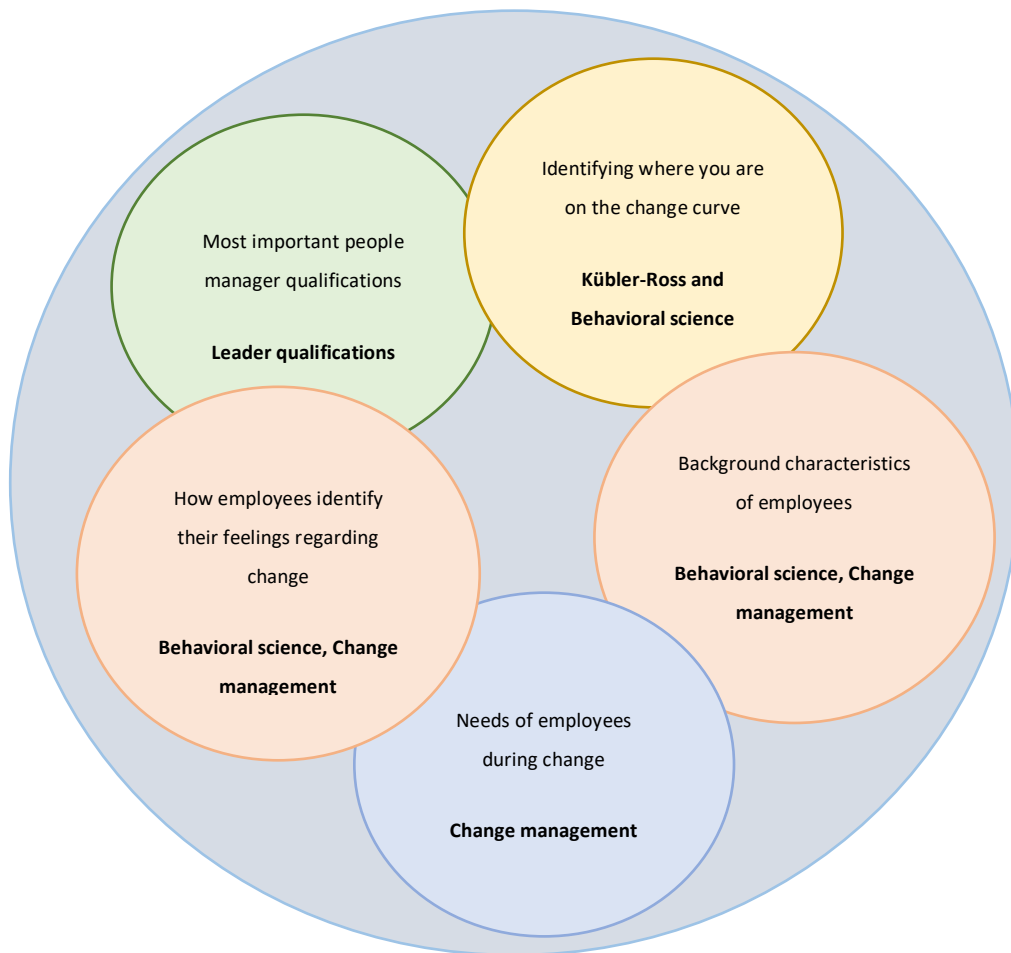


Figure 4: Thesis questionnaire sections

3.2 The questionnaire

Now we identified the sections and the content that we want to ask in the questionnaire. The following step was to format the correct questions to be asked. This was done so that each question was made as simple as possible to answer. Every question had possible answers that you can choose from. The answerers had possibilities to answer what they wanted in a couple of the questions but mainly the questionnaire was structured so that it was as easy to answer as possible.

How the questions were formatted was according to the source material e.g., we wanted to know what is the people leader qualification that the employees found most important. In section 2.4. in the thesis we had a whole section addressed to this topic and hence the answers that the employees could choose were taken directly from this source material. This is to ensure that we can validate and analyze the results. Compare them to the source material and find out whether they are convergent and take place or whether the employees in this company actually disagree with the source material. To get as many people to answer the questionnaire as possible it was done in a manner that it was easy and fast to answer.

Please see Appendix 1 for the final questionnaire.

The questions in the questionnaire are based on the source material in the discover stage of the thesis. The first four questions give some background information of the employees and people answering the questionnaire and identify how long they have worked in this industry. Then we want to find out what feelings the employees have towards changes. The options for question six: 'What is the most stressful feeling regarding changes?' is based on chapter 2.1 Change management. Questions eight and nine are based on the materials in chapters 2.4.2 and 2.4.3. Question 11 is straight from the Kübler-Ross change curve from chapter 2.2. Questions 14 and 16 are based on chapters 2.3 and 2.4. Question 15 is based on chapter 2.4.4 where we have Smith's (2019) 10 traits that are required of or that build a good change leader with a few extra options to choose from. In between there are question linked to the previous questions or information that we want to find out, to deep dive into the answers.

3.3 Using and storing data

All the data and answers gathered in the questionnaire are anonymous. This will prevent the employer to be able to identify what one person in the company has answered to each of the questions. The same anonymity we are using when storing the data. The data is stored on a google drive for the duration of working on the thesis. All the data gathered from the questionnaire will be deleted latest after one year of storing. This means that all the data is deleted at the latest on 1.9.2023. The data is stored on a secure drive that no one else expect the thesis writer has access to. There is no possibility to pick up names, details or any other identification mean from the questionnaire. Everything was done completely safe and none other than the actual answers can give away any personal identification to the person answering. The direct results of the questionnaire were also not shared with Company X, other than what is analyzed and used in this thesis. This is to protect the employees and not give any external influence on the end result. The research is done completely for the purpose of helping the company and the employees and hence not influenced by the managers or leadership team of Company X.

Answering the questionnaire was completely obligatory and no one was forced to give any answers, hence also the amount of people answering the questionnaire was not expected or predetermined. It was agreed that the employees had one week time to answer the questionnaire. A little incentive in it was also added. A box on sweets would be raffled among the people who answered. This was obligatory so people could also choose whether they want to take part in the raffle. The meaning of the incentive was to get as many people to answer the questionnaire as possible. A pilot was performed before sending out the questionnaire. It was first shown to 4 individuals for them to give input on the questions and how the questionnaire functioned according to them. There was only one comment in the question:

Which of these emotional states would you think that you are currently feeling/being at regarding this change? And the definition of what bargaining meant was more defined after that comment, so that people would better understand the concept.

The questionnaire was done via google forms. A benefit of google forms is that it directly transforms the data into pie charts and it's easy to analyze. Hence it also does the cross-tabulation work for the questionnaire in some of the cases. It's easy and simple to analyze through the figures provided. It also offers the data to be transformed into a spreadsheet for further analysis, which I also applied. Here I was able to do the cross tabulation and analyzing correlations.

3.4 Answers

The overall response rate for the questionnaire was 49%. 47 people out of a total of 96 employees answered the questions. The response rate was low, and we also need to bear in mind that there were people on maternity leave, sick leave or then people just didn't want to participate in the survey. As earlier explained it was obligatory to take part in the questionnaire and therefore, we could not force anyone to do it. Also, the incentive for a box of sweets clearly didn't influence the answer rate, as only 12 people wanted to participate in that raffle and get the price. Now we will go through all the questions and answers that we got and further analyze and answer the study questions that were raised in the introduction part.

How old are you (years):

47 responses

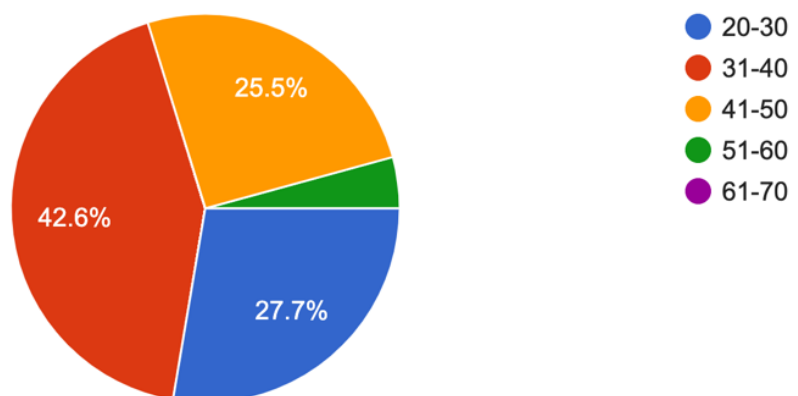


Figure 5: Questionnaire question 1

70,3 % of the people who answered were under 40 years old.

Do you identify yourself as

47 responses

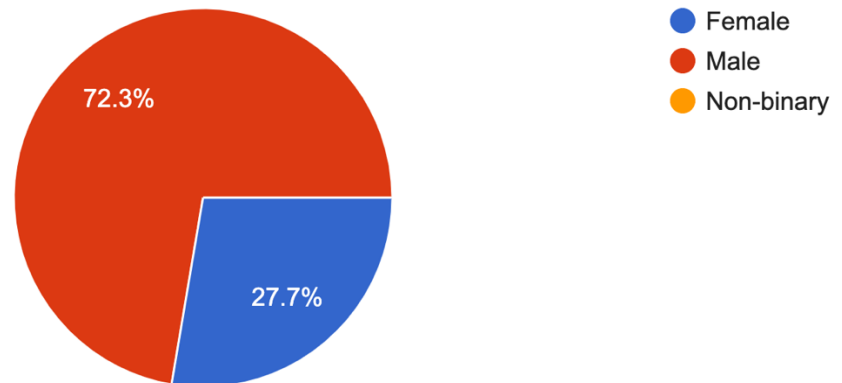


Figure 6: Questionnaire question 2

As expected, and as also the gender division in the company over 70% of the people answering were males. 13 female and 34 males answered the questionnaire. When speaking of ‘the men’ and of ‘the women’ it’s being referred to this total amount of both answering genders.

How long (years) have you worked in this industry that you are currently working in?

47 responses

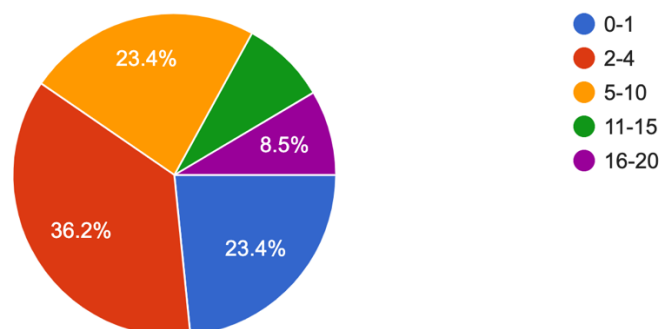


Figure 7: Questionnaire question 3

The majority of people (59,6%) answering the survey had all been in the e-mobility industry for under 4 years. The industry is new but there were also some people who had been involved from the very start, this was really interesting and this we will investigate more later. Below is a table which identifies years in the industry and the gender:

years	Male	Female	total
0-1	6	5	11
2-4	12	5	17
5-10	9	2	11
11-15	3	1	4
16-20	4		4
total	34	13	47

Table 6: Questionnaire question 3 division by males and females

To which area of these does your work focus on?

47 responses

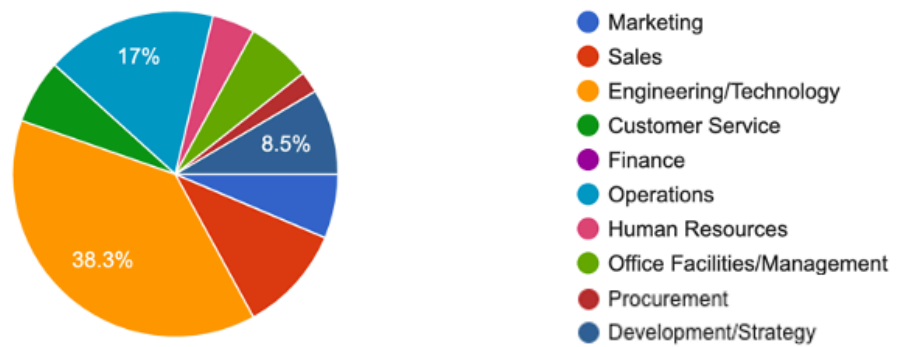


Figure 8: Questionnaire question 4

People from Engineering/Technology, Sales and Operations department were dominating the answers. Their combined percentage of the answers was 65,9%. Below is a table indicating the division between males and females in each department and their years spent in the industry.

years in ithe industry	0-1		2-4		5-10		11-15		16-20		total	
	male	female	male	female	male	female	male	female	male	female	male	female
Marketing		1	1	1							1	2
Sales	1		1		3						5	
Engineering/Technology	3	2	3	1	2		2	1	4		14	4
Customer Service		1			2						2	1
Finance												
Operations	1		4	1		2					5	3
Human Resources	1	1									1	1
Office Facilities/Manag.			1	2							1	2
Procurement					1						1	
Development/Strategy			2		1		1				4	
total	6	5	12	5	9	2	3	1	4	0	34	13

Table 7: Questionnaire question 4 deep dive data

Do you find change stressful?

47 responses

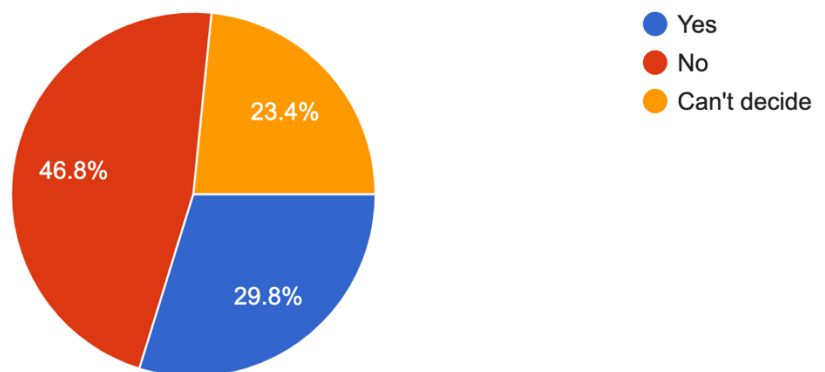


Figure 9: Questionnaire question 5

This was surprising to me. Almost half of the people answering said that they do not find change stressful. 86% of those people who answered that they don't find change stressful

were over 30 years old. There was no divide between men and women in this question. The share of women answering to the questions was the same as for men so we cannot say e.g. that men would react in a more relaxed manner to changes.

What is the most stressful feeling regarding changes?

47 responses

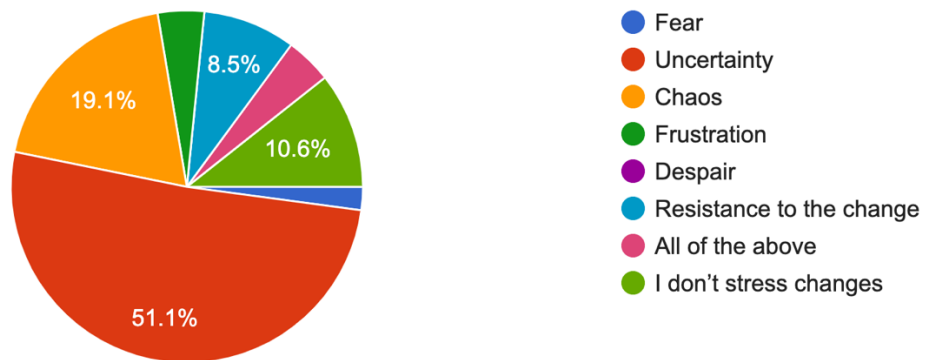


Figure 10: Questionnaire question 6

Just as expected also according to the source literature and as Jones & Recardo (2013, 3.) stated change generates negative feelings such as uncertainty and unpredictability, over half of the people who answered found that the most stressful feeling regarding changes is uncertainty. 62% of women answered that uncertainty was the most stressful feeling. Within the women the only answers to this question were: uncertainty, chaos, and frustration. They did not answer anything else, so the women's answers were all really aligned. Within the men the answers were more scattered, but within men also uncertainty had 47% of the votes. No one from either gender answered despair.

Question 7 was a follow up question for people who answered that they don't stress changes in question 6. Here are what people answered to this one:

- Well I do not stress much anyway. Change is unavoidable and natural. If nothing changed no progress would be made either. It is part of life so better to just embrace it.
- Most often changes are done to improve something.
- Change is taking things forward. My trick in avoiding stress is to focus on the positive things the change is bringing along.
- Change is what motivates me and keeps me going. Status quo stresses me much more as I often end up thinking "is this it, is this what I'm supposed to do for the next X years", that usually forces me to seek changes elsewhere

- By setting clear plans for next steps and having concrete action points.
- It is not necessarily the change itself that is stressful. If you change job but remain in your comfort zone it may not stress you. However, it may be stressful to manage customer or colleague expectations if you join a challenging position or work with very demanding customers which you cannot satisfy. I am not particularly stressed about those because I have experience handling those: working harder when it is enough to avoid stress delivering on commitments, or prioritizing and not delivering fully on less important items are ways to avoid the stress.
- It doesn't change the outcome if I stress or not. So then, why stress.
- Take breaks as in do something else in order to have energy to get back
- Preparation, planning, rehearsal
- Through experience. Usually change is a good thing and change brings new opportunities.
- This too shall pass

It really brings me joy the maturity and the positivity that is reflecting through these answers. And the trust in change from these people. The answers clearly state the consciousness of these people and their self-awareness and positivity towards changes. It will be interesting to see from the further analysis whether these people all had the same answers in the other sections as well. Interestingly enough there was only 1 person under 30 years who gave their response in how they manage their stress. And everyone answering this add on question were males. Maybe age and experience bring more calmness to handle changes for these individuals.

Do you find it easy to identify what you are feeling?

47 responses

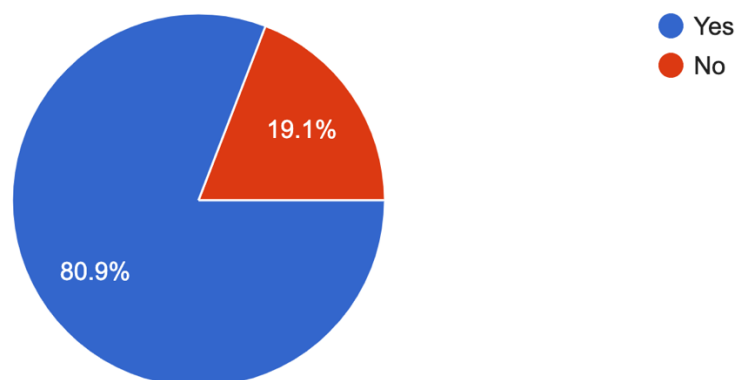


Figure 11: Questionnaire question 8

Within the people answering it was clear that most people found it easy to identify what they are feeling. 9 people answered that it's difficult for them to identify what they are feeling and 4 of these were women. This actually surprised me; I would have intuitively thought that no woman would have answered that it's hard for them to identify their feelings. This clearly shows my biases towards women's feelings and my sense towards my own gender.

Also, surprisingly both members who said they work in office facilities and management actually also answered no to this question. 79% of the people who answered that they find change stressful also answered yes to the question if it's easy to identify what they are feeling. And 90% of the people who answered that they don't find change stressful answered yes to that it's easy to identify what they are feeling. So how we experience stress and how we identify feelings does not have a strong correlation.

What would be the best way for you to identify your feelings?

47 responses



Figure 12: Questionnaire question 9

According to the answers the best way to identify how individuals are feeling are Thinking/Processing and Talking about your feelings. Two individuals also gave their own answers which were: *just go through with it as always, after change is done all good* and *thinking, but also talking - depends on the circumstance*. The majority answering this also makes sense and correlates with e.g., what Ackerman Anderson & Anderson (2010, 153-154.) stated about managers helping their employees to feel their feelings leaders can use methods like a listening session, where a leader gives space for the employee to express their upset. Holding space for a person for them to express their emotional upset and feelings helps the upset to disappear (Ackerman Anderson & Anderson 2010, 153-154).

From the females 54% answered Thinking/Processing and 43% answered talking. Whereas within the males 35% answered Thinking/Processing and 47% answered talking. Only males answered writing would help them to identify what they are feeling.

Are you going through a change right now in your work/organization

47 responses

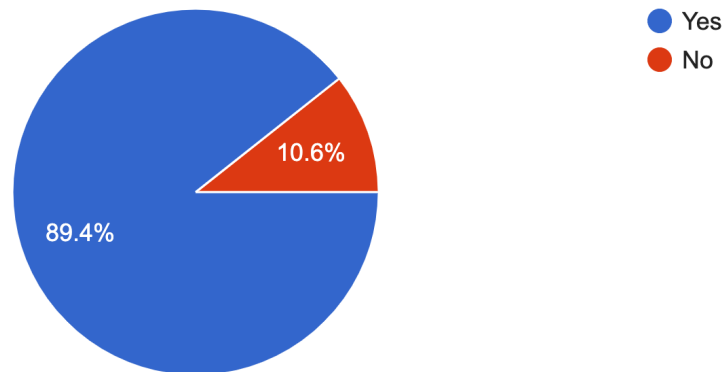


Figure 13: Questionnaire question 10

The answers to this question are interesting. There was indeed a change happening in the organization at the moment this thesis questionnaire was sent out. Could it be that the people answering no, felt that the change was nothing special, or that it had been going too long that it didn't feel like a change? The five people who responded no were all male, but they all had been working in the industry different length of years. None of them were under 30 years of age though.

Which of these emotional states would you think that you are currently feeling/being at regarding this change?

47 responses

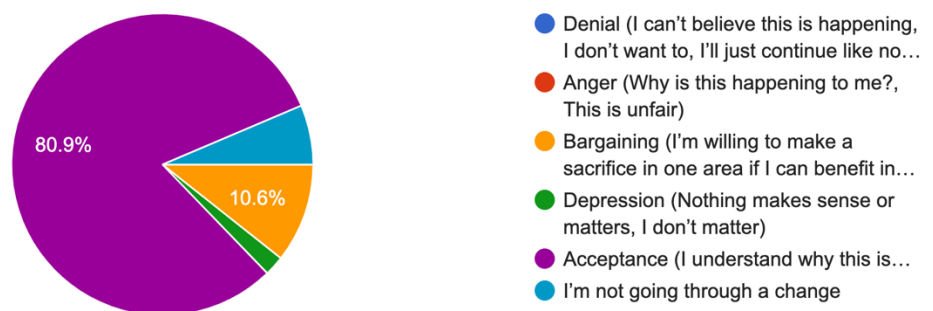


Figure 14: Questionnaire question 11

This question 11 was straight taken from the Kübler-Ross change curve and I wanted to see whether the employees could identify where they are on the curve and what would be the overall feeling of the organization about this change. Most of the people answered Acceptance, that they understand why this change is happening and are seeing a brighter future. Two male and one female answered that they are not going through a change. Could

it actually be that they are in denial of what is happening and hence deny that anything is actually going on? The one female answered in the previous question that there is a change happening in the organization but in this one answered that she is not going through a change. The two gentlemen on the other hand answered no to both these questions. The female was 20-30 years old when the males were 41-50- and 51-60-years old. All of them marked that they had been working in this industry for less than 1 year.

Since most of the people were in the Acceptance curve according to them and later on, we will see that most answerers value open communication highly. As stated in the introduction part regarding this current change in the organization employees were honesty and repeatedly communicated about the change. This can also influence their stage right now. That they have already had time to process the change and are already in the acceptance part. It can though happen that after the new reality arises, they will all go through the curve again, but it can also be considerably swift.

It saddens me that one female felt they were in the depression stage of the curve. But they also replied that they do not feel that change is stressful, so hopefully they will be able to move out of this state quickly forward.

years	0-1		2-4		5-10		11-15		16-20		total	
	male	female	male	female	male	female	male	female	male	female	male	female
Denial												
Anger												
Bargaining			2	2			1				2	2
Depression						1						1
Acceptance	4	4	10	3	9	1	2	1	4		29	9
No change	2	1									2	1
total	6	5	12	5	9	2	3	1	4	0	34	13

Table 8: Answers to curve stages per years in industry

age	20-30		31-40		41-50		51-60		total	
	male	female	male	female	male	female	male	female	male	female
Denial										
Anger										
Bargaining	2	1	1	1					3	2
Depression				1						1
Acceptance	6	3	13	4	9	2	1		29	9
No change		1			1		1		2	1
total	8	5	14	6	10	2	2	0	34	13

Table 9: Answers to curve stages per age

If we put all the answers according to the years that the person has worked in the industry, we can see the change curve showing up like this:

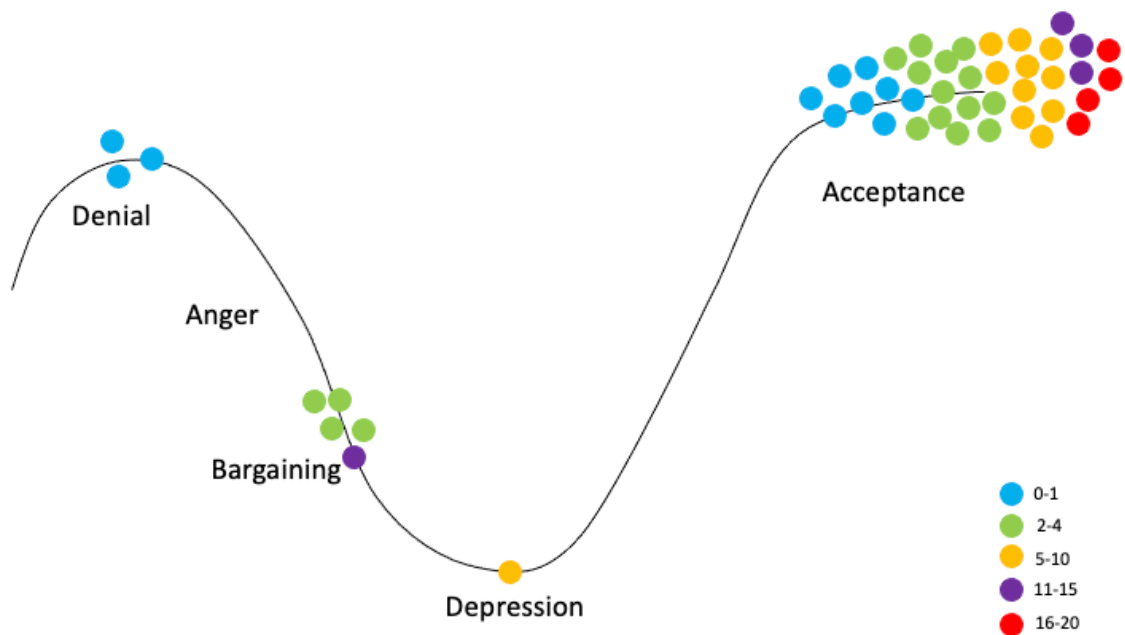


Figure 15: The change curve with people according to the length or years in the industry

The three people who said they are not going through a change were put on the denial stage spectrum, since they indicate that they are in denial of what is going on in the organization. It is interesting to see that even though majority of the employees are in the Acceptance part of the curve, still people who have been in the industry for 11-15 years do experience all the

stages and have to go through them all to get to acceptance. All the people who are in the bargaining stage are all under 40 years old. There is still correlation for the length in the industry to the stage in which people are on the curve. With a slight exception. Of course, people are always individuals but by looking at this graph we can see that in this industry within this company, the longer the years are, the more people are on the acceptance stage. It's possible that this would be due to their age, that the people have experienced more changes, are more adapted to pushing through changes and that's easier for them to move quickly to the next stage.

If we still format the curve and put the ages of the people in the picture, it will change to this

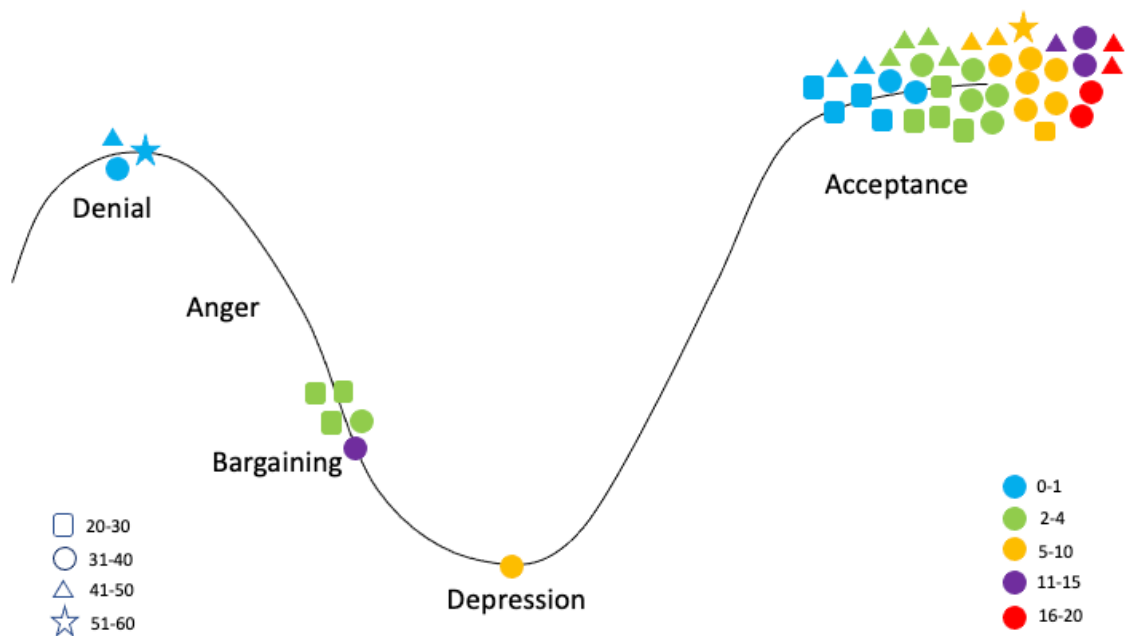


Figure 16: The change curve with people according to their age and length of years in the industry

As can be seen in the figure above the people are scattered throughout the curve and there's no clear correlation for their age and the stage that they are on. There are no people over 40 in the bargaining stage. We can though see that in the acceptance stage there are people from all age groups. All expect two people over 40 are in the acceptance stage. With such a small scale of answers it's hard to say by default that also the age of the person answering affects where they are on the curve. Though the figures indicate that the older you are and the more you have been in the industry, you are more in the acceptance stage of the change curve. There are always exceptions, but in this company, it seems to hold place.

Let's add one more layer on this curve. How about the departments in which the employees work in. Does it have any influence in the curve. Are all the members of the same department in the same stage?

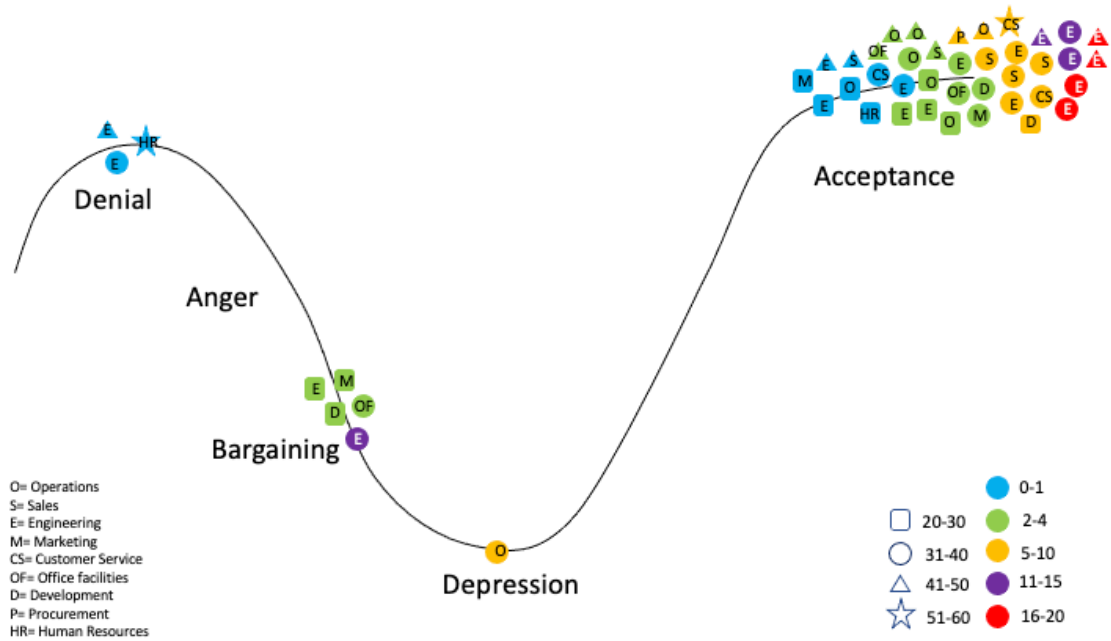


Figure 17: The change curve with people according to their age and length of years in the industry and department

From this figure we can see that most of the Engineering team, Operations and all of the Sales team are in the acceptance stage. Could it be that sales have a good hand on stress and hence they see themselves as being in the acceptance stage, it's easy for them to process changes and they are used to living in a certain amount of stressful changes due to a customer facing role. 53% of the people answering were from the Engineering department. Most of them are in the acceptance stage, especially the ones who have been the longest in the industry. With only two exceptions looking at the curve it does seem so that the length of duration in the industry plays a role in how the employees perceive changes and their stage in the curve within this company.

Are you satisfied in this stage where you're at?

47 responses

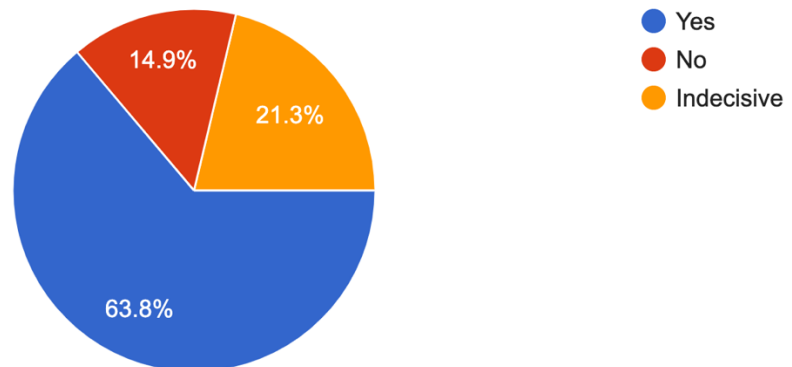


Figure 18: Questionnaire question 12

As expected, since most of the people said they were in the acceptance stage of the curve, they seem to also be content with that stage and their overall situation currently.

Interestingly enough there were 4 people who said that they are in the acceptance stage, but that they are not satisfied in being there. Everyone who was in the bargaining stage were either not satisfied or indecisive of how they felt about the stage they are in.

Does your manager offer you enough support in this stage you are in?

47 responses

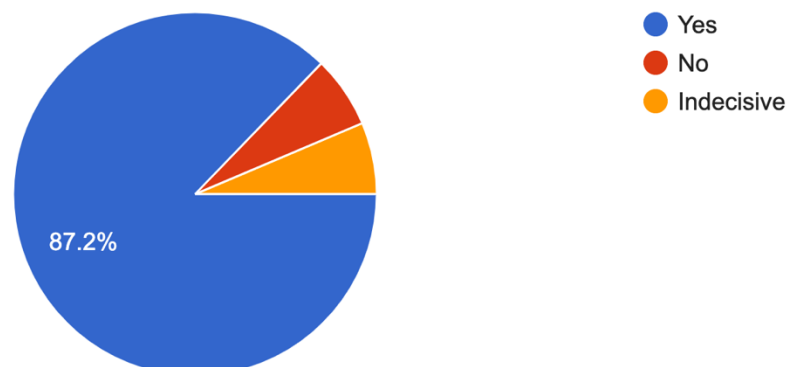


Figure 19: Questionnaire question 13

Sadly, three people said they are not satisfied with how their manager is offering support at the stage they are in. Also, the one person who said they are in the depression stage stated here that they are not getting enough support.

What would be the best support from your manager to you during this stage you are in?

47 responses



Figure 20: Questionnaire question 14

The best support a manager could give to this set on people answering is by clear and honest communication about the change and *all of the above* answers that were given. Some people also gave their own replies: *Mainly honest communication, transparency and space to deal with it and to adjust to new tasks/ways of working etc...and offering traing if needed/asked and set a clear future vision/plan.*

Which of these is the most important people leader qualification during change according to you?

47 responses

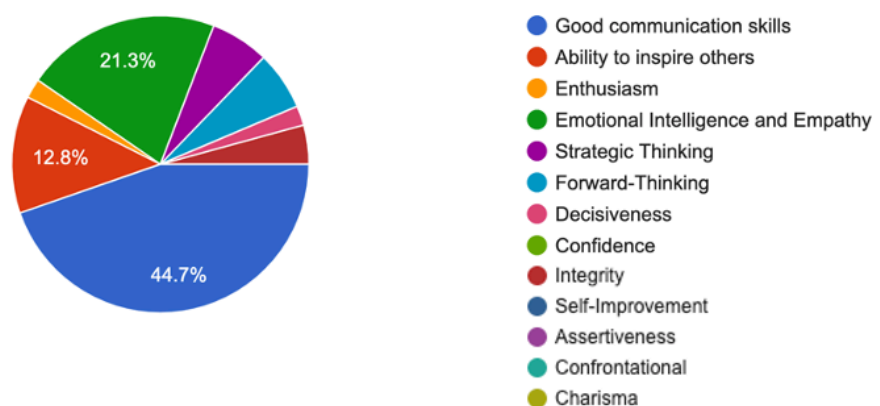


Figure 21: Questionnaire question 15

There were three clear qualifications that people valued: Good communication skills, Emotional Intelligence and Empathy as well as the Ability to inspire others. The employees

actually chose 8 out of the Smith's (2019) 10 traits that are required of or that build a good change leader. The only thing that the employees did not choose is Confidence and Self-Improvement. The other options that were added on top of the 10 traits they did not choose at all.

What would be the best support for you during changes in an organization?

47 responses



Figure 22: Questionnaire question 16

The most answers were given to open communication throughout the organization, empathetic organization with a safe atmosphere and clear communication throughout the change. It is clear that in this company people value highly open and honest communication and an empathetic atmosphere. The answer about a manager helping the employee to process their feelings also got high scores. Some people also gave their own input into this question:

- Continue working on personal development and career improvement even during times of change. (Not "putting it on hold till change is over")
- Training if needed + general support
- Clarification of priorities

As stated also earlier in the Discover stage in the thesis both Paakkanen (2022, 65) writes that empathy helps the employees to handle their emotions, worries and doubts more efficiently and diversely that were triggered by the change. Empathy helps people to see the positive sides on change and aids in adapting faster to the change (Paakkanen 2022, 65.) And backed up by open communication by Harris (2012, 174) saying that opening and freeing the communication in the organization emphasizes the readiness for change.

There was also the possibility to leave additional comments and here's what was left:

- You rock <3
- In my experience, change is usually good, and not stressful
- I feel when changes occur you need more time to adapt to it and need support from your organization and not expect perfection in everything we do. There should be room for imperfection as well as i believe nobody is perfect in this world. Everyone makes mistakes. we need to be empathetic and support them to make them feel comfortable to take it forward.
- No.
- The last two questions could be multi choice instead of single choice
- 42
- One possible feeling during change is "insecurity"

Some of the comments that were left were personal for me, I highly appreciated it. And also, these gives out the vibe of the organization. The final comments also support all the answers that the employees gave and the results of what the employees valued the highest.

4 Develop

In the develop stage of the double diamond model as earlier explained by Costa (2018) we are putting effort into making the development work for the subject in matter. Creating the needed conclusion by all the work in the previous stages and generating the end result (Costa 2018). In other word we are gathering all the information we have discovered, defined and not we are developing it into a process map. In order to do so we ought to first take a step back and look at what we defined in the introduction as the basis of the thesis, the questions that need to be answered to fulfill the purpose of the work.

Is there a correlation between the stage in which the employee is on the change curve and the length of the employment in this industry? As we saw in the Define stage by the answers we got from the employees were that there is a correlation between how long you have worked in the industry and where you are on the change curve. This is valid for this company and how the employees answered, and we can use this knowledge in the process map when defining how managers can support their employees though the change.

Does the diversity of the industry play a role in how change is perceived and felt by employees who have worked in this industry from the beginning? No, the answers from the employees who had been in the industry the longest were all diverse. They did not all answer the same way and there was also no correlation between their answers, the ages of the employees and whether they were male or female.

What are the different aspects that influence where the person is on the change curve and how can a manager see where their employee is in order to help them through the changes? Since 74% of the employees found it easy to identify what they are feeling and the majority of answers on how they identify their feelings was by talking or thinking and processing, the best way to know where your employee is on the curve is to simply ask them. By being interested in the employee's wellbeing and making it easy for them to express their feelings and tell the manager how they are doing and where they see themselves being on the curve. The aspects that affect where the person is on the curve are all individual and there's no way to identify from a group of people where they all are. What influences where the employee is, is everything they have experienced so far, their culture, their personal life, all that makes them an individual. Everything that they see through their lenses and their view of life.

How can the manager support their employee through the changes and what does the employee expect of the manager? The best support according to the questionnaire was clearly communication, openness, listening and supporting in going through emotions. Mental support from the manager and clear communication to the employee regarding everything. The employee also expects the manager to support them, communicate clearly and honestly about everything, have emotional intelligence, and give encouragement. All of this requires consciousness and self-awareness of the manager. It requires the manager to acknowledge the basic human behavioral science so that the manager can consciously guide the employee forward while also knowing why the person is reacting in such ways that stems from our basic human behaviors.

What does the employee need during changes and how would they like themselves to be treated, what do they value the most? As stated before, they value open and honest communication and the ability to live in a safe atmosphere that's empathetic. As above this also requires consciousness and self-awareness of the manager. They need to be able to transform their communication so that it fits the person they are talking to and takes into consideration all the aspects of what that person is expressing to them, without judgment and with an awareness to guide this person forward.

How can the manager use the change curve and their people leader qualifications to enable successful change in the organization? The manager can use the change curve to identify where their employees are and how to help them move forward in the curve. The manager can amplify the leader qualifications that the employees in this organization hold most valuable. That way they use personal development and mold themselves to suit the employees and use emotional intelligence in providing support and guiding the employees throughout the change. With a guiding process like the change curve, it's easy for the manager to know where the employee is heading next, prepare themselves and provide the emotional support that the employee needs in each of the stages.

Now after getting all the data from the questionnaire, analyzing, and examining it, revisiting the study questions, and using all the source literature insights, it's time to create the actual process map that the managers in the company can utilize. As from the answers in the questionnaire, we have identified what is most important to the employees in the organization, we should be able to format a process that helps the managers to connect to the employees and aid them in their journey through the change curve. Also, by utilizing all the insights and material from the sources in the Discover stage of the thesis we can make a clear guide with already researched approaches that the managers can use towards the employees.

The process map was designed so that it's a straightforward guide on how to guide your employee through the change in Company X. It has a process map and a process map list where it's easy for the manager to check what to do in steps 2 and 3.

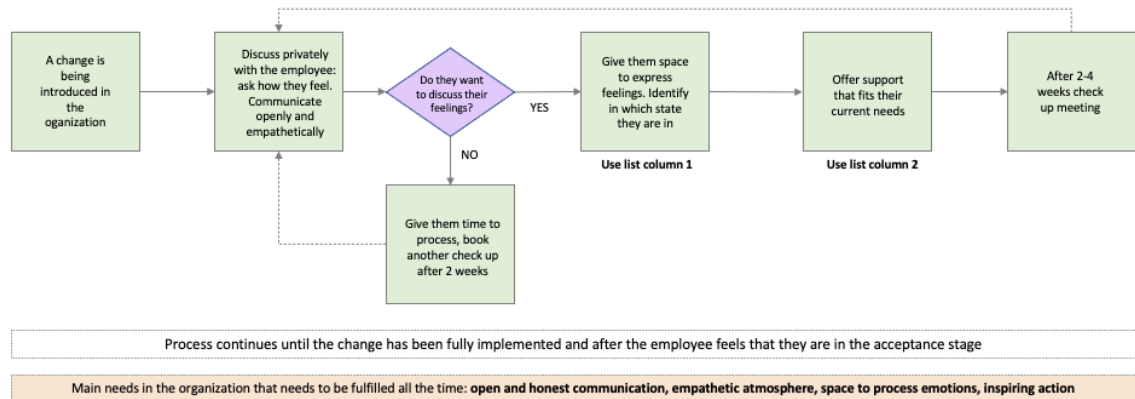


Figure 23: Process map to help employees through changes in Company X

Identify in which stage the employee is	How to support them in this stage
Shocked, Confused, Numb, Shutting down, Thinking everything is fine (Denial)	Accept and validate their feelings. Offer mental support and don't blame them for being negative but support them so it does not spread in the organization. Give them space to process their feelings.
Frustrated, Impatient, Raged, out of control, Embarrassed (Anger)	Help the employee see the bigger picture and the reason behind change. Create and optimistic view. Embrace the confrontation and understand that the employee is not fighting the company, rather their own feelings.
Ashamed, Guilty, Fear, Anxiety, Insecurity (Bargaining)	Be open, fair, and straight forward. Give a sense of security throughout your leadership. Allow the employee to express their emotions, all of them if necessary. You are not their therapist, but you are the closest they have in the company.

Identify in which stage the employee is	How to support them in this stage
Despair, Helplessness, nothing makes sense, hopelessness, sadness (Depression)	Depression is an essential stage to go through in changes, do not blame or criticize the employee for being depressed. Offer mental support, empathy, and safety. Give them a breather and maybe assign smaller tasks during this stage that they can easily fulfill and feel a sense of achievement. Try to not make them feel like they have to perform over the top or otherwise they will collapse.
Courageous, Eager, Looking forward, Coping, Adapting, being self-compassioned (Acceptance)	Give them positive feedback on their performance. If the employee is eager and ready to face new challenges give them a new task to work on. Ask them what they are looking forward to and give them a goal that they can work towards. Inspire them with your example.

Table 10: Process map list

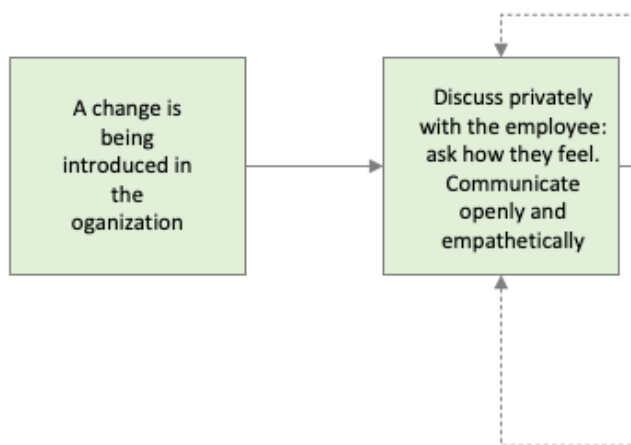
See Appendices 2 and 3 for the process map and list in a bigger view

The process map steps were created by what the employees said was important for them, by adding all the change curve stages into the model (process map list) and what was expected and wished by the employees. As we analyzed in the results that the longer you are in the industry the quicker you possibly go to the acceptance stage, there was no need to make different process maps for different departments or individuals. This process map can be used for anyone and by defining where the employee is, it can be formatted to each individual personally. By following this process map the managers can ensure that they are addressing each step the employees go through on the change curve, be sure to emphasize the leader qualifications that the employees in Company X need and fulfill all the requirements that the employees have. This gives them a sense of security, freedom and helps them to process through the changes in a much quicker manner. It benefits both the employees and the manager. As many of the employees answered that the best way for them to identify what they are feeling is talking and processing what they feel, this was also added into the map. If an individual needs time to identify what they are feeling they are allowed to process it and if they are willing to talk the manager will hold the space for them to express their emotions.

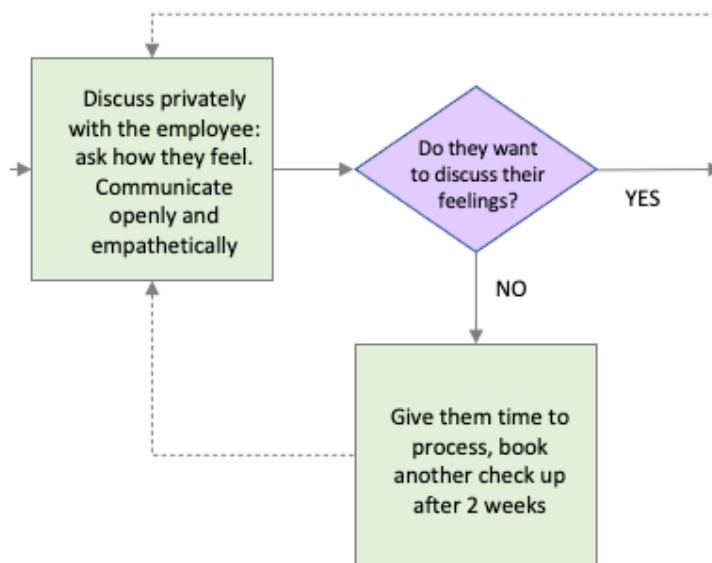
On top of the model and in order to use the model to its fullest potential the managers should have self-awareness and eagerness to learn and develop their capabilities in people leadership. Be willing to be more conscious and develop one's emotional intelligence skills and be mindful. As these were also backed up by the answers of the employees. That they need clear communication from their managers and a safe space to release emotions and be heard. The more you encompass these qualities the easier it is to follow the map and create

better communication and build trust. Since these are personal development areas and why they are important and how to enhance these qualifications were already discussed in detail in the Define stage they are not included in the final process model. The process model acts as a more generic guide on how to manage the employee on the curve, to support them and it's the manager's personal responsibility to also build their capabilities up to be able to do that for the employee.

When change is introduced in the organization the manager will book a 1:1 meeting with the employee or reserve another way of talking privately. This was defined by the need from the employees of good communication and a safe space to discuss and release one's thoughts. A one-to-one meeting offers a closed space for the employee, the manager will build a safe and trustful environment for the employee to express their feelings and is able then to follow the next steps in the process.

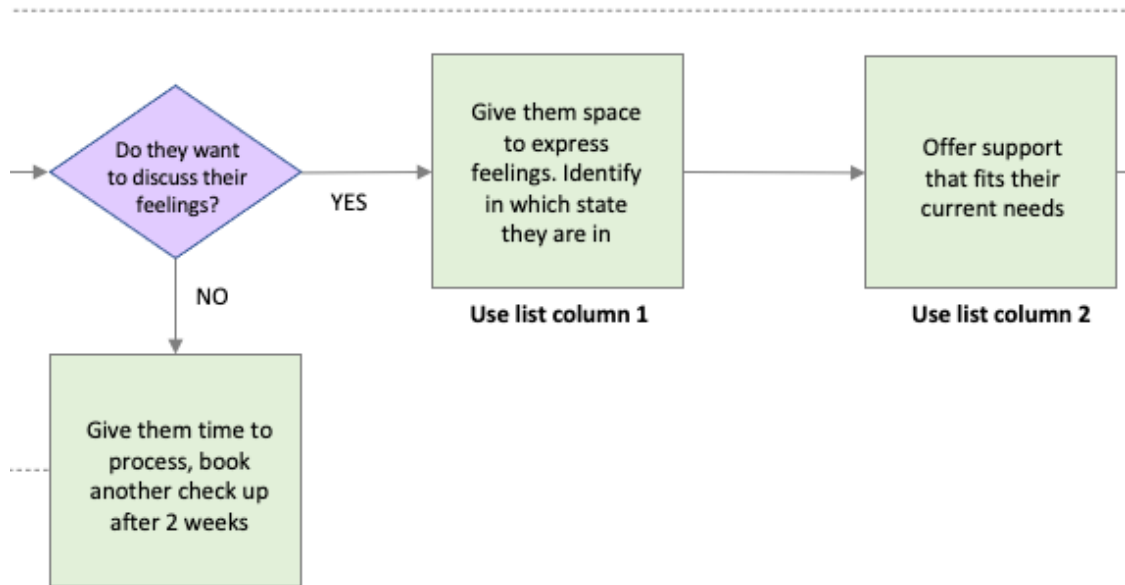


They will ask the employee how they are feeling while communicating openly and empathetically. If the employee doesn't want to talk about how they are feeling the manager should give them space and book a new meeting after the next couple of weeks. Since 40,4% of the people answering said that they want to talk about their feelings in order to identify what they are feeling, and 40,4% said they want to process them, it's a good idea to offer both options and ask the employee what they want. The manager should use their conscious people leader skills to offer the employee a change to open up and express what they are feeling to help them to move forward in their emotional stage and support them in doing so. It requires a lot of presence and emotional intelligence from the manager to manage this, but the more they practice the more benefits they will see in doing so.



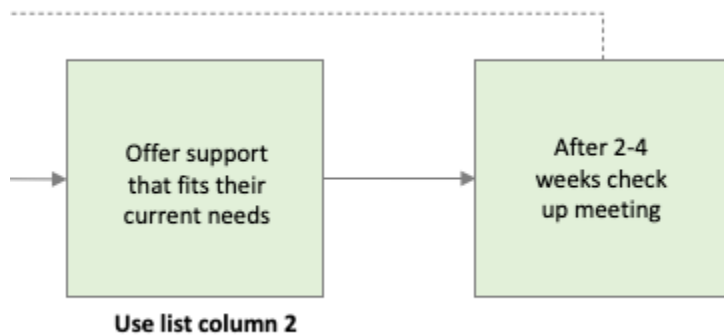
If the employee is able to express their emotions the manager will give them room to go express them and at the same time listening to what they are saying and which emotions they are expressing, so that it's easy for the manager to check from the list column 1 to identify in which stage the employee is on the curve. Next the manager checks the list column 2 to identify what this employee would need in this current stage that they are on. Always openly communication and asking what the employee needs and expresses.

The list offers the manager a support in identifying what the employee is feeling and which feelings are connected to which stage of the change curve. The better the manager can identify this the easier it is for them to offer the right kind of support for the employee. If the employee gets the correct support in the correct stage, they are feeling heard and understood and it's faster for them to move from one stage to the other. These are always individual qualities and how everyone thinks and feels but the more the manager can give the correct support at the certain stage of the curve the more the employee will be committed to the change via the support of the manager. This will help them go through it faster. As Ackerman Anderson & Anderson (2010, 152.) explained that in order for people to move through their resistance and emotional upset, they need to find acceptance. If we want to accept things, we must know what are the emotions that are deep within our resistance. We have to acknowledge the feelings and recognize them. If we try to deny or pretend that the emotion is not there, we will be kept stuck in it (Ackerman Anderson & Anderson 2010, 152-153.) By following this approach to the employee, the manager is helping them to release the feelings and move faster to acceptance. This will depend highly on the individual and their persona, sensitivity, and nervous system. Each person might need different levels of support in different stages depending on their personal sensitivity level of autonomic nervous system.



Once they have gone through the conversation and the manager understands what the employee needs, they will book a follow-up meeting after 2-4 weeks (depending on the individual). This process is then re-run so that it's done as long as the employee is on the curve until they reach the acceptance stage. And also, after that it's essential to keep the same open communication and closeness to the employee to secure that they are performing as expected and helping the organization succeed. If the manager sees some signs from the employee that they are going through the curve again they can use the map to go through it again.

As with the answers from the employees in the questionnaire there were comments on following up on things that have been done that if there's a process it should not be just a one-time thing. To keep the safety and emotional support level up and the employees motivated to go through the change the manager must also inspire the people to go through with their own change curve process. Following up on the people creates safety and continuity in their eyes and supports that they are not left alone to handle the changes. That their manager cares for them and wants them to also succeed. They are not left alone to go through the feelings rather there's a continuing process that support them on the journey.



Main needs in the organization that needs to be fulfilled all the time: **open and honest communication, empathetic atmosphere, space to process emotions, inspiring action**

Everyone is an individual and the most important thing is to communicate openly, ask from the employee what they are experiencing and follow through on it. What the manager can do to manage themselves in this concept is to be consciously aware of their own abilities and enhance their emotional intelligence and communication skills. If these two are not working, it can clearly diminish everything in this company.

In creating any process it's essential that it cover the needs it's being created for. That this process indeed matches the needs of this company and the needs of the employees. Even though the core needs are universal the vibe and the atmosphere of this company dictated that they value the highest an open communication and an empathetic atmosphere with a room to express their emotions. Even if not all the employees, especially the ones who did not answer the questionnaire, would have chosen exactly these points just having these needs alive in the company will also support their process. Expressing emotions and having an open trustful communication will also benefit them, even if they would not be aware of it or hold it to a high degree. If the core needs of the employees are all met, they are more responsive and positive towards changes, and it makes changes much more efficient and faster for the entire organization.

5 Deliver: Conclusions

We are now stepping into the final stage of the double diamond model, delivering a ready process map for the company to utilize during changes, to speed up the change management process and support the employees in the organization. What are the conclusions of this study, what did we look for, what did we find and what did we deliver?

The thesis study was done to help the managers in Company X to support their employees through the change process by the help of the Kübler-Ross change curve. To create a map for the managers so that it's easy for them to follow through. A map that will help the employees to climb to the acceptance stage faster and more efficiently. What the organization needs to be able to accept changes efficiently and fast. The source material supported the change management from the managers view and explained how a conscious and emotionally intelligent manager who can communicate openly creates trust in the organization and within the employees. We discovered that every 5 stages of the change curve create different feelings in people and require a different set of supporting functions to manage a shift from one stage to the other. The manager has the key role in changes, he/she has a lot of power and influence and can either speed up or hinder the change process in the employees. The fast-changing environment of today's workplace requires a manager who is conscious and has self-awareness, people leader skills with human behavior knowledge to deliver the best out of the employees. Knowing these factors that make us human and that makes us to behave the way we behave is actually a benefit and a driving force for better. The more you understand how and why people behave the way they do the easier it is for the manager to support and guide their employees to the correct direction. A reactive leader who doesn't care for other people and pushes only their own agenda holds up process and moves the organization back. It requires more resources and energy from the company to correct negative effects than it does to embrace and support conscious acts and positive thinking. As long as it's genuine and pure and is not done to push down people's reactions and emotions.

To get a view of how the employees in Company X think and feel regarding changes and what they need we created a questionnaire. We wanted to get answers to the study questions and further analyze all the correlations and effect of different measures and approaches. We wanted to see what this company needs, what are their values and how to support the employees best. The answer rate of the questionnaire was a low 49% and out of these answers we defined what kind of a process map Company X should use to tackle the change curve.

We found out that the people who had been in the industry the longest in Company X were all but one already in the acceptance stage of the change curve. This would mean that there is a correlation of the length of the employment in the industry and the status on the curve. Since the answer rate was low, we can only claim that there seems to be a correlation for this company within this set of answers. On top of this we discovered that the age of the people answering or their role/department in the company didn't have an influence on this. 70% of the people answering the questionnaire were under 40 years old. The people in the acceptance stage were from all ages and from all departments. There was no correlation that certain people from certain age groups would all be in the same stage. The only group that was all in the acceptance stage was the sales team. But as we must remember the answer rate was low. Nevertheless, everyone answering from the sales team, regardless of their age,

all were in the acceptance stage. We explained earlier that the change happening in the company had been communicated very early on already in the change process. This can definitely have an impact on the answers of the people. Many can have very well gone already though the change curve in an earlier stage and after the new organization and the final merger has happened people might go through the curve again. Therefore, it's essential that the status of the employees is followed up on, that they are not left alone at any stage. And even when they are on the acceptance stage, there is a follow up and a clear process that continues.

The amount of women in the company and answering the questionnaire both reflected the share of gender diversity in the company. 27,7% of the people answering were women. We could not see a clear divide between how the women and the men answered to the questions. The thing that stuck out was that the females answered that the most stressful feeling regarding changes were uncertainty, chaos, and frustration. There were over eight statements they could have chosen but all of them answered one of these three. They were clearly aligned in this answer. Within the males the answer variation was higher.

We also asked the employees to choose which of the 10 required change leader skills from Smith (2019) is the most important one: good communication skills, ability to inspire others, enthusiasm, emotional intelligence and empathy, strategic thinking, forward-thinking, decisiveness, confidence, integrity, self-improvement. And the employees chose all except confidence and self-improvement. There were also other options for them to choose from, but they all stuck to these same eight skills: good communication skills, ability to inspire others, enthusiasm, emotional intelligence and empathy, strategic thinking, forward-thinking, decisiveness, integrity. 44,7% of the people answering said that good communication skills were the most important trait. 21,3% chose emotional intelligence and empathy and 12,8% the ability to inspire others. Again, the employees clearly value communication the highest in the company. We asked the employees to tell us, what would be the best support for them during changes in an organization and a separate question the same but support from a manager. In both questions the majority answered that clear, honest, and open communication is the best way to offer support both in the organization and as well from the manager. From the manager the employees also valued the manager setting an example of how to manage the change and the manager asking the employees how they are feeling and supporting them to go through their feelings. And from the organization on top of the open and clear communication they also valued an empathetic organization with a safe atmosphere.

To be able to determine and find out where the employees are on the change curve and see how a manager can identify that, we asked the employees whether it's easy for them to notice what they feel and what would be the best way for them to do that. 80,9% said that

it's easy for them to identify what they are feeling. And the best way for them to identify what they are feeling is by thinking/processing and talking. Both answers got 40,4% answer rate. They are both equally as important. This was also considered in the process map, that people value both communication and talking as well as the possibility to first think about their emotions and process them on their own. This supports the manager in seeing where the person is on the change curve. By actively and empathically listening to the employee and valuing them expressing their feelings. The more openly the employee is able to express their emotions the easier it is for the manager also to see in which stage the person is and then offer the correct support. If the employee needs space to process on their own, they are offered the space to do that. That then gives them trust that also their own way of going through emotions is being considered and makes them feel valued.

The developed process map took all these insights into consideration, it was formatted step by step by following the source material and how the employees can be supported, backing up by the answers of the employees. Since the purpose was to create a map that Company X can utilize, we need to make it suit this organization.

We also discovered that doing such a research and study is tedious and not having enough answers can clearly make creating a process harder. You cannot assume that everyone would answer the same and without having the answers the process map must be planned so that even people not answering can benefit from it. At the same time, we need to consider the overall needs of the organization and the aspects and values that the employees highlight the most. Fortunately, in the most essential questions the answers were top level aligned and we were able to define the specific needs of the organization to be able to build the map. Having a slight incentive to get more answers is clearly not enough to motivate people to take five minutes of their day to answer a questionnaire. To get the entire organization to answer must require bigger incentives or motivation to nudge them to answer the questionnaire. What would be such an incentive or nudge is then a whole other study or research that could be done.

To develop a map that caters to all the needs of the employees, the organization and is also easy for the manager requires leaning out and setting a higher-level map to follow. If the map would be too complicated no-one would follow it and it would be forgotten in a second. The process must be easy to follow and simple to use. Therefore, the self-improvement suggestions and the way a manager can learn to enhance their traits were not included in the map. These qualifications were explained in the Discover stage part and can be learned by the managers as a self-improvement project. As explained earlier it's vital for people leaders to know how to manage people from a human behavior perspective and it makes their lives even so easier once they know why someone is acting and behaving as they are. This is part of the life of manager in a knowledge society where individuals are accentuated.

The process map is designed to be a guiding map for the manager to navigate through the change. To see where their employee is, how to identify where they are and support them to move to the next step. It helps if the manager knows what the curve is but as this was the pre-layout of the study that the curve is used to manage the map, it's essential that the person managing changes also has a knowledge of change management and the main topics related to that. Even though you would have never even heard of the change curve, you could still follow the steps from one to another. The guiding table in the process map list has the stages listed and the characteristics of each stage. As an afterthought the map could have contained a picture of the curve or a description of what the curve is. This could be a new development step for the future to go even deeper in explaining the curve and its implications. As well as getting more employees involved in the projects and gathering even more answers to further define the process. I found it still hard to fit all the information from this thesis into one functioning process map that would not be overwhelming and would be simple to use. From my work life I know that if something is too difficult to understand or to follow, that will not be used. I also tested the map with my significant other who does not know anything in detail about the change curve and he found the steps easy to follow and explanatory enough. The development of the map is to help the manager see where their employee is, to follow simple steps with a guiding list where they can check each step and to make it easier for the entire organization to manage changes with the help of human behavior science and the change curve.

The questionnaire did not ask whether the people answering were managers themselves. As a hindsight this would have added valuable information and should have indeed been included in the questionnaire. Since now all the answerers were considered as employees even though many of them were managers themselves. Identifying managers and catching their answers would have given valuable insights to the process. As this questionnaire was done during the actual change and most of the people answering were in the acceptance stage, would it have been more beneficial to do the questionnaire earlier? Could that have influenced the answers? A better timing for the questionnaire could have been asked for. Adding more open questions and getting more insights from the employees and managers would have also added more content to the work and provided a better analysis. I believe my own experience of how hard it is to sometimes answer questionnaires also played a role in the formatting of the questions. As I know how time consuming it is sometimes to answer questionnaires I wanted this one to be as easy as possible to gain as many answers as possible. I would have also formatted the questions a bit better now as I look back, to get as much data as possible from the answers. Even though they provided plenty of answers to work with, but another view could have made it much deeper.

6 Final words

The thesis was started by stating the study problem: how to manage changes in a complex organization by the help of the Kübler-Ross change curve. Company X being a young company in the new e-mobility industry and having employees from all over the world. We wanted to study whether it has indication on how long the employees have been working in the industry and how they perceive changes and move in the change curve. And how to help them through the change with the help of the curve. The double diamond design model was used to format the work and identify the different stages in the thesis.

We started with the Discover stage where all source material was discovered and went through. We discussed about change management and what it means for a manager today. We went through the Kübler-Ross change curve and all of the stages: Denial, Anger, Bargaining, Depression and Acceptance. And what each of these stages mean, look like and how a manager can behave in each stage. We looked at what is the role of the manager during changes and what are the leader qualifications during change. We identified the 10 most essential change leader qualifications, what is conscious leadership, how emotional intelligence is important and how managers can help employees to accept change. We also looked at basic human behavior during changes and how everyone behaves during changes. In the research method part of the Discover stage, we discussed the method that was used in this study, quantitative method and what it means and how it's going to be implemented in this thesis.

The next step was the Define stage where we defined a questionnaire that was sent to the employees in Company X to ask them questions regarding changes and leadership. The questionnaire was formatted so that we asked the employees how they perceive changes, where they see themselves on the change curve, what they expect from their manager, what they value most about managers and how their manager can help support them during changes. Personally, this stage was the most interesting part of the thesis and I thoroughly enjoyed analyzing and going through the questionnaire and the answers. We identified the main points from the questionnaire and compared them to the Discover stage and the source material. The most important question we wanted to answer was whether the time the employee has been working in the industry has a say in where they are in the curve, and this turned out to be true for this company according to the answers. The questionnaire answer rate was low (49%), but according to the individuals that answered the questionnaire we can on top level say that the longer you have been working in this industry the easier you accept changes and move to acceptance stage. From all the answers we could identify that the most important aspects that the employees needed were open communication in the organization as well as from the manager, an empathetic and safe environment and the manager listening

to the employees and letting them express their emotions while showing example of how to manage the change.

In the Develop stage we developed a process map to cater for all these needs. A map where a manager can follow the steps and be sure that it takes the employee into consideration, that it covers all their needs and that the process map is easy to follow. It is formatted so that it's suitable for all employees, independent of where the employee is on the change curve currently. It can be modified and specialized for each individual separately. The map flows from the introduction of the change need to the manager booking personal meetings with the employees, identifying what they are currently feeling and where they are on the change curve via that. Using a list to help them identify where they are on the curve and help them to support the employee in a way that they require in each step of the curve. Also giving the manager suggestion on how to offer the best kind of support and in a way that is valued in the organization at Company X.

The final stage in the double diamond model is the Deliver stage. Now this map is ready and can be used during the current change of future changes in the organization. It is presented to the managers and can be implemented as a part of the HR change management processes that will help in securing beneficial change and flow through the change curve in a faster and more successful way. In the Deliver stage we also explain the conclusions of the entire study and what was done and found out.

Working on the thesis was quite challenging. The first Discovery stage part was tedious and required a lot of focus and effort to put into words the problem and the possible solutions and the sources that would give the answers. Making the questionnaire was interesting. It was fairly easy to see what could be the questions that were needed to give the final process map and tie everything together. I highly appreciated the openness and the responses that I got from the employees answering the questionnaire. It clearly shows that the organization is dedicated to their employees, wants to listen to them and make change successful also for the employees. Working on the analyzes of the answers was the most interesting part for me. I really enjoy Excel analyzes and looking through the answers, finding patters or discarding my own expectation via the results that came up. Building the map required gathering the data together, looking at what is the best possible and leanest way to explain this and what also the managers would appreciate. I like to think that I have an intuitive way of finding a simple and good process solution to problems, but that might also be my biases and the way I function personally. I hope the process map delivers the results for the purpose it was done for.

The Deliver and conclusions stage went through all the highlights of the study and what we found out and why they were important. I thoroughly wish I was able to capture just the right

and correct insights and deliver a process map and model that is suitable for Company X and can help them in the future. Also, further process development needs were noted during this stage, and it would definitely be interesting to also follow these through at some point. Currently in the middle of the change the most important thing is to help the employees to work the best they can and support them to get to the acceptance stage while at the same time keeping the clear communication, safe atmosphere, and open space for expressing emotions. By the help of this developed process map, I hope the company will thrive and be the best e-mobility organization currently on the planet.

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Appendix 1: Questionnaire

1. How old are you:

- a) 20-30
- b) 31-40
- c) 41-50
- d) 51-60
- e) 61-70

2. Do you identify yourself as

- a) Female
- b) Male
- c) Non-binary

3. How long (years) have you worked in this industry that you are currently working in?

- a) 0-1
- b) 2-4
- c) 5-10
- d) 11-15
- e) 16-20

4. To which area does your work focus on?

- a) Marketing
- b) Sales
- c) Engineering/Technology
- d) Customer Service
- e) Finance
- f) Operations
- g) Human Resources
- h) Office Facilities/Management
- i) Procurement
- j) Development/Strategy

5. Do you find change stressful?

- a) Yes
- b) No
- c) Can't decide

6. What is the most stressful feeling regarding changes?

- a) Fear
- b) Uncertainty
- c) Chaos
- d) Frustration
- e) Despair
- f) Resistance to the change
- g) All of the above
- h) I don't stress changes

7. If you don't stress changes, what is the reason you don't stress. How do you manage stress?

8. Do you find it easy to identify what you are feeling?

- a) Yes
- b) No

9. What would be the best way for you to identify your feelings?

- a) Talking
- b) Writing
- c) Thinking/Processing
- d) Answering a questionnaire
- e) Moving your body
- f) Getting help from others
- g) Something else?_____

10. Are you going through a change right now in your work/organization

- a) Yes
- b) No

11. Which of these emotional states would you think that you are currently feeling/being at regarding this change?

- a) Denial (I can't believe this is happening, I don't want to, I'll just continue like nothing)
- b) Anger (Why is this happening to me?, This is unfair)

- c) Bargaining (I'm willing to make a sacrifice in one area if I can benefit in another or continue like before)
- d) Depression (Nothing makes sense or matters, I don't matter)
- e) Acceptance (I understand why this is happening, I'm willing to accept it and move forward)
- f) I'm not going through a change

12. Are you satisfied in this stage that you're at?

- a) Yes
- b) No
- c) Indecisive

13. Does your manager offer you enough support in this stage you are in?

- a) Yes
- b) No
- c) Indecisive

14. What would be the best support from your manager to you during this stage you are in?

- a) Setting an example of how to go through the change successfully
- b) Clearly and honestly communicating regarding the change
- c) Being present and listening to what I have to say, giving me space
- d) Asking me how I'm feeling and supporting me in going through those feelings
- e) Being open throughout the organization and showing trustworthiness
- f) All of the above
- g) Leaving me alone and letting me deal with it on my own
- h) Something else? _____

15. Which of these is the most important people leader qualification during change according to you?

- a) Good communication skills
- b) Ability to inspire others
- c) Enthusiasm
- d) Emotional Intelligence and Empathy
- e) Strategic Thinking
- f) Forward-Thinking
- g) Decisiveness
- h) Confidence
- i) Integrity

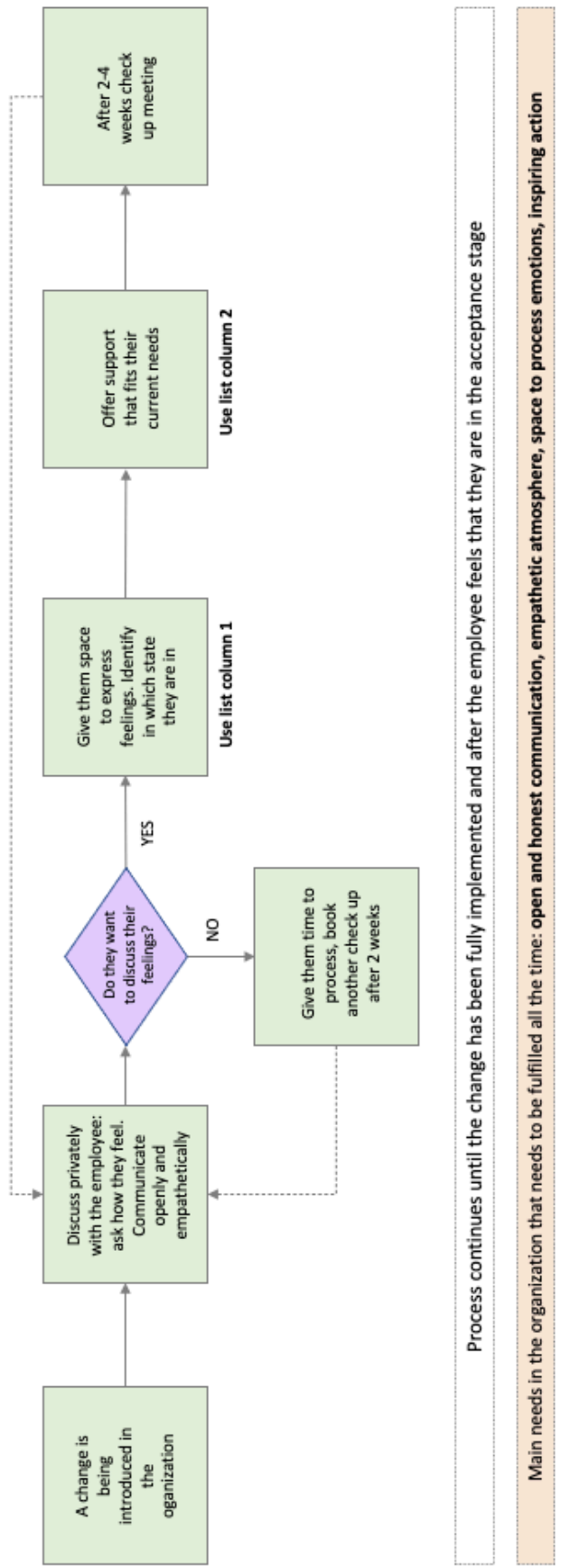
- j) Self-Improvement
- k) Assertiveness
- l) Confrontational
- m) Charisma

16. What would be the best support for you during changes in an organization?

- a) Regular performance talks with my manager
- b) My manager helping me to process my feelings and listening to me without judgment
- c) Open communication throughout the organization
- d) An empathetic organization with a safe atmosphere
- e) Encouragement from my manager
- f) More company perks and side bonuses
- g) Clear communication throughout the change
- h) My manager assigning me work and keeping me busy
- i) Something else, what? _____

Do you have any comments or something else important you would like to say?

Appendix 2: Process map to help employees through changes in Company X



Appendix 3: Process map list

Identify in which stage the employee is	How to support them in this stage
Shocked, Confused, Numb, Shutting down, Thinking everything is fine (Denial)	Accept and validate their feelings. Offer mental support and don't blame them for being negative but support them so it does not spread in the organization. Give them space to process their feelings.
Frustrated, Impatient, Raged, out of control, Embarrassed (Anger)	Help the employee see the bigger picture and the reason behind change. Create an optimistic view. Embrace the confrontation and understand that the employee is not fighting the company, rather their own feelings.
Ashamed, Guilty, Fear, Anxiety, Insecurity (Bargaining)	Be open, fair and straight forward. Give a sense of security throughout your leadership. Allow the employee to express their emotions, all of them if necessary. You are not their therapist, but you are the closest they have in the company.
Despair, Helplessness, nothing makes sense, hopelessness, sadness (Depression)	Depression is an essential stage to go through in changes, do not blame or criticize the employee for being depressed. Offer mental support, empathy and safety. Give them a breather and maybe assign smaller tasks during this stage that they can easily fulfill and feel a sense of achievement. Try to not make them feel like they have to perform over the top or otherwise they will collapse.
Courageous, Eager, Looking forward, Coping, Adapting, being self-compassioned (Acceptance)	Give them positive feedback on their performance. If the employee is eager and ready to face new challenges give them a new task to work on. Ask them what they are looking forward to and give them a goal that they can work towards. Inspire them with your example.