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# Change Management in Nordec

A Case Study of Utilizing Change Management Methods in a Software Implementation Process

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Master Thesis

Industrial Management and Engineering

Vasa, February 2024

**DEGREE THESIS**

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Degree Programme and place of study: Industrial Management and Engineering
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Title: Change Management in Nordec - A Case Study of Utilizing Change Management Methods in a Software Implementation Process

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Date: 6.2.2024 Number of pages: 92 Appendices: 2

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**Abstract**

The target company has faced several change processes of different magnitude during the recent years. The changes have been of different nature, including company mergers, changes in ownership, rapid growth in sales, development, and implementation of new technology to name a few. The management has noticed that there are no clear routines or models for carrying out these changes, and the success rate for the changes have varied from case to case. To overcome the challenges changes imply, the company has decided to implement a method for handling changes.

The purpose with the thesis was to analyse a change process where a new software for handling timesheets was implemented. The change process was carried out by utilizing the Prosci methodology for change management, and the goal was to determine whether Prosci is suitable for Nordec's business when it comes to handling changes.

To answer the thesis question "*are set targets and expectations fulfilled by utilizing Prosci?",* research was carried out by using both quantitative research and qualitative research. In addition to this, literature, and articles within the subject of change management has been studied to get a broader view on the subject. The quantitative research is based on gather material from a satisfactory questionnaire sent out to the employees after the new timesheet software was taken into use. The qualitative research includes material gathered from interviews held with persons working in the company.

The result of thesis is a summary of the different areas of research that led to a conclusion, that set targets and expectations were fulfilled by utilizing Prosci. The discussion part also included suggestions for development and future research.

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Language: English
Key Words: Change Management, Prosci, Software Implementation, Change Process

**EXAMENSARBETE**

Författare: Victor Westö
Utbildning och ort: Industrial Management and Engineering
Handledare: Mikael Ehrs

Titel: Förändringsledarskap i Nordec – En case-studie på användning av förändringsledarskapsmetoder i en implementeringsprocess av mjukvara

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Datum: 6.2.2024 Sidantal: 92 Bilagor: 2

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**Abstrakt**

Målföretaget i fråga har gått igenom ett flertal förändringsprocesser av olika storlek under de senaste åren. Förändringarna har varit av olika slag, till exempel företagsfusioner, ägarskapsbyten, snabb tillväxt, ökad försäljning, utveckling och implementering av ny teknologi osv. Företagets ledning har noterat att det inte finns några tydliga riktlinjer och rutiner på hur förändringsprocesser skall skötas, och processernas framgång och resultat har varierat från fall till fall. För att råda bot på de utmaningar som förändringsprocesser innefattar, har företaget bestämt sig för att implementera en metod för att hantera förändringsprocesser i företaget.

Syftet med detta examensarbete var att analysera en förändringsprocess där ny mjukvara för att hantera timlistor blev taget i bruk. Under förändringsprocessen användes Prosci-metoden som är en förändringledarskapsmetod. Målet med analysen var att avgöra om Prosci passar Nordecs verksamhet vad beträffar hantering av förändringsprocesser.

För att kunna svara på forskningsfrågan ”*var uppsatta mål och förväntningar uppfyllda genom att använda Prosci*”, användes både kvantitativa forskningsmetoder samt kvalitativa forskningsmetoder. Utöver detta så har även litteratur inom ämnet förändringsledarskap studerats för att erhålla ett bredare perspektiv på ämnet. Den kvantitativa forskningen baserar sig på material som införskaffats genom frågeformulär som sänts ut till anställda på målföretaget efter att den nya mjukvaran hade tagits i bruk. Den kvalitativa forskningen baserar sig på material som samlats in via intervjuer som hölls med anställda på företaget.

Resultat utgör en summering av de olika forskningsområdena som ledde fram till slutsatsen; att uppsatta mål och förväntningar uppfylldes genom att använda Prosci. Diskussionsdelen innehöll även förslag på utveckling samt vidareforskning.

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Språk: Engelska
Nyckelord: Förändringsledarskap, Prosci, Mjukvaruimplementering, Förändringsprocess

## Table of Contents

# 1 Introduction

This chapter aims to give the reader an overview of the topic and an understanding of how the thesis is structured. The reader will also be introduced to the client or the target company, on whose behalf this thesis is carried out.

The chapter will provide the reader with information about the case background, the purpose of the study, main goal, and research methods. The chapter will also cover the extent of the scope and how the work has been limited to suitable size in order to cover the most essential parts of the topic.

Finally, the client, or target company, will be introduced to the reader.

## 1.1 Case background

The target company of this thesis is operating in the steel construction industry. The core business comprises design, manufacturing, and installation of steel frames for the construction industry. The main business is project driven, and the operations are divided into separate business units depending on to which type of market or industry the projects are being carried out. The different business units are then supported by separate departments such as sourcing, business, installation services, IT and so on.

The company has in the last years experienced several bigger changes such as company mergers, changes in ownership, IT carve-out processes, and major software implementations. Some of the bigger changes have been implemented and put into action, without having the time to thoroughly go through the change and make a proper plan for how to execute the change in a controlled way. Implementing changes in an uncontrolled way may have a negative effect on business performance. It may also lead to confusion, discontent, and frustration among the personnel working in the organization.

A few years ago, the company, due to a company merger, had to go through and implementation process of software for handling timesheets. The timesheet software had earlier been used solely at the company's factories but was now implemented to the whole company. The software was implemented on short notice, without having time to consider other software suppliers and plan the implementation process properly.

After the software had been implemented, the unexpected flaws and problems shortly became obvious for the personnel. The software was proven not to be user friendly or applicable enough to support the operations within the company's different organizations.

Thus, the company has now decided to exterminate the current software and implement a new more suitable one that fits all the needs and fulfils the expectations the previous software did not.

Based on the experience from the previous implementation, the company has realized that there is a need for clear, specific routines and working methods for handling major changes within the company. Therefore, the top management has decided to utilize a change management consult- and training provider called Prosci.

## 1.2 Purpose

This thesis will cover the whole implementation process of the new timesheet software. The author was involved in the process from start to finish, in an observer role. The author has analysed all the different stages, how the Prosci tools and methods was utilized and how well they worked. The thesis includes a theory part where the principals of Prosci are explained and handled. The author has also studied other literature, articles, and case studies within the topic of change management, in order to cover a broader spectrum on the subject.

By analysing the whole implementation process, the author aims to define whether Prosci is something that is suitable for Nordec's operations, and if it could be utilized in future change processes in the company.

In order to meet the purpose of the thesis, one main question can be asked:

1. Are set targets and expectations fulfilled by utilizing Prosci?

To answer the question, the author, as mentioned earlier, did follow the whole implementation process and all its different phases, such as pre-planning, execution, follow-up and monitoring, and closing. By studying literature and articles within the subject, the author also investigated other change management methods besides the Prosci-model, to see if there are models similar to Prosci or if they represent a totally different approach towards change management.

## 1.3 Goal and research methods

**The goal**

The main goal with this thesis, is to facilitate the planning and execution of major changes that the target company will face in the future. This thesis will help the change owners, or project managers executing the change, to understand the basics of change management, and the impact changes have on the people working in the organization.

The thesis will also give the change owner an idea of how change processes can be executed, and what the different management styles and methods are.

The author was also a part of the pilot-group, that has been a part of the implementation process. The pilot-group consisted of 25-30 employees, who were considered as main-users of the timesheet software. These people were chosen to the group based on their position and working tasks. The group members were working as managers, supervisors, and foremen on different levels in the organization. The pilot-group represent all the different business units and organizations in the company. The group worked as a support function for the change-project team, who consulted the group during the process to get a clearer view on what is needed and what the expectations are.

**Research method**

The data for the analysis part will be collected by using both qualitative and quantitative research methods.

The qualitative research will be based on interviews with key persons from the project team, members from the pilot-group and the end-users that has not been involved in the implementation process. The interviews will mainly focus on the success and performance of the implementation process.

The quantitative research will be based on collected data from formulas that will be sent out to the employees after the implementation of the software. The formula will be sent out to as many employees as possible in order to collect as much data as possible.

The answers from the questionnaire formula will also be compared between the different target groups, in order to see if views and opinions on the implementation process varies depending on whether people have been involved in the process or not. The answers will also be compared and analysed to see if there is a correlation between answers and specific job roles.

The idea with studying the correlation between work roles and specific answers, is to see if the change has had a variated impact on the employees within the company's different units and organizations. If the result of the study shows differences between different work roles and organizations, more focus can be put on these in future change processes and try to find out why there are differences and how to handle them.

## 1.4 Thesis structure and extent

The thesis comprises six main chapters. The chapters are placed in chronological order, which enables the reader to grasp the content without having any background knowledge on the subject. The main chapters include subchapters to guide the reader between the different content in the thesis.

The abstract can be found in the beginning of the thesis, and the list of figures and list of references are located in the end of thesis, after the last main chapter.

Chapter 1 “Introduction” gives the reader an overview of the content in the thesis. In this chapter background, purpose, goal, research methodology and thesis structure are described to the reader. The chapter also includes a part where the target company is being presented.

Chapter 2 “Change management” connotes the theoretical part of the thesis. The chapter processes the theoretical framework of change management. The chapter also covers different change management methods that are found in the literature. Prosci and different leadership styles are also introduced to the reader.

Chapter 3 “Implementation process” describes the process of utilizing Prosci in the software implementation project at the target company.

Chapter 4 “Process analysis” is the empirical part of the thesis, where data from questionnaire formulas and interviews are presented and gone through. The chapter also includes the authors own observations and conclusions of the implementation process. This analysis is done from the perspective of the employees affected by the change process.

Chapter 5 ”Result” is where the outcome of the study is presented. The result from the empirical part is visualised, presented, and discussed.

Chapter 6 “Conclusions and discussion” summarises content and outcome of the thesis. The chapter covers the most crucial findings in the study, and present areas of improvement and suggestions for further research and development.

## 1.5 Client

Nordec is a Finland based company which is operating within the steel construction industry. The company has its roots from the Finnish company Rautaruukki, which was founded by the Finnish government in the 1960's, to ensure raw material for the Finnish shipyard and metal industry (Wikipedia 16.9.2023).

Nordec has gone through several organizational changes, name changes and changes of ownership through the years. The company "Nordec" is a result of a company merger between "Ruukki Building Systems Oy" and "Normek Oy" that took place in May 2020, after that both companies had been acquired by the German company Donges Group, which is operating within the same industry.

Nordec Group Corporation is, from year 2022, owned by a a new consortium company where the two major shareholders are Harjavalta Oy and Tirinom Oy. (Nordec.com 2023)

The company comprises around 650 employees and had a turnover of 190 million euros for the year 2020. (Nordec.com 2023)


**Figure 1** Nordec key figures for 2020. (Nordec.com 2023)

### Area of operations

On their webpage, the company markets itself as "*one of the leading providers of frame structures for buildings, facades and steel bridges in the Nordic countries".* The company has most of its offices and factories in Finland, but factories and sales offices can also be found in the Baltics and central Europe. (Nordec.com 2023)

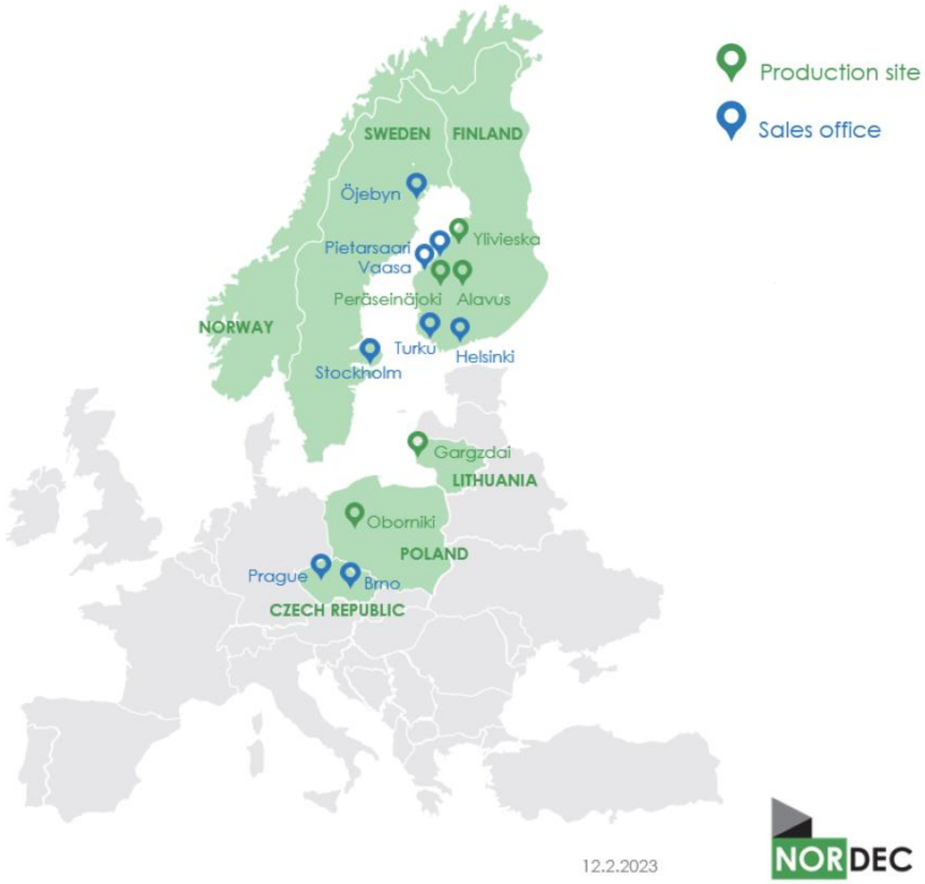


**Figure 2** Nordec production site and sales offices (Nordec.com 2023)

The company is divided into five main business units. The units are briefly described below. (Nordec.com,2023)

**<u>Nordec's business units:</u>**

| | |
|---|---|
| **Multi-storey:** | *Complete design & delivery of frame structures including concrete elements and integrated envelope. Projects in which steel frame is the optimal solution.* |
| **Single-story:** | *Complete design & delivery of frame structures including concrete elements and integrated envelope. Single-storey* |

| | |
|---|---|
| | *projects of large-scale buildings such as logistics halls and warehouses.* |
| **Heavy industry & Bridges:** | *Complete design & delivery of frame structures including and integrated envelope. High and large industrial buildings and steel bridges. Heavy, Easy and Light bridges.* |
| **Envelope:** | *Complete design & delivery of aluminium and glass facades and thermos elements.* |
| **CEE:** | *Supply of relevant projects in the Central European region. Particular focus on single-storey and heavy industry buildings.* |

The thesis is written for the Finnish mother company Nordec Oy, as the case that is analyzed in the thesis concerns only the separate organizations operating within Nordec Oy.

# 2 Change Management

This chapter will give the reader a deeper understanding of change and the theoretical framework for change management. The chapter will also mention different change management methods that are commonly referred to in the literature. The chapter will also mention different leadership styles that can be applied when carrying out changes. The psychological impact changes have on humans and how an essential role people play in changes, will also be mentioned.

**What is change?**

Change is all around us and affects every one of us. The Greek philosopher Heraclitus stated that the phrase "*the only constant is change itself".* Heraclitus observed the natural world and concluded that it was in constant movement. He would call this universal law of change "logos" and also divided it into three central beliefs that has been known as his flux doctrine:

- Everything undergoes constant change.
- There's unification of opposites (the opposite of something can only exist because of change in the original)
- Everything exists and doesn't exist at the same time (matter can change form so that the object no longer exists but the original substance does)

He stated that "the irony in all of this, is that the only thing that will never change is the presence of change itself. (psychcentral.com 2023)

Whether if we like it or not, we will face changes through our whole lives in one way or another. This also applies for companies and organizations, where change can have a direct impact on the business performance and operations.

Changes carried out in organizations can be reactions to external threats or attempts to prevent changes from having a negative impact on the operations and company performance. Changes in organization are often carried out in order to gain competitive advantages or retain their position on the market. Changes can also be done to meet new customer needs and behaviours on the market. (J.L. Thompson 1997)

Companies and organizations are driven by people. This means that the outcome of a change in a company is directly connected to how people handle changes and how they respond to new workings environments. This can be challenging to companies as personnel might have to change their behaviour, which usually generate resistance towards the change. Therefore, change management is crucial in order to successfully carry out changes in a company. (A. Hallin et al. 2019, p. 14-15)

## 2.1 The concept of change management

Change management is the academical term used to describe the discipline on how to prepare, equip and support individuals to successfully adopt to a change. The Association of Change Management Professionals describes change management as follows:

“A deliberate set of activities that facilitate and support the success of individual and organizational change and the realization of its intended business results.” (acmpglobal.org 2023)

The definition means that change management represents the carefully considered, well-planned and structured work people in the organization do, and that they are provided with the support needed in order to achieve the set up goal and desired result. The board of directors or top management are usually the ones who launch change initiatives. The change initiatives can be seen as a project that needs its own plan, time, resources, and team who will execute the change. (A. Hallin et al. 2019, p. 17)

**Scepticism towards change management**

Change management as a phenomenon or academical subject, have also met criticism. One author called Christopher Grey have written an article on the subject, and states that change management has become a management fashion and fad, and that change management as a phenomenon has become a fetish among companies and organizations.

He states, *"Change is like a totem before which me must prostrate ourselves in the face of which we are powerless".* With this statement he wants to enlighten the paradox of authors writing about change management, claiming that the phenomenon of change management is something that has occurred during the last decades, while change is something that people have had to deal with through all time humans have existed. According to Grey many of the books and articles written on the subject claim that the need for change management has occurred due to technological improvements, globalisation, privatisation of the public sector, deregulation and a higher pace on the market that has taken place during the second half of the twentieth century.

According to Grey, the "hysteria" about change might drive companies and managers to execute unnecessary changes, just to appear energetic or determined (C. Grey, 2003, p 2-5).

## 2.2 Corporate change processes

Most companies and organizations will at some point face a change in one form or another. In order to successfully deal with them, companies should be prepared and plan the change process in advance. This sub-chapter will mention a couple of things that are crucial when driving a change process. Things that should be considered are *Identifying the need for change*, *corporate culture,* and the organizations *readiness for change*.

**Identify the need for change**

The first thing that must be done when a company is faced with a change-situation, is to analyse the nature of the change. When the nature of the change has been identified, the company can determine its magnitude and impact, and if the change might be a potential threat or an opportunity to the business. Successfully determining the nature of the change in an early phase, will give the company time to respond and plan how to manage the situation. (R.A. Paton & J. McCalman, 2000, p. 17)

In order to make the right decisions and to manage the change, it's crucial to identify the type of change the company is facing. Thompson has summarized four basic types of change that affects organizations:

| | |
|---|---|
| 1. Technology | production processes |
| 2. The product or service | the output of the business |
| 3. Administrative changes | structure, policies, budgets, reward systems |
| 4. People | attitudes, expectations, behaviour |

(J.L. Thompson 1997, p. 43)

The change is not absolute and doesn't necessarily only indicate one of the options listed above, but rather be a mix of several but with different magnitude and significance.

**Corporate culture and environment**

Corporate culture plays an essential role during a change process, especially in bigger national or international organizations where people and offices might be located in different cities and countries around the world. This means organizations might have a lot of different cultures that has an influence on work routines, on how things are being done and the general performance of the own organization.

Culture has an influence on how people think, feel, and behave. Culture also affects our perception and judgement of others (C. Nunez et al. 2009, p. 4). Xionweng Song states that culture can be described as an objective entity that delineates one human group from another. When it comes to corporate culture, it comprises several other dimensions and different perspectives such as structure, technology, and environment. These all variables form the corporate culture which has a direct influence on the organizational life and performance. (X. Song, 2009, p. 10-11)

## 2.3 People and change

Understanding the own organization (its people) is one of the most crucial parts in managing changes. The organization structure, function and its relationship to the core activity must be thoroughly analysed before effective arrangements and strategies can be devised (B. Hamlin et al., 2001, p. 43).

Resistance towards change is common within organizations, as it might have a direct impact on the employees ever day work and routines. Psychologist Ian Newby-Clark states that human beings are creatures of habits. Many of the human behaviour and activities can be very rooted in a person's daily routines and be performed on “auto-pilot”. For example, he states, most people repeat the same behaviour when getting up in the morning and preparing and eating their breakfast at home before going to work. Most people would be disturbed and feel inconvenient waking up in a totally different bed and prepare breakfast in another kitchen than their own. (psychologytoday.com 2023)

Same goes for people working in a organization. Change management is about changing people behaviour. Therefore, it is important to know how people react when implementing changes. There are classical models in psychology that are used to show how people react to changes over time. Two of these models are the *change-curve* and the *four rooms of change model.*

A company’s ability to produce and manufacture products or provide services is directly linked to the company’s ability to gain commitment from the people working in the organization. Changes can cause conflicts between co-workers within an organization, and people can start questioning the collective purpose of the organization. If the commitment of the employees is disturbed, it might have a direct impact on the performance and result of the company. (R.A. Paton & J. McCalman, 2000, p. 120-121)

**The change-curve**

A common notion in all change management models, is that people go through different stages during a change process. The change curve was developed by John Fisher and describes how people psychologically react to change over time. John's curve is based on interviews with mortally ill patients that was carried out by a Swiss psychiatrist called Elisabeth Kübler-Ross. Her thesis is that people go through several emotional phases when facing a major change in their lives. Her ideas have helped professionals within the healthcare sector and relatives to mortally ill persons, to understand how the ill person will react and act during the time after they have received the news of their medical state (A. Hallin et al. 2019, p. 32-33).

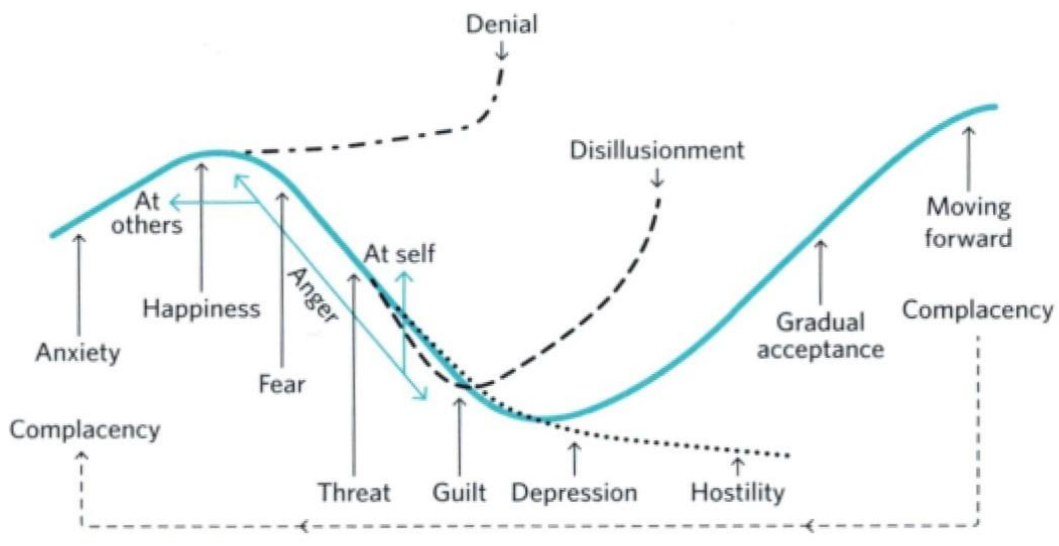


**Figure 3** The change curve – a visualization of an individual's emotional state over time during a change. (A. Hallin et al. 2019, p. 32)

As shown in Figure 3, a change might trigger several different emotions to the people affected by the change. According to Fisher, people typically enter the change process with feeling happy, to then move on to being anxious and finally feel threatened by the change. The curve also illustrates four possible outcomes, the mental state or what approach an individual might develop towards the change. (A. Hallin et al. 2019, p. 32)

1. Denial
2. Disillusionment
3. Hostility
4. Acceptance

Not taking in consideration the “people-aspect” is a common mistake companies do while going through a change process. The change might be well planned and executed but might not be as successful as desired because the companies haven’t invested enough time and effort on investigating on how the employees will react to the change. The change itself, depending on the type, is not necessarily what causes difficulties but rather the transition processes which generates confusion and disrupts the lives of the personnel. Change occurs when something (new) starts or something (old) stops and it takes place at a particular point in time (B. Hamlin et al., 2001, p. 25-26). To successfully implement a change, companies must ensure that peoples transition process will be as smooth as possible, to avoid individuals developing a negative mindset towards the change or enter one of the three first types of mental state listed above; *1. Denial, 2. Disillusionment or 3. Hostility.* The transition should be planned carefully, as it is the phase where people go through the physiological process, where they reorient themselves in the new circumstances the change might cause. During a change people go through a three-phase psychological process. Employees should be enabled to let go of the old ways of working (endings) while holding on to some aspects necessary, and re-investing in the new way of working (in-between time). The final phase is where the employee become fully committed to the new ways of working, directions or organization (new beginning). (B. Hamlin et al., 2001, p. 26)

**The four rooms of change**

The four rooms of change model is a theory that was created by a Swedish psychologist called Claes Janssen in the 70's. Janssen theory deals with change, how people and organizations react to change and how they can influence the change process by taking responsibility for their own actions and emotions. (fourroomsofchange.net 2023)

Janssens theory, or model, consists of four parts so called four rooms which describes the different states of emotions people are going through during a change. He describes that a change process is like a journey where you are moving through four rooms. The rooms are *contentment*, *self-censorship/denial*, *confusion/conflict* and *inspiration/renewal.* (A. Hallin et al. 2019, p. 36)

1. **The contentment room** is where "the journey" start. Here the person is feeling content, happy and not worried. He or she doesn't see a need for change and can experience a "flow" and well-being.

2. **The self-censorship/denial room** is the room represent the state in which the person tries to preserve something he or she is not sure about. When a person is in a denial state, he or she might have a sense that something is not right but is still convincing him/herself that everything is okay. Common emotional reactions in this phase are frustration, anger, dissatisfaction, and irritation.

3. **The confusion and conflict room,** also called the emotional or chaos room is the state where emotions finally take over. At this point the person feels that something is wrong, but the person doesn't know who caused it. The rooms are characterized by emotions like fear, anger, sadness and self-doubt, and poor interactions with others, uncertainty and inferiority is common in this room.

4. **The inspiration/renewal room** is the final room and the room where the person has accepted the situation and is "being in touch with the present". The person

can be feeling energized and feel a sense of community where people are having a "drive" and are developing things together.

The four rooms are based on the notion that individuals experience reality differently and that the differences may foster or prevent change processes. People does not necessary move between the rooms in a linear process but can move from any room to another depending on the type of change or situation. People also react differently to changes which also reflect s on their behaviour. (A. Hallin et al. 2019, p. 37)

## 2.4 Change management methods and models

This sub-chapter will mention a couple change management methods and theories that can be found in the literature within the topic. The methods and theories presented in the chapter were chosen based on how common they are and how often different authors refer to these methods.

### 2.4.1 Kotters 8-step model

A method (or philosophy) that many authors refer to and seem to be one of the most common one is the "Kotters 8-step model" that was created by John P. Kotter in 1996. According to Kotter, the need for change can be obvious for companies and people working in them, but the change can still be stalled due to factors such as inwardly focused cultures, paralyzing bureaucracy, parochial politics, a low level of trust, lack of teamwork, arrogant attitudes, a lack of leadership in middle management, and the human fear of the unknown. He designed the 8-step model where eight separate processes are gone through in order to address these issues and to deal with them in structure way. As Kotter mention that "leadership is the engine that drives change", this model also focuses more on the leadership aspect rather on the managerial aspect of leading change. (J.P. Kotter, 1996, p. 1-2, 20.).

*"- The engine that drives change – leadership!"*

- J.P. Kotter 1996

The model's eight stages are presented below:

**Kotters 8-step model**

1. Establishing a sense of emergency
2. Creating the guiding coalition
3. Developing a vision and strategy
4. Communicate the change vision
5. Empowering broad-based action
6. Generating short-term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the culture

**Establishing a sense of emergency.** In the first stage the need for a change should be presented as something acute and crucial that must be carried out in order to reach the company's strategical goals. Market and competitive realities should be examined, and management should discuss crises, potential crises, or major opportunities. (J.P. Kotter, 1996, p. 36-45).

**Creating the guiding coalition.** To successfully carry out the change project a group with enough power and authority should be formed. Its crucial to find suitable members for the group and there are four key characteristics that are essential to get a well-functioning coalition. *1. Position power, 2. Expertise, 3. Credibility* and *4. Leadership.* (J.P. Kotter, 1996, p. 51, 57).

**Developing a vision and strategy**. In this stage a vision for the change should be created. A vision refers to a picture of the future with a comment or incentives on why people should strive to create that future. A clear vision serves three crucial purposes. *Firstly*, it simplifies hundreds or thousands of detailed decisions. *Secondly***,** it motivates people to take action in the right direction. *Thirdly***,** it facilitates coordination of different actions carried out by hundreds or thousands of people. (J.P. Kotter, 1996, p. 67-69).

**Communicate the change vision**. The vision should be communicated using all methods possible. In order to effectively communicate the vision some key elements can be used: *Simplicity*; keep it simple. *Metaphor, analogy, and example*; pictures say more than a thousand words. *Multiple forums,* and channels to reach out to employees. *Leadership by example*; Leaders showing the way. *Explanation of seeming inconsistencies*. these should be brought up to avoid undermining the credibility of the communication. *Give-and-take;* Dialog is always better than monolog. (J.P. Kotter, 1996, p. 85, 87, 90).

**Empowering broad-based action.** In order to empower employees to change as many obstacles and barriers as possible, preventing them from carry out the change should be eliminated. Common barriers can be such as company structures, skills, systems, and supervisors. (J.P. Kotter, 1996, p. 101-102)

**Generating short-term wins.** By dividing the change process into several milestones and sub-targets, employees can stay motivated when they achieve a specific goal at suitable intervals. A long-term goal might feel distant and hard to reach if it is set to big or far in the future. Short-term wins give the employees proof on that sacrifices are worth it, and that good job pays off. Short-term wins also help the project team keep track on progress and facilitate reporting to managers higher up in the chain. (J.P. Kotter, 1996, p. 119.123)

**Consolidating gains and producing more change**. The idea with this stage is to utilize the momentum, after creating credibility through short-term wins, for tackling additional change projects. When people notice change is possible, it’s easier to take on the next one. (J.P. Kotter, 1996, p. 142-143)

**Anchoring new approaches in the culture.** This is the final stage in the 8-step model. New norms and shared values are generated in the end of a change process. To keep people working according to new routines and norms, it’s important to enhance and bring forth the gains and positive result of the change process. The connection between the change and better operations result should be visualized for the personnel. This will motivate people working according to the new routines. (J.P. Kotter, 1996, p. 155-158)

As mentioned above, the Kotters 8-step model focus on the broader spectrum of a change process. The ideas of Kotter and the 8-step model will be analysed further in the result chapter.

### 2.4.2 Prosci

Prosci is a company who is providing change management trainings programs and tools for organizations to help them succeed in their change processes. Prosci's training programs teaches people how to carry out changes and provide them with the knowledge and skills needed and also different tools to facilitate the change project management. Prosci was founded in 1994 by Jeff Hiatt and has since that expanded to a global actor. According to Prosci the company acquire the most knowledge within the subject of change management in the industry, as their model is based on over 25 years of research and lessons learned from different practitioners. The Prosci-methodology is used by many companies worldwide. *(*prosci.com 2024)

The Prosci-methodology is consisting of three main components. The three different components are described by Prosci according to below:

1. **PCT-model** – a simple but powerful framework for establishing and connecting the most important aspects of any successful change effort

2. **ADKAR model** – a highly effective model for guiding individuals through the experiences or elements needed to make the change

3. **Prosci 3-Phase Process** – a structured, flexible framework for driving change at the organizational level

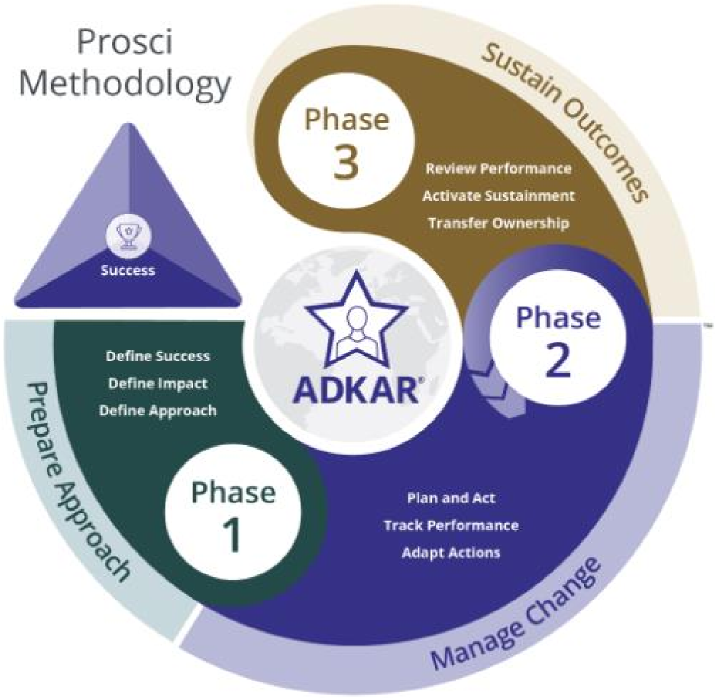


**Figure 4** The Prosci-methodology's three different components (prosci.com 2024)

According to Prosci change processes requires people to move from a current state to a future state. This requires that leaders are able to lead both the *technical part* and *people part* of the change. The technical part should be executed according to project management principles, whereas the people part should be executed by using change management disciplines. The Prosci methodology includes both theses aspect where some components focus more on the people side and another on the technical part of the process. (prosci.com 2024)

The three different components are described below:

**PCT-Model**

The Prosci Change Triangle (PCT) Model helps change practitioners understand the four critical aspects of a successful change and how they are related to the health of the project.

According to Prosci research, projects that are weak in any of these four aspects will most likely struggle or even fail (prosci.com 2024). The four aspects are described by Prosci according to below:


**Figure 5** The four aspects of the PCT model (prosci.com 2024)

1. **Success** - the definition of success for your change, which includes the reason for the change, project objectives, and organizational benefits.

2. **Leadership/Sponsorship** – the direction and guidance for a project, including who is accountable for defining why a change is happening, how it aligns with the direction of the organization, and why it is a priority.

3. **Project Management** – the discipline that addresses the technical side of a change, by designing, developing, and delivering the solution that solves a problem or addresses an opportunity, within the constraints of time, cost and scope.

4. **Change Management** – the discipline that addresses the people side of the change, enabling people to engage, adopt and use the solution.

The project health is diagnosed by using the PCT Assessment where different parameters are assessed and evaluated. The score of the PCT assessment tells the project team where the weak spots are and were to take action. The PCT assessments are done at suitable intervals in order to keep the project team up to date on how the project is proceeding. (prosci.com 2024)

**ADKAR – Model**

The ADKAR model was created by the founder of Prosci Jeff Hiatt about 20 years ago. Hiatt had then studied change patterns for more than 700 organizations and concluded that there are five main outcomes that are essential for a successful change. ADKAR is an acronym for the words *Awareness, Desire, Knowledge, Ability and Reinforcement*, which are according to Hiatt the essential outcomes a person needs to achieve in order to reach a successful change. The ADAKR model helps leaders and change management teams to focus on activities that drive the people through the process of individual change, and to achieve organizational results. (prosci.com 2024)

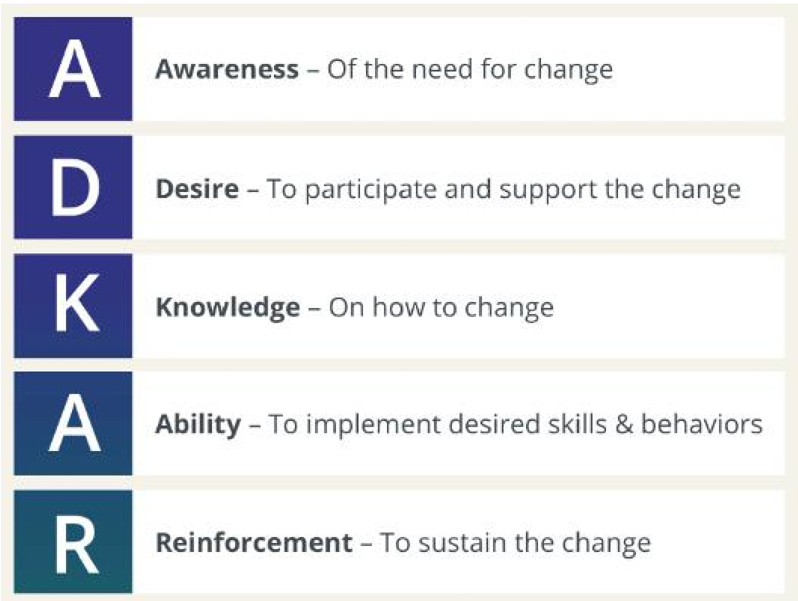


**Figure 6** The five outcomes of the ADKAR-model (prosci.com 2024)

Prosci describes the five different outcomes according to below:

1. **Awareness** of the business reasons for change. Awareness is a goal or outcome of early communications related to an organizational change.

2. **Desire** to engage and participate in the change. Desire is a goal or outcome of sponsorship and resistance management.

3. **Knowledge** about how to change. Knowledge is a goal or outcome of training and coaching.

4. **Ability** to realize or implement the change at the required performance level. Ability is a goal or outcome of additional coaching, practice, and time.

5. **Reinforcement** to ensure that change sticks. Reinforcement is a goal or outcome of adoption measurement, corrective actions, and recognition of successful change.

(The-Prosci-eBook, p. 4-5)

The ADKAR model offers change leaders a structured set up for how to guide the persons within the organization thought the change process. As mentioned earlier change processes includes both the disciplines of project management (leading things) and leadership (leading people). According to Prosci change projects usually fail due to the people side of the change, no matter how well handled the project management disciplines are working within the project. If people don’t get on board, the project tend to fail (The-Prosci-eBook, p. 6-7).

**Prosci 3-Phase Process**

The Prosci 3-Phase Process is the third and last one of the three main components of the Prosci methodology. While the ADKAR model focuses more on the individual level of the change process, the 3-phase process model focuses on activities to achieve change on the organizational level. The three different phases are *Phase 1- Prepare Approach, Phase 2 - Manage Change* and *Phase 3 - Sustain Outcomes*. Each phase is also divided into three different stages that includes important activities to support the change process. This structured framework to support the success of the change. (prosci.com 2024)

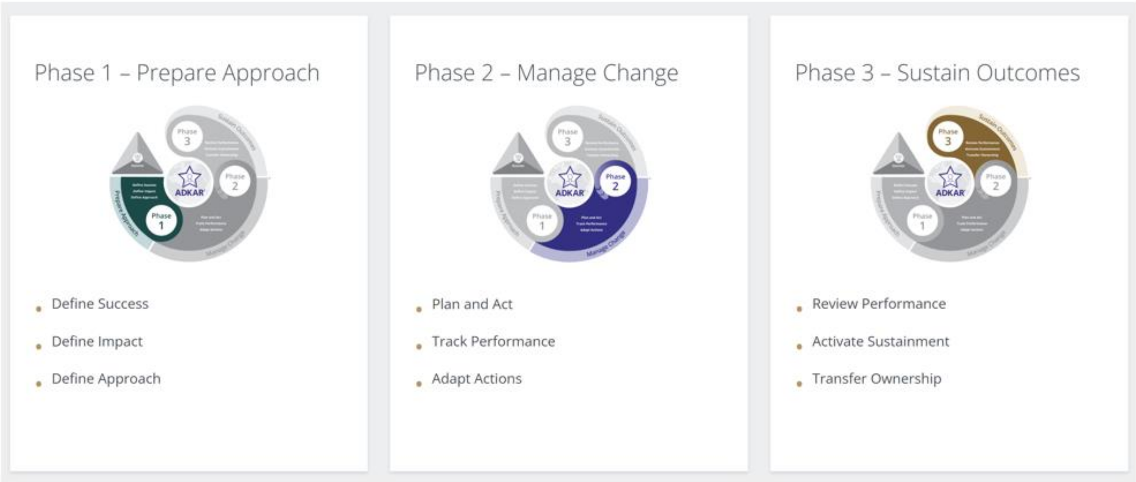


**Figure 7** The Prosci 3-Phase process (prosci.com 2024)

The three different phases are described by Prosci according to below:

1. **Phase 1 – Prepare Approach**: "The first phase of the Prosci 3-Phase Process supports change and project teams in developing their change management strategy, and with the end in mind. The activities in this phase help practitioners develop a customized and comprehensive approach that positions their change for success." (prosci.com 2024)
   The three stages in Phase 1 are shortly defined according to below:
   a. **Define Success** – What are we trying to achieve?
   b. **Define Impact** – Who has to do their jobs differently and how?
   c. **Define Approach** – What will it take to achieve success?

1. **Phase 2 – Manage Change:** *"The second phase of the Prosci 3-Phase Process brings the Change Management Strategy to life. The activities in this phase involve developing plans and actions that help move individuals and the organization through ADKAR transitions. "*(prosci.com 2024)

   The three stages in Phase 2 are shortly defined according to below:

   a. **Plan and Act –** What will we do to prepare equip and support people?
   b. **Track Performance –** How are we doing?
   c. **Adapt Actions –** What adjustments do we need to make?

2. **Phase 3 – Sustain outcomes: "***The third and final phase of the Prosci 3-Phase Process establishes the approach for ensuring that the change is adopted, and the organization is committed to doing what's needed to sustain the change. Related activities involve reassessing performance, activating sustainment strategies, and transitioning responsibilities."* (prosci.com 2024)

   The three stages in Phase 2 are shortly defined according to below:

   a. **Review Performance –** Now, where are we? Are we done yet?
   b. **Activate Sustainment –** What is needed to ensure the change sticks?
   c. **Transfer Ownership –** Who will assume ownership and sustain outcomes?

(Prosci-Methodology-Handout, p. 2)

Above I have mentioned the Prosci model, its tools and methodology. According to Prosci, they possess the most knowledge within the subject of change management and their theories, tools and methods are based on a lot of research and best practices from different studies (prosci.com 2024). This claim seem justified as the methods and tools are thoroughly thought out and structured in a logical way.

### 2.4.3 The Five-Factor Model for Successful Change

The Five Factor Model for Successful Change (own translation from: "*Femfaktormodellen för framgångsrik förändring*" in Swedish) was created by Mikael Björkström and Ola Rosenlund and defines five main factors that are crucial in order to succeed in a change process. The five factors are listed below:

2. Define the change
3. Develop co-creators
4. Ensure active support
5. Adapt the level of ambition
6. Observe and interact

As can be seen in the illustration below, the model is not sequential whit different stages and phases that should be gone through in a chronological order during the change process. The five factors in the model can be working parallel to each other, at the same time or helter-skelter. As we live in a complex world, working isolated with only one activity at the time in a logical controlled order can be seen as something more unusual than a norm. Therefor the model has no chronological order for the different factors and activities that should be carried out during the change process. The factors are never finished and can never be seen as completed. (Björkström M., Rosenlind O., 2021, p. 81-82)

The five factors are explained in more detail below:

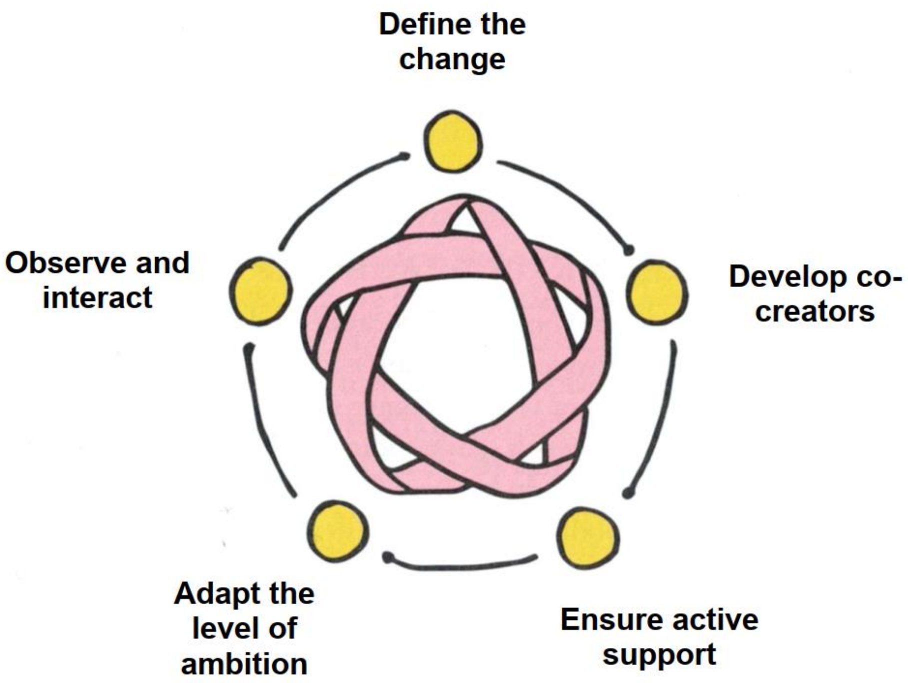


**Figure 8** The "Five Factor Model for Successful Change" ((Björkström M., Rosenlind O., 2021, p. 81

**Factor 1 – Define the change**

It's crucial that the change is defined, the problem to be solved is clear for everyone and that the goal is concretized. Everyone involved should know what is expected from them and what the "new normal" will be like. A clear defined change facilitates tracking performance and monitoring the change process. (Björkström M., Rosenlind O., 2021, p. 82)

**Factor 2 – Develop co-creators**

It is important to create ensure that the preconditions are in order to get motivated and engaged co-workers to your team. The trick is not to lead others through the change, but to try to get as many as possible to actively take part in the creation of the new situation. A co-creator is together with the team forming the new situation and I proactively contributing to the development. (Björkström M., Rosenlind O., 2021, p. 82)

**Factor 3 – Ensure active support**

On man or woman can not solely drive a change process. Key-persons who are actively contributing to the process is crucial in order to success. Enough time should be reserved to identify these persons and to get them on board. The goal is to find key-persons that independently can contribute to the change process. (Björkström M., Rosenlind O., 2021, p.82)

**Factor 4 – Adapt the level of ambition**

All changes happen in a specific context, situation, or a unique organization. Therefore, it is important to ensure that the balance between the level of ambition, such as set goals and the preconditions for succeeding are realistic. It can be a question of preconditions like available resources for the project such as money, competence, managers attention, the organizations' ability to change and competing initiatives. Shortly, all demands to success must be known and reserved for the change initiative when setting up realistic goals. (Björkström M., Rosenlind O., 2021, p. 83)

**Factor 5 – Observe and interact**

The change process should be monitored and observed all the time during the process in order to track the development of how, for example, new ways of working are adapted and how the change is embraced by the people in the organization. Keeping track on the process requires that leaders develop a tracking system or routines. Observing the progress should be done also after implementation of a change to ensure people completely adapt to the "new normal". (Björkström M., Rosenlind O., 2021, p. 83)

When keeping track on all the five factors simultaneously, the change leader gets an overview of how the change project is going. The different parameters of the factors do not provide a clear roadmap for how to execute the change, but helps the leader to understand on which parts focus should be set. (Björkström M., Rosenlind O., 2021, p. 83-84)

### 2.4.4 The punctuated equilibrium model of organisational transformation

The punctuated equilibrium model of organisational transformation is a change management model that is associated with the authors Tushman and Romanelli from 1985. This model constitutes a philosophy where organizations approach changes with both an *incremental model* of approach and a *radical* approach. The model constitutes a mindset for carrying out changes and does not offer a roadmap with specific steps and activities that should be done during a change process. According to the model, organizational evolution can be described as periods of incremental change that are punctuated by periods radical, immediate discontinuous change. (Rosetto C.R. et al., 2009, p. 163-164)

The **incremental model** of change advocates a change process where the change is carried out with smaller "sub-goals" and during a longer period of time. With incremental change companies are not forced to immediate rapid changes to stay competitive and to "catch up" with competitors (Burnes B., 2004, p. 282-283). The period of incremental change is defined as periods of fine-tuning of effective strategies, and involve gradual changes that are easy to implement, where there is more time for the organization to focus on the search for effectiveness. (Rosetto C.R. et al., 2009, p. 164)

In contrast to incremental change, **radical change** is discontinuous and fundamental. It is divergent and involves new strategies, structures, and capabilities. A radical change can e.g. be major shifts in leadership or changes in the competitive environment. (Newman K.L., 1998, p. 16) As incremental change stretch over longer periods of time and function as an extrapolation of the status quo, the change is integrated in the daily work routines and can be experienced as a part of the normal. The period of radical change on the other hand affects people and organizations more dramatically and can be seen as *periods of* *instability* where periods with incremental change are seen as *periods of stability.* (Burnes B., 2004, p. 282-283).

The punctuated equilibrium model of organisational transformation advocates organizations to prepare for both incremental and radical change processes. By embracing this approach, companies do not stagnate but are changing together with and according to the environment surrounding them. On the other hand, according to some studies, researchers argue that many organizations nowadays go through change processes, where the periods of stability are brief, and the periods of instability stretch over a longer period of time. (Burnes B., 2004, p. 282).

## 2.5 Summary of the theoretical framework

This sub-chapter constitutes a summary of the key findings from the theoretical framework. As mentioned in chapter 2, the main focus in change management lays in the ability to lead and guide people on the journey through a change process. Change projects seem to fail if you don't get people on board, as Prosci mentions (The-Prosci-eBook, p. 6-7). According to the literature, several change management models focus a lot on the **individuals personal experience of the change**, that constitutes the key element in models like *the change curve*, *the four rooms of change,* and the *ADKAR-model*.

According to the different methods, changes processes includes both a **technical part** that should be executed according to project management principles, and a **people part** that should be executed by using change management disciplines (prosci.com 2024). For example, Kotters 8-step model and The Five-Factor-Model is grasping the broader spectrum of a change process, where focus lies on the leadership part of the change, while the Prosci methods also offers specific tools to facilitate monitoring and steering the change project.

Another key factor that plays an essential role I change processes, is the **organization culture** and the people working in the organization. In order to success, leaders must know their organizations and study the different organizational culture properly before they initiate change processes.

Before initiating change processes, leader must also analyse the situation and determine what type of change is needed. The **readiness for change** should also be analysed to evaluate the possible outcome and success of a change project.

The theoretical framework and the key findings will be further analysed in chapter five, where it will, together with the findings from quantitative and qualitative research, be summarized and presented.

# 3 Implementation process

This chapter will give the reader an insight on how the implementation process of the Ontime system was carried out. The change owner in this project is the HR-department who has decided together with the steering group that the existing timesheet software will be replace by a new one. The information about the process is based on interview with one of the team members and the authors own observations as the author was a part of the project team in an observer role.

## 3.1 Project organization and structure

The implementation project started out by forming a team including people from different departments such as HR, IT, payroll, and management. A project manager was nominated, and different project roles and tasks were assigned to the team members according to their position and job roles. The project manager was hired from a consult company working in the field. Other team members were working in Nordec. In some meeting-sessions the team invited a representative from the software supplier to function as technical support when handling the Ontime software. Especially in meeting with the pilot group where the functionality of the software was studied. One of the team members who was working in the IT-department, had been trained and certified for using the Prosci-methodology and was the team's main user of the software. Most of the information in this chapter is based on the interviews and discussions with the main user, as he had the best insight in the process and the Prosci methodology and its software called "Proxima".

To respect license agreements with the tool supplier Prosci, the thesis will not go into detail describing the different tools and templates that are used in Proxima. However, some examples and their functionality will be mentioned.

The project was carried out according to the Prosci methodology with its different phases.

**Phase 1** – Prepare approach,

**Phase 2** – Manage Change

**Phase 3** – Sustain Outcomes

## 3.2 Process monitoring & plans

A kick-off meeting was held with the project team. This first meeting was a introduction to Prosci for all team members, and Prosci methodology and tools were gone through and explained. After the introduction the first assessments were done with the tools found in the Prosci-software. These assessments were then done on a regular basis according to the Prosci methodology, in order to track performance and progress in the process. After making the first assessments the score was analysed to see where we stand, what is the state of readiness and which areas that needed improvement, so more focus could be put on these areas to improve the assessment score. All assessments were done collectively in the team in regular status-up-date Teams-meeting with all team members. In these meetings development was discussed, and the assessment tools were filled in to get updated scores.

With Prosci follows a software called Proxima, which includes several tools and templates for different use for monitoring and steering the process. The templates include ready-made question formulars which facilitate making assessments. The software tools and templates must be monitored during the process according to a plan, to get a correct overview of the process. The software is, according to the main user, simple and easy to use. However, the software has a vast range of different tools for monitoring the process and it might in smaller projects be too laborious and time-consuming to utilize all these tools. In other words, it is not necessary to utilize all available tools if the goal of the project can be achieved even by leaving them out.

By utilizing Proxima the different project activities are well structured and organized, and most of the project related data is found in one location/software, such as risk assessments, PCT Assessments, ADKAR Assessment, plans. progress reports etc. With standard ready-made templates the process is also easy to monitor.

All general project plans such as schedules, communication plans and meetings were done in an early phase when milestones and goals were known. All activities and meetings were decided and planned based on the project plan and the specific dates 1.3.2023 and 1.4.2023. The month of March was planned for a test-run for the Ontime system. The idea of having a test-period was to let members of the pilot group start using the system earlier than the rest of the employees. In this way potential flaws and problems could be detected and corrected during the test period before final implementation for all users. This minimizes the risk of chaos if the system is not functioning correctly. The first day of April was decided to be the date when the system would be implemented for all users.

Plans were also made according to the Prosci methodology. E.g. a people management plan was done for the foremen of the people whose daily work is affected by the change (implementation). However, after studying the progress and the score from the regular assessments, it was concluded that this plan was not needed, as the assessment scores were high directly from the start, and also improving, without working according to the people management plan. According to the main user, these types of plans are more suitable for bigger changes such as organizational changes were the change affects people and their surroundings on a larger scale, and where management from each affected department needs to be involved to succeed in implementing the change.

Another plan that was made is the communication plan, which is a plan for how the change will be communicated to those affected by it. The plan is a concrete plan on how to reach out to the personnel (through which channels, how often, what type of message, long / short, to which organizations etc.) and a responsible person for each message or area of communication is nominated. The plan includes a communication schedule for all communication during the project.

According to Prosci, the idea with making plans is to follow the plan and then track progress and performance by utilizing the assessment tools included in the Prosci-software. If the progress is constant and not improving, the idea is to make up a new plan and try something else until scores in the assessments are improving. The plan is not a traditional static project plan that works as a foundation or a road map for carrying out a project, but rather as a document that is changing according to new discoveries, changes, challenges, and circumstances.

The last phase of the project was to analyse how the implementation went and how satisfied the employees were of the new Ontime system. This was done by sending out a questionnaire form that could be answered anonymously. When answers had been collected, a summary report of the questionnaire was gone through with the project team. The result from the questionnaire is also presented in detail in chapter four in this thesis.

After discussion about the result from the questionnaire, the implementation project was considered as closed as all goals were reached and everything went according to the plan. The HR department has created a Teams-channel where personnel can find help using the software if needed. This kind of support function can be considered as a part of the third phase of Prosci methodology, “sustain outcome”, which is essential for ensuring the change is implemented and sustained.

## 3.3 Summary of implementation process

This sub-chapter will summarize the implementation process and the change project. The project was carried out according to the Prosci methodology utilizing Prosci’s tool Proxima. A team of key persons was formed based on their relevance to the project. These persons formed the project team and were involved in the process from start to finish.

Based on discussions with the team members, the general opinion on Prosci is that it was well structured and included many useful tools and assessment. However, the Prosci methodology with software Proxima was by many project members experienced as to excessive and a bit to oversize for this project. Therefore, the Prosci methodology and the use of Proxima was scaled down to meet the needs of the project.

# 4 Process analysis

This chapter will cover the process analysis. The analysis is done from the view of the employees affected by the change process. The chapter will describe how the analysis was done, which methods were used and the findings from the analysis. The result of the analysis is summarized in chapter five.

The analysis is based on two parts. The first part comprises the quantitative part of the research which was done by gathering answers from employees with a feedback questionnaire. The second part comprises the qualitative part of the research, which was done by interviewing personnel that were affected by the change process.

## 4.1 Quantitative analysis

In this sub-chapter the quantitative research is presented. The research data was collected by sending out a questionnaire form to all employees impacted by the software implementation (Nordec Oy). The form was created in Microsoft Forms. The form can be found in "A*ppendix 1*". The questions in the form were thoroughly thought through and formulated, in order to get the correct data needed for the survey. The questions were also structured and organized into several parts to facilitate data handling. The questioned was planned to provide data for this thesis, but also to give the HR-department an overview of how the software was working.

In order to get as much reliable data as possible, all responders answered the questionnaire anonymously. In this way no one have to consider whether their answers might have a negative impact on their employment, as answers will be publicly published. Research ethics has been taking into consideration, and all collected data (interviews, meeting memos, notes etc.) that might refer to specific employees was deleted after publishing of the thesis to preserve the integrity of the responders.

The questionnaire form was structured into separate categories according to below:

1. **General information about responder**. (questions number 1 to 6 in the formular) The idea with this category is to see if aspects like age, work experience, job role, department, foreman position etc, have an impact on answers or if there is a correlation between respondents depending on these aspects.

2. **Communication**. (questions number 7 to 9 in the formular). As mentioned in the theory chapter, communication plays a essential part in change management. Therefore, questions regarding communication were added to get an overview of how well the communication plan was working.

3. **Training**. (questions 10 to 14 in the formular). These questions were added in order to understand how the training plan worked out and if there are areas of improvement.

4. **Ontime software**. (questions 15 to16 in the formular). These questions were asked to serve the HR department in their work in using and developing the software. The thesis is mainly focusing on the implementation process, rather than on the software. The data from these questions are however valuable when comparing differences and correlation in answers depending on the department in which the respondents are working.

5. **Overall rating and open question**. (questions 17 to 19 in the formular). Here the respondents are given the chance to comment and add own views on the project in written format.

The survey was sent out to all employees 5.5.2023 by e-mail. The e-mail included a short text with information about the questionnaire and the respond time. The respond-time was set to 5.5-14.5.2023 i.e., 10 days time to respond. After the respond-time had run out data was analysed using Microsoft Forms' built-in analysis tool. The same e-mail was sent out again as a reminder 11.5.2023 to get more answers.

The next sub-chapter will present the result from the data analysis.

### 4.1.1 Survey analysis

The data that was collected from the questionnaire was analysed using Microsoft Forms' built-in analysis tool. This tool analysis the data and then visualize it by adding suitable diagrams and staple- and pie-charts. The charts and diagrams are then presented in a summary-report that can be printed or downloaded from Microsoft Forms. These automatically generated charts have been used to visualize the data gathered from the first category "*general information about responder"* and to present the collective answers by the whole company as one entity.

Microsoft Forms also includes the feature to download all data in a Microsoft Excel file. The data in the file is presented in a pivot table and can be used for further processing and analysis. This pivot table has been used for analysing the correlation and differences between the different departments.

The respond-time for the questionnaire was 10 days during the period 5.5-14.5.2023. After the respond-time had run out, the answers were analysed. From the data it could be noticed that only two persons of the respondents were blue collar. The formular was opened again and the link to the questionnaire was sent out again by e-mail to all blue collars, to try to get more respondents answering the questionnaire. This bear fruit, and after two more weeks the number of blue-collar respondents were up to six. The data presented in the thesis is taken from the data collected after the reminder. The total number of respondents ended up being 79. The link to the questionnaire was sent out to 219 employees within Nordec Oy. This gives a response rate of 36,1 %.

**Charts and figures**

In *Figure 9* the number of respondents and the spread between departments are presented. As can be read from the diagram, the multi-storey department has only four responders. This means that the reliability of the data should be considered, as the data representing that department does not necessarily represent the common or average opinion within the department due to few respondents.

According to good research practices, there should be at least 10 respondents per item to consider data as reliable. Within all departments, except multi-storey, the number of respondents varies from 10 to 21 respondents. These numbers can be considered as reliable and hence accepted.

*Figure 10* represents the spread depending on employment group. The low number of responders from blue-collar workers is notable. The reasons for the low number can be many, but some aspects can be:

- Lack of interest of answering questionnaires.
- The routine for reading company e-mail is not the same as for white collar workers.
- Feeling of “this doesn’t concern me”.
- Communication failure. The message hasn’t reach out properly to the personnel.

The number of blue-collar who received the link to the questionnaire was 23. This gives us a blue-collar response rate of 26,1 %. The number of responders is also below 10, which gives the data some uncertainty, if the blue-collar answers are handled as one entity when analysing questionnaire data.

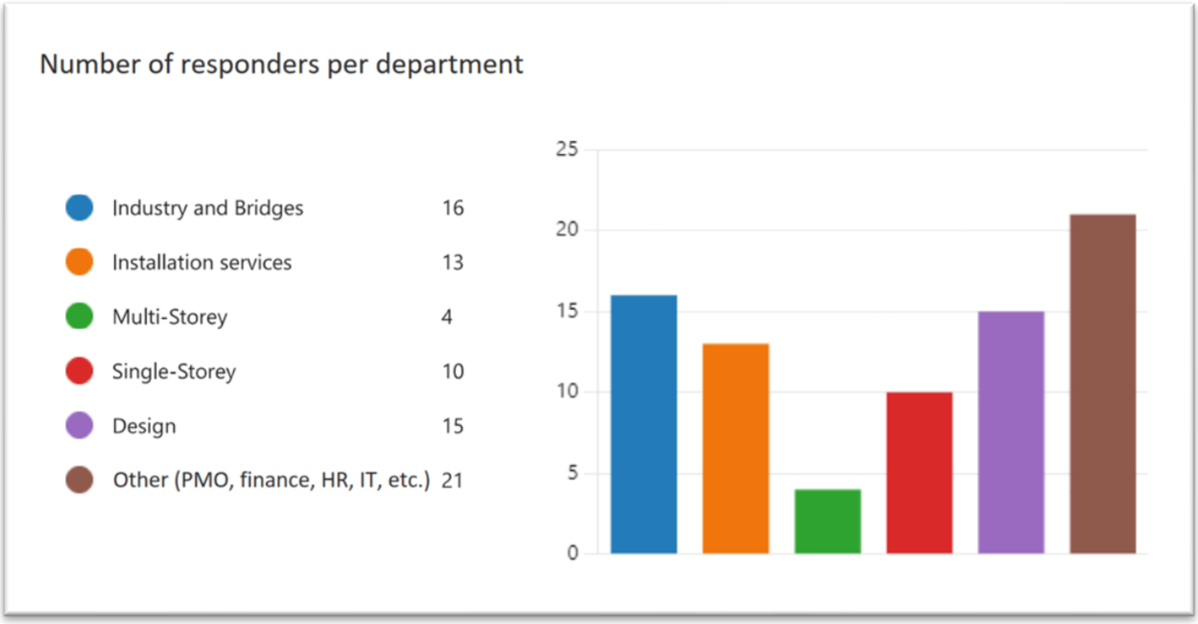


**Figure 9** Number of responders spread between departments
The fewest responders can be found in the Multi-Storey department. (data: MF questionnaire 2023)

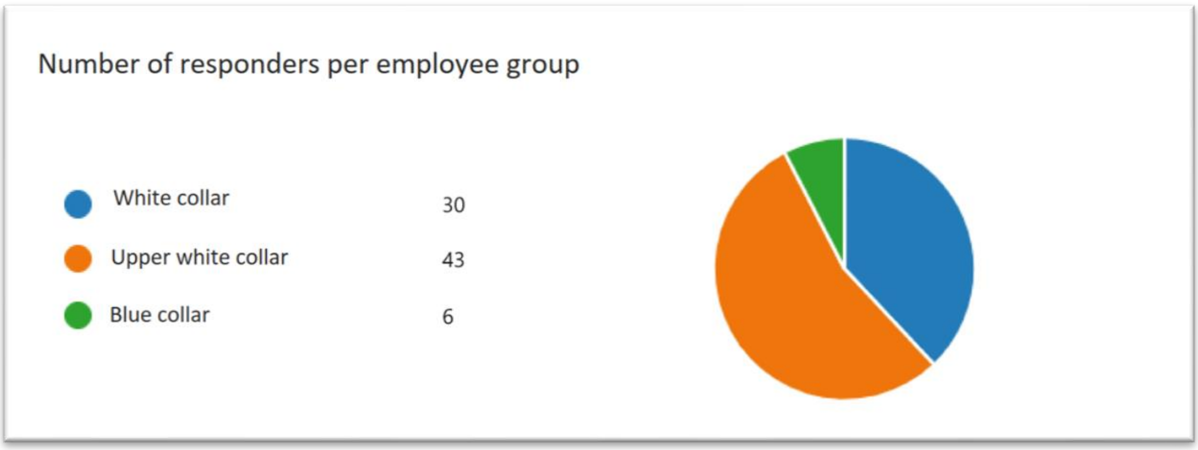


**Figure 10** Number of responders per employment group**.**
Only six blue-collar responders answered the questionnaire. (data: MF questionnaire 2023)

Another aspect of this analysis is to study is the differences and correlation between answers, age and time of employment at Nordec oy. In *Figure 11* the age of the responders is presented. As can be read from the pie-chart, the age of the responders is quite evenly spread between the age groups presented in the chart.

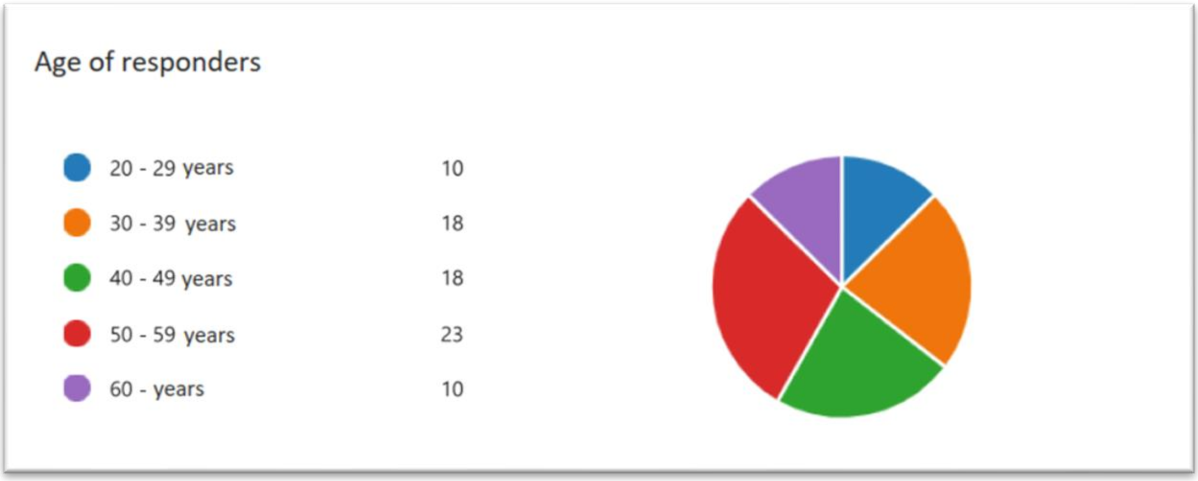


**Figure 11** Age of the responders. (data: MF questionnaire 2023)

Time of employment seem to have an impact on the response rate. As can be read from *Figure 12*, the majority of the responders (41,8%) have been working at the company for maximum four years. Reasons for this can be eagerness among newcomers to participate in developing processes. Newcomers might also have another approach toward questionary surveys if the routines and working culture at the previous employer differs from Nordec's routines and organizational culture. On the other hand, this might also indicate that there is a non-eagerness among personnel who has been working for a long time at Nordec to answer and participate in this kind of feedback surveys.

*Figure 13* represents the share of responders participating in the pilot-group. As mentioned earlier in chapter two, the feeling of being involved motivates people to engage in the change processes. The idea with studying answers depending on pilot-group participation, is to see if assessment score differs depending on whether the responder was participating or not.

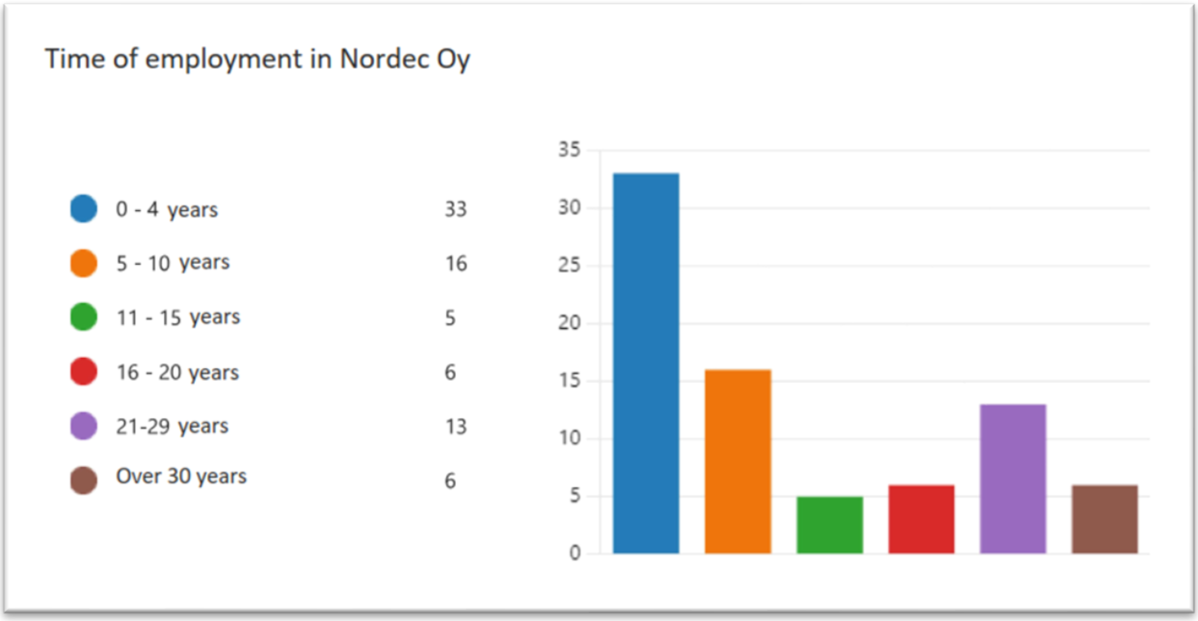


**Figure 12** Responders time of employment at Nordec oy.

Newcomers with the shortest time of employment represent 41,8 % of the total number of responders. (data: MF questionnaire 2023)

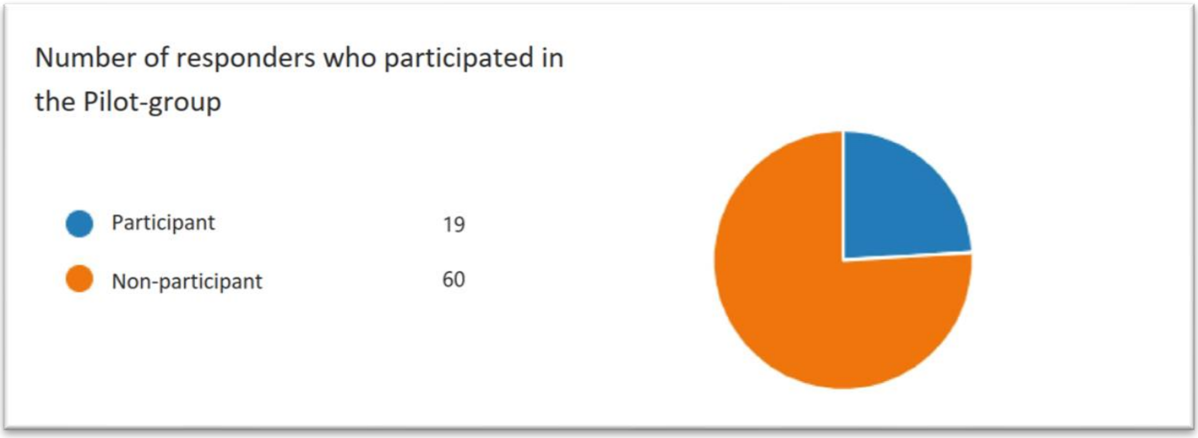


**Figure 13** Number of responders participating in the pilot-group. (data: MF questionnaire 2023)

This chapter covered the general data and will give the reader a better picture of the data behind the result. The data in this chapter will be also presented in the result chapter where it will be compared to other data.

### 4.1.2 Correlation, differences & comparison

This sub-chapter will examine the eventual correlation and differences and compare answers depending on different attributes among the responders. The attributes were chosen based on their relevancy for the study.

**Attributes to be studies are:**

1. Department
2. Age
3. Time of employment
4. Participation in pilot group

The main reason for studying different attributes is to pin-point differences between the specific organizations and groups of employees. If e.g. a specific group of employees has given low scores in the assessment questions, there is a need to investigate why they have given low scores and what should be done to change to improve in order to change their answers. The study will put more weight on the attribute "department" as this is directly related to specific organization managers/management and are easier to influence than people within the other attributes.

The differences between the attributes are studied by comparing the score of the assessment questions in the questionnaire form. The questions to be analysed was chosen based on their relevancy to the study.

**Analysed questions from the questionnaire form:**

1. Question No. 9: Your assessment of the success of the communication
2. Question No. 14: Your assessment of the success of the trainings
3. Question No. 16: Your overall rating for the Ontime system

4. Question No. 17: Your overall assessment of the project's success

The data is presented in column charts where average score given for each attribute sub-group is presented. The data is downloaded from Microsoft forms as a pivot-table in excel-format. The data has then been processed and categorized according to the attributes listed above. No data (answers) has been deleted or sorted out.

Some of the responders distinguish from the majority. One responder has given the score “1” to all assessment questions listed above. The average score of the majority of the responders varies between 4,08 to 4,28, so this responder stands out with a deviation of 3,08-3,28 score units from the average score. The standard deviation of the assessment questions is between 0,83-0,92 score units, so the score of this responder clearly differs from other responders’ score. The data of this particular responder has however been included and is presented in the chart. The reason for these responders low scores might be a hostile approach towards surveys or other “time consuming” polls and activities. It might also be that the responder does not take this kind of questionnaires seriously, and has therefore just answering as a fool, without putting any effort in providing valuable data to the survey.

The data is presented by examining the answers from each question, one at the time, in same order as listed above.

1) **Your assessment of the success of the communication:**
*(question no. 9 in survey)*

The scores of each department are presented in *Figure 14* and *Figure 16.* The average score is also presented in these figures. The average score varies between 3,25 to 4,38, and the common average score for all departments is 4,08 with a standard deviation of 0,92, as presented in *Figure 15*. The standard deviation is calculated based on all answers/scores, and not the average score of each unit.

The lowest score can be found in the multi-storey department which has an average score of 3,25. This score should however not raise too much concern as the validity of the data is questionable as there is only four responders in this department as shown in *Figure 14*.

The highest scores are found in the departments *Industry and bridges* and *Other (PMO, admin etc.).* The number of responders is also the highest in these two departments. This indicates a correlation between high number of responders and high score. However, this shouldn't be seen as an absolute truth as there might be other factors that might impact the high number of responders or the high scores. One factor can be the time of employment of the responders. The responders within the department *Other (PMO, admin etc.),* 57,1% of the responder have worked only 0-4 years at the company. In the department Industry & Bridges, the time of employment among the responders is quite equally divided, which indicates that short time of employment not necessarily correlate with high scores. Also shown in *Figure 16*, when looking at the average score of the total number of answers, a short time of employment does not indicate a higher score rate.

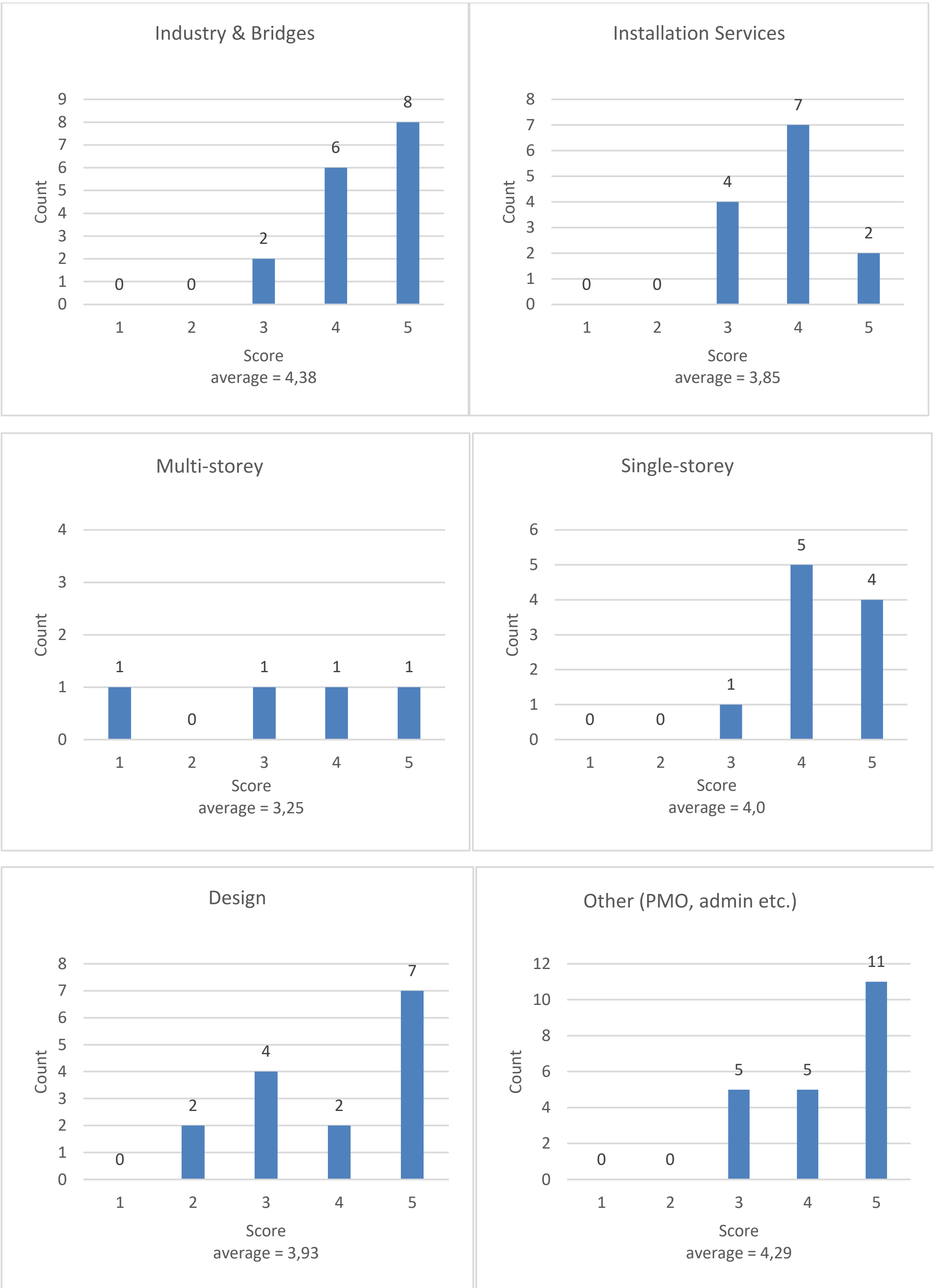


**Figure 14** Score distribution between departments.

Question no. 9: “*Your assessment of the success of the communication*”

(data: MF questionnaire 2023)

The age of the employer does not seem to have any bigger impact on the average score among the different age groups. As shown in *Figure 16* the average score for the different age groups varies between 3,80 and 4,22. The lowest average score can be found in the age group “60 +”, where the average score is 3,80. The standard deviation for the average score of the age groups is 0,16 which indicates that no age group do notably deviate or stand out.

The time of employment does not neither seem to have an impact on the average score. *Figure 16* shows us that score rate varies between 3,54 and 4,67. The highest average score is given by responders with 16 to 20 years of employment. Lowest scores are found among the responders with 20-29 years of employment. No specific correlation or bigger deviations can be identified here.

The last attribute refers to whether responder was a member of the pilot group or not. The chart presents the average score of participants, non-participants and the average score of all responders together. The average score for participants was higher than for non-participants (4,53 to 3,96). The average score for all responders was 4,08. This indicates that responders that have participated in the pilot group tend to give higher score than non-participants. This chart and data, however, only represent the score for this specific question. Correlation can be verified by studying the score for all four questions. This is studied in chapter 5 where the result of the analysis is presented.

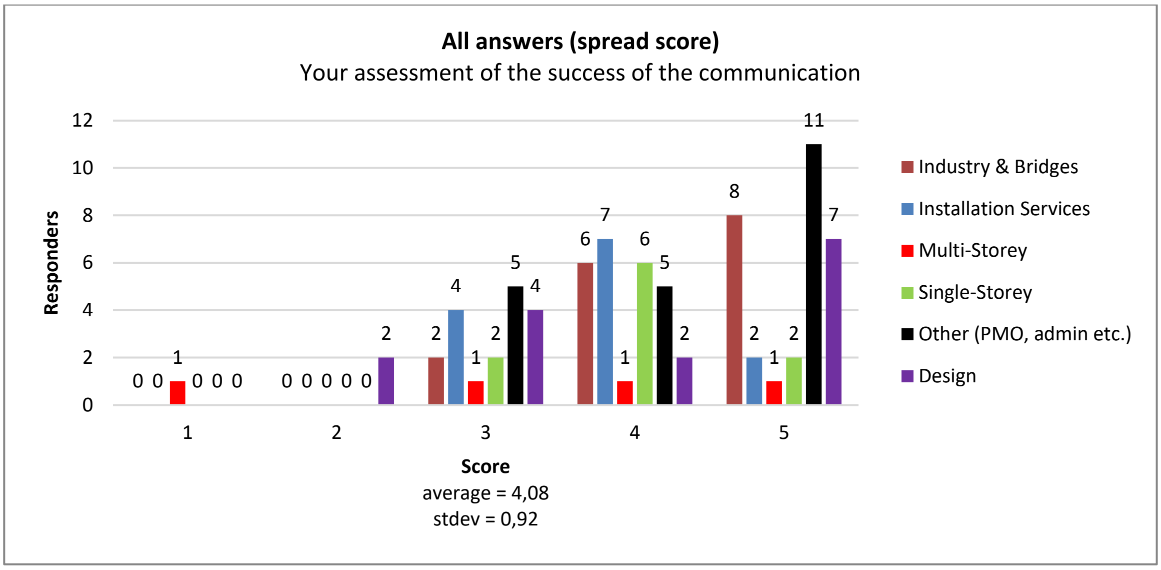


**Figure 15** Score distribution between departments.
Question no. 9: “*Your assessment of the success of the communication*”
(data: MF questionnaire 2023)

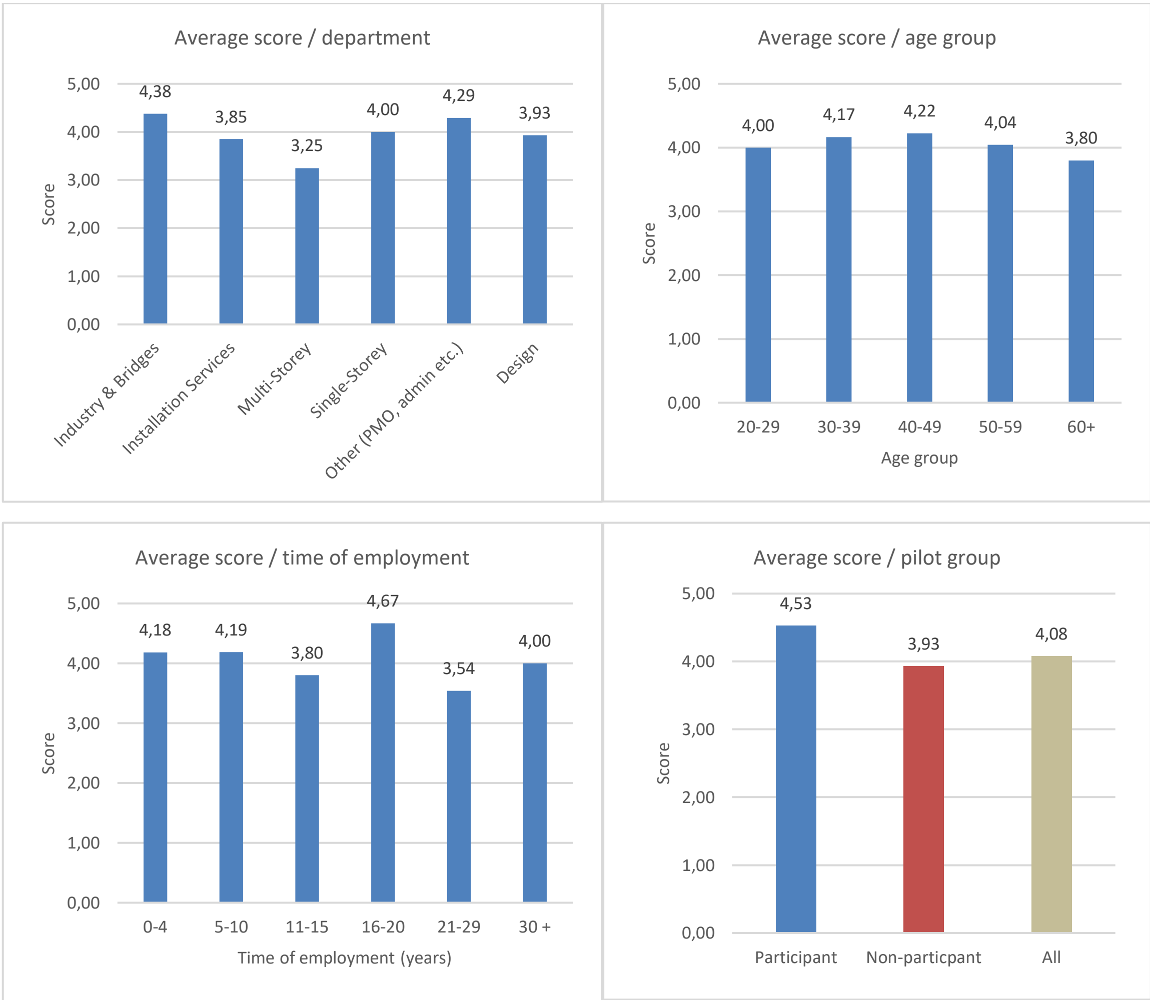


**Figure 16** Average score per attribute (department, age, time of employment and pilot group participation)
Question no. 9: "*Your assessment of the success of the communication*"
(data: MF questionnaire 2023)

The figures above present the data that was collected from the questionnaire form on the question "*Your assessment of the success of the communication*". The result and data shown in the figures will be processed further in the result chapter.

2) **Your assessment of the success of the trainings:**
   (question no. 14 in survey)

According to *Figure 17* it can be stated that responders are satisfied with the trainings. The average score for all departments is 4,14 and the standard deviation 0,90 as presented in *Figure 18.* The low standard deviation indicates that scores are centralized around average score and not widely spread at the end of the assessment scale. Most of the scores are four or five on the assessment scale, and only four responders have given a score below three. The average score within the different departments varies between 3,25 to 4,52, where the lowest score can be found in the multi-storey department.

As mentioned earlier when examining the previous assessment question, no definite conclusions should be made based on the data from this department as the data is questionable. The score distribution for this department on this question, is also identical to the previous question examined. As for the previous question, the departments Industries & Bridges and Other (PMO, admin etc.) stands for the highest average score. These departments do also have the highest number of responders. The department "Other (PMO, admin etc)" stands out as 66,7% of the responders have given the score "five", 19,1 % the score "four" and 14,2% the score "three", as can be read in *Figure 17.* This indicates that responders working in this department tend to be more satisfied with the training than responders working in other departments.

The average score for the departments Installation Services, Design and Single-storey lies between 3,85 to 4,07, which also are quite high. As seen in *Figure 18* and *Figure 19*, there are no bigger deviations from the average score for the different departments, (with the exception of the multi-storey department), which means that it can be concluded that no dramatical differences occur among the different departments when it comes to training. The different scores might depend on the whether the responders participated in the trainings or not.

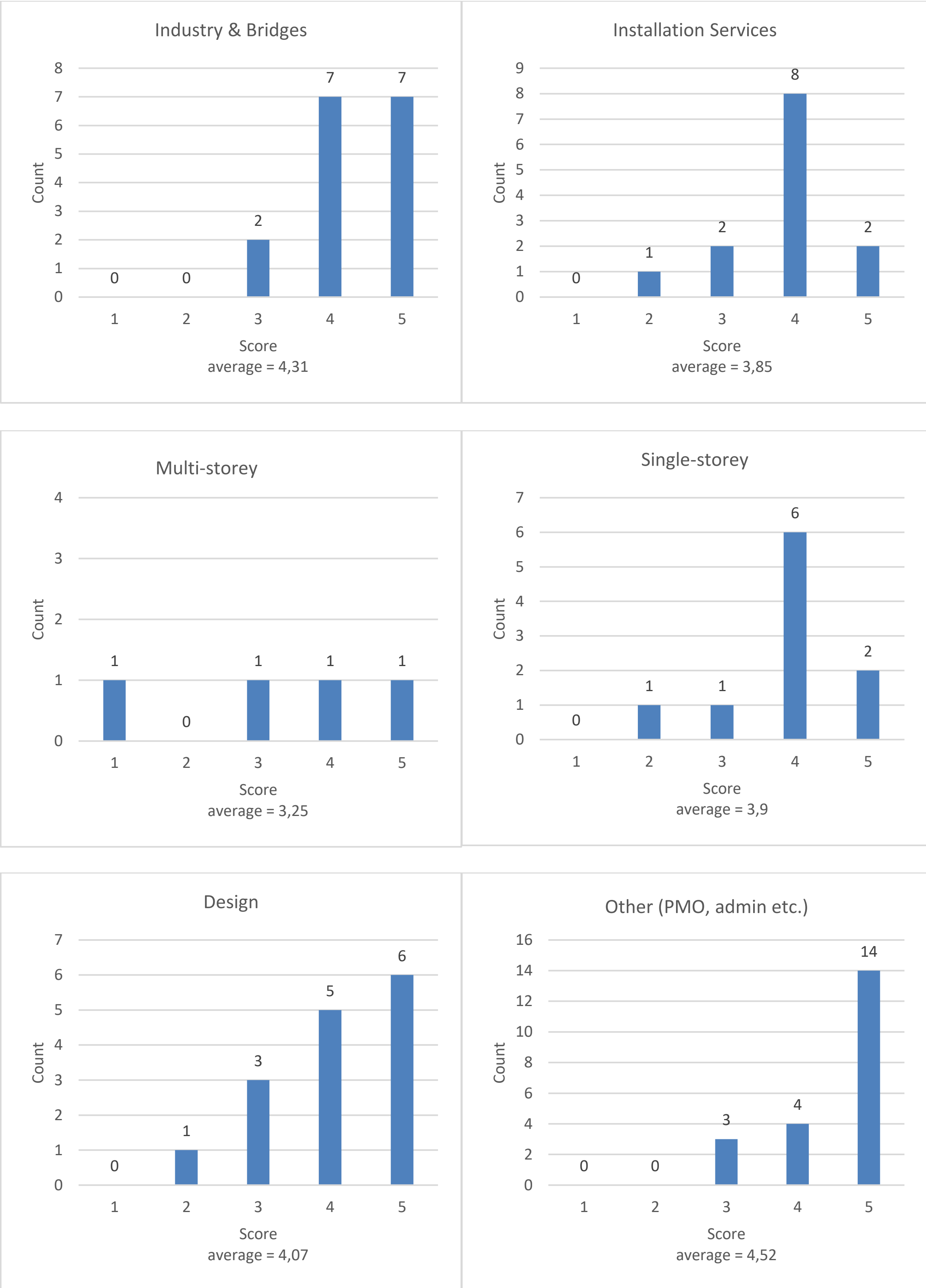


**Figure 17** Score distribution between departments.

Question no. 14: "*Your assessment of the success of the trainings*". (data: MF questionnaire 2023)

According to the data 91,1 % of the responders participated in the trainings and 8,9 % did not participate. A reason for the lower scores, which number were few, can be that the responders did not participate in the training, maybe because of lack of time or that they haven't noticed that the training were arranged to employees. However, when analysing the data of the responders participating in the training, three of the participants have given a score below three, which indicates that there is now specific correlation between participating in the training and higher scores. However, the number of non-participants is few, and data should be considered questionable.

When looking at potential differences between the different age groups, it can be concluded that no major differences occur. As shown in *Figure 19*, the age group "20-29" and "60+" have an average score below four (3,80 and 3,90). These scores are lower than the average score for the other age groups but can however be considered as high scores and does not indicate any major differences between the age groups.

The time of employment have some bigger differences depending on the years of employment. The lowest scores can be found among responders who has been working between 11 to 15 years at the company (average score 3,60), while the highest score can be found among responders who have been working between 16 and 20 years at the company 8average score 4,83). It cannot be assumed that there is a connection between the score rate and the specific time of employment, as no correlation can be seen between time of employment and the age of responders, which somehow goes hand in hand. Hence, average score rate for responders with longer or shorter time of employment does not deviate much from each other, it can be concluded that time of employment does not have an impact on the answers.

The small deviations for responders with time of employment 1 to 15 years and 16 to 20 years, probably depends on other factors than time of employment. The low or high scores might be correlated to other factors, but in this case happen to be allocated to this category and are therefore represented here.

As for question No. 1, the participation in the pilot group seems to have an impact on the assessment. For this question the average score given by participants is 4,68 and 3,97 for the non-participants. The difference is 0,71 score units, and the average rating score is 4,14. The difference of 0,71 score units can be considered as a bigger difference, and the average score for all responders is 0,44 score units below as the average score for participants. This indicates that participants tend to have given higher scores than non-participants. The participants of the pilot-group had the opportunity to test and utilize the software before the implementation and had therefore more time to learn using the software before going live. They also were able to influence how different problems should be approached and sorted out and could point out flaws that could be corrected before going live. The feeling of being involved and able to influence seem to have an impact on the score rate.

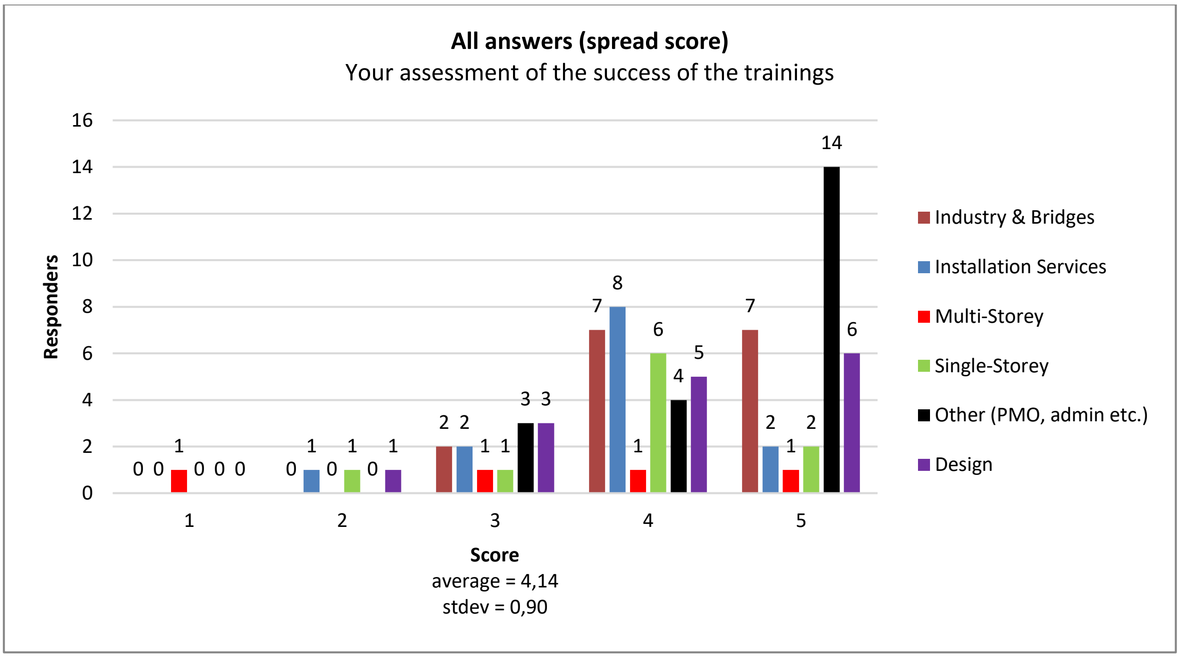


**Figure 18** Score distribution between departments.

Question no. 14: "*Your assessment of the success of the trainings*". (data: MF questionnaire 2023)

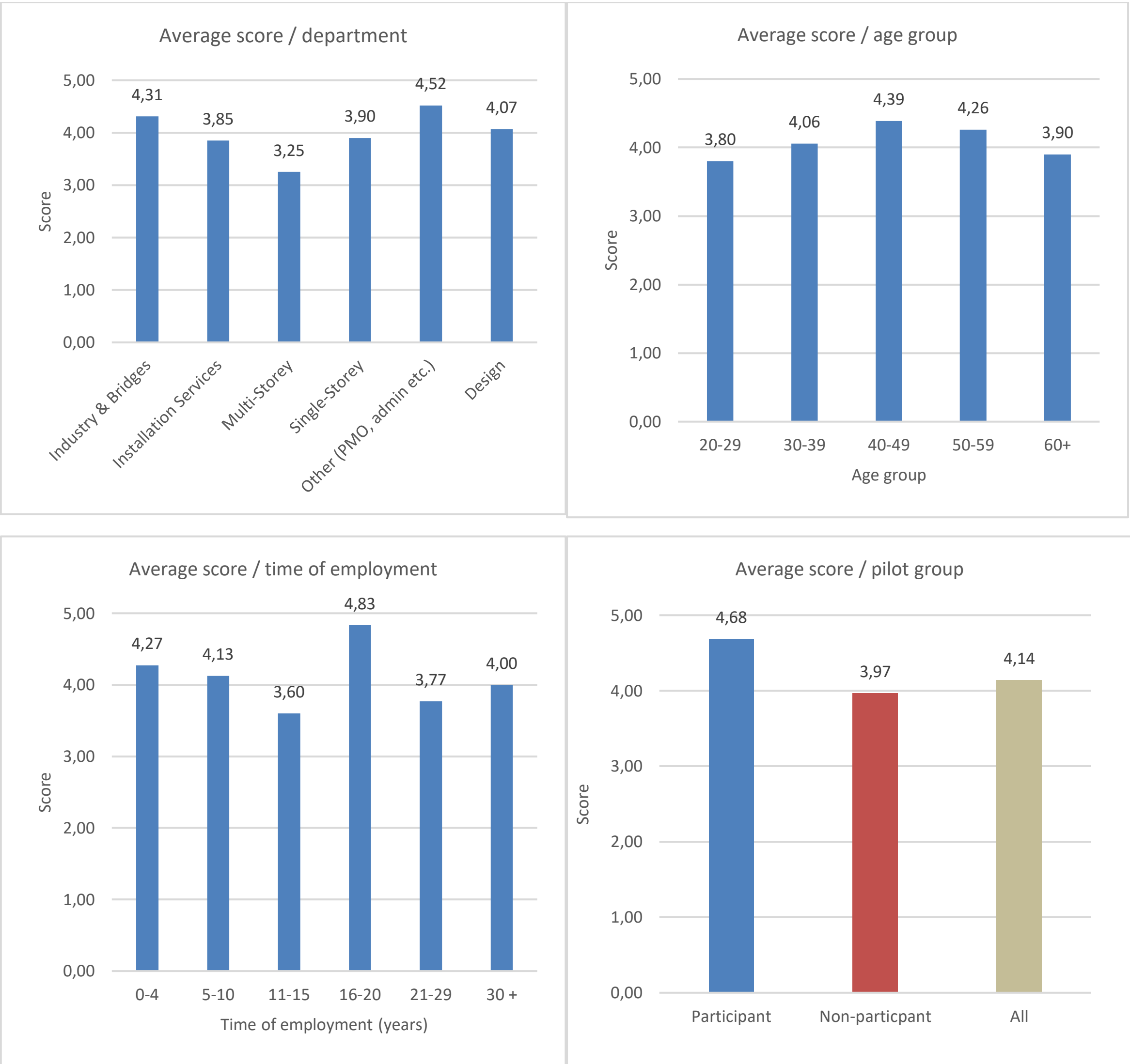


**Figure 19** Average score per attribute (department, age, time of employment and pilot group participation) Question no. 14: “*Your assessment of the success of the trainings*”. (data: MF questionnaire 2023)

The figures above present the data that was collected from the questionnaire form on the question “*Your assessment of the success of the trainings*”. The result and data shown in the figures will be processed further in the result chapter.

**3) Your overall rating for the Ontime system:**

(question no. 16 in survey)

According to *Figure 20* the general rating for the Ontime system is high, with an exception for the departments multi-storey (3,50) and design (3,80). The average score within the other departments is from 4,15 to 4,38. These departments stand for 76 % of the responders, so it can be concluded that the majority of the responders are very satisfied with the system and has rated it with a score above 4,15 or higher. The average score for the multi-storey and design department goes in line with the average score for previous questions, so these departments generally seem give lower score than the other departments. As shown in *Figure 21*, the average score for all departments together is 4,13 with a standard deviation of 0,91 score units which indicates no dramatical differences between the different departments.

As for previous question the highest ratings can be found in the departments Industry & bridges and Other (PMO admin etc.) These scores do not however differ much from other departments, and same pattern for rating can be seen here.

When analysing differences between the age groups, people of age 60 years and older have given lower scores. *Figure 22* shows that the average score for this age group is 3,50 which is 0,89 score units lower than for the age group “40-49” who has an average score of 4,39. The average score for the other age groups are between 3,93 to 4,35 which can be considered as high scores. One factor here might be that older people generally tend to experience implementation of new tools and software as challenging as they do not have the same skills and ability to adapt these new tools as younger people. However, the number of responders of age 60 or older is only 10 and stands for 12,7 % of the responders, so no significant correlation between age and lower score can be concluded.

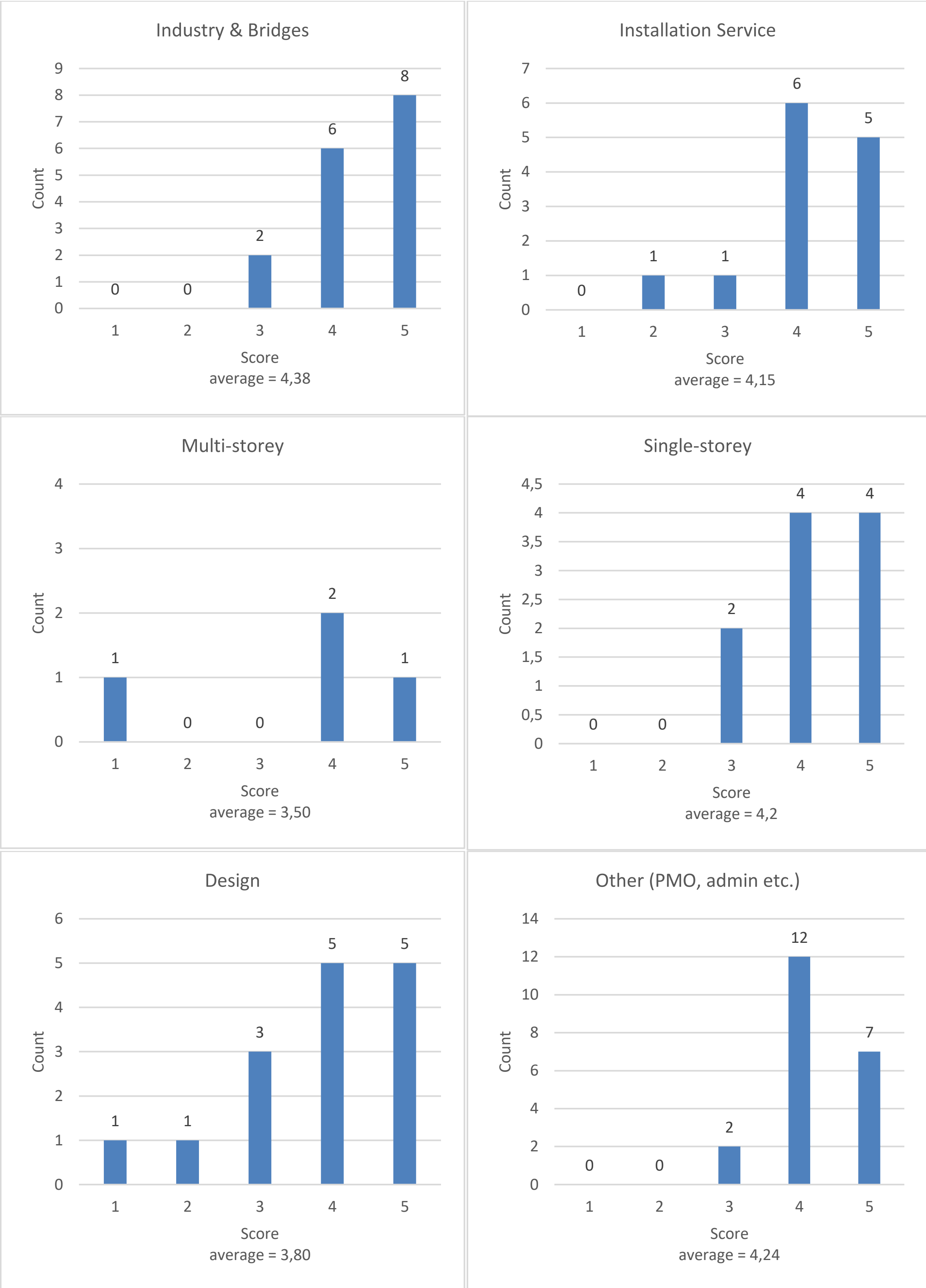


**Figure 20** Score distribution between departments.

Question no. 16: “*Your overall rating for the Ontime system*”. (data: MF questionnaire 2023)

According to *Figure 22*, some differences when it comes to time of employment. Responders with a time of employment between 11 to 15 years have given the lowest score. The average score for this group of employees is 3,40 which differ with 1,10 score units from the top score given by employees with 16 to 20 years of employment. The number of responders with 11-15 years of employment is only five, where one of the responders has given the score “1” to this question, which then decreases the average score for this group of employees. Other responders have given score from 3,83 to 4,50 which does not indicate any bigger differences depending on time of employment. When analysing the data for all responders, 95 % of the responders has given the score “3” or higher. Taking this into consideration, no correlation between time of employment or rating scores can be found. The lower average score for this group of responders with employment time of 11-15 years cannot be considered as reliable as the responders in the group are few to the number and the responder who has given a low score happen to be belong to this group.

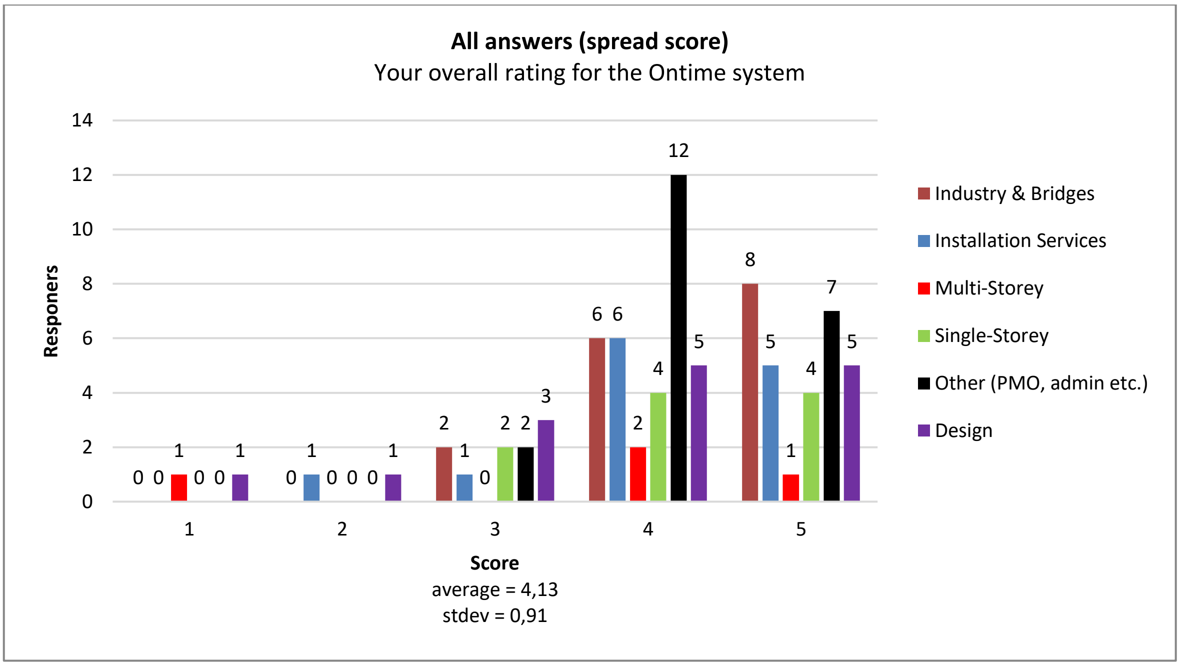


**Figure 21** Score distribution between departments.

Question no. 16: “*Your overall rating for the Ontime system*”. (data: MF questionnaire 2023)

As for previous questions, people who have participated in the pilot group tend to give higher score than non-participants. As seen in *Figure 22* the average score for participants is 4,42 and for non-participants is 4,03. The average score for all responders is 4,13. The difference is small (0,39 score units) which indicate no significant difference depending on participation.

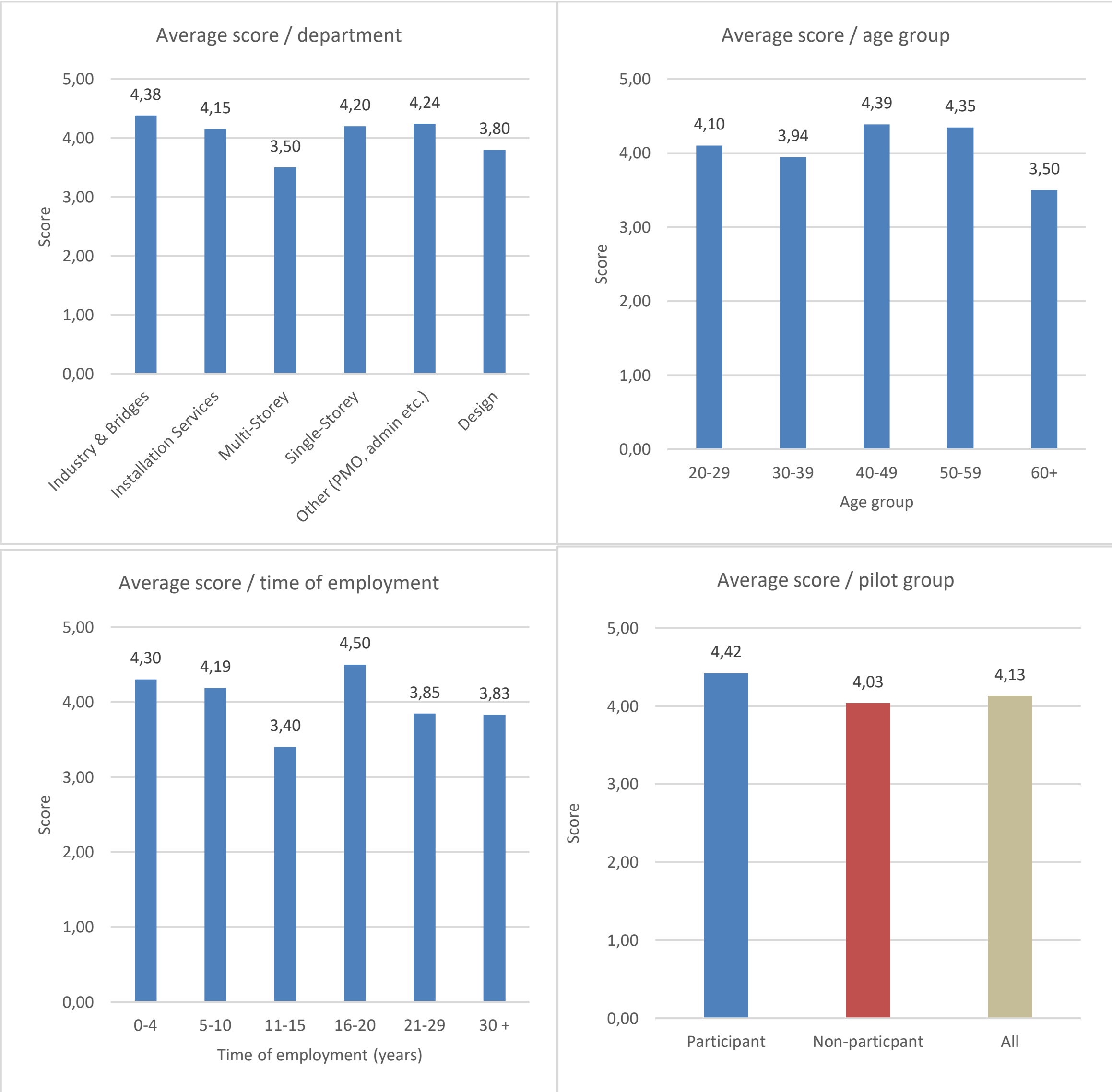


**Figure 22** Average score per attribute (department, age, time of employment and pilot group participation) Question no. 16: "*Your overall rating for the Ontime system*". (data: MF questionnaire 2023)

The figures above present the data that was collected from the questionnaire form on the question "*Your overall rating for the Ontime system*". The result and data shown in the figures will be processed further in the result chapter.

4) **Your overall assessment of the project's success:**
   (question no. 17 in survey)

With the exception of the multi-storey department, all departments have given high scores on this question regarding the success of the project. The average score among these departments varies from 4,13 to 4,48. The highest scores can, as in previous questions, be found in the Industry & bridges and Other (PMO, admin etc.) department whose average scores are 4,44 and 4,48 (*Figure 23*). The average score for all departments (including multi-storey) is 4,28 with a standard deviation of 0,83 score units, as shown in *Figure 24.*

The average scores for different age groups do not differ significantly. The lowest score is given by responders of age 60 and older, while the average score for responders of other age groups lies between 4,20 and 4,39 as seen in Figure 20. The lower score for older responders seems to correlate with previous question regarding the rating of the Ontime system.

The difference between average scores depending on time of employment are somewhat bigger. As seen in *Figure 25* the lowest scores are given by responders with 11-15 and 21-29 years of employment. The average score for responders with 11-15 years of employment seem to correlate with the average score for previous question for this group of responders. The average score is lower than other groups for both questions. The highest scores are given by responders with 16-29 years of employment.

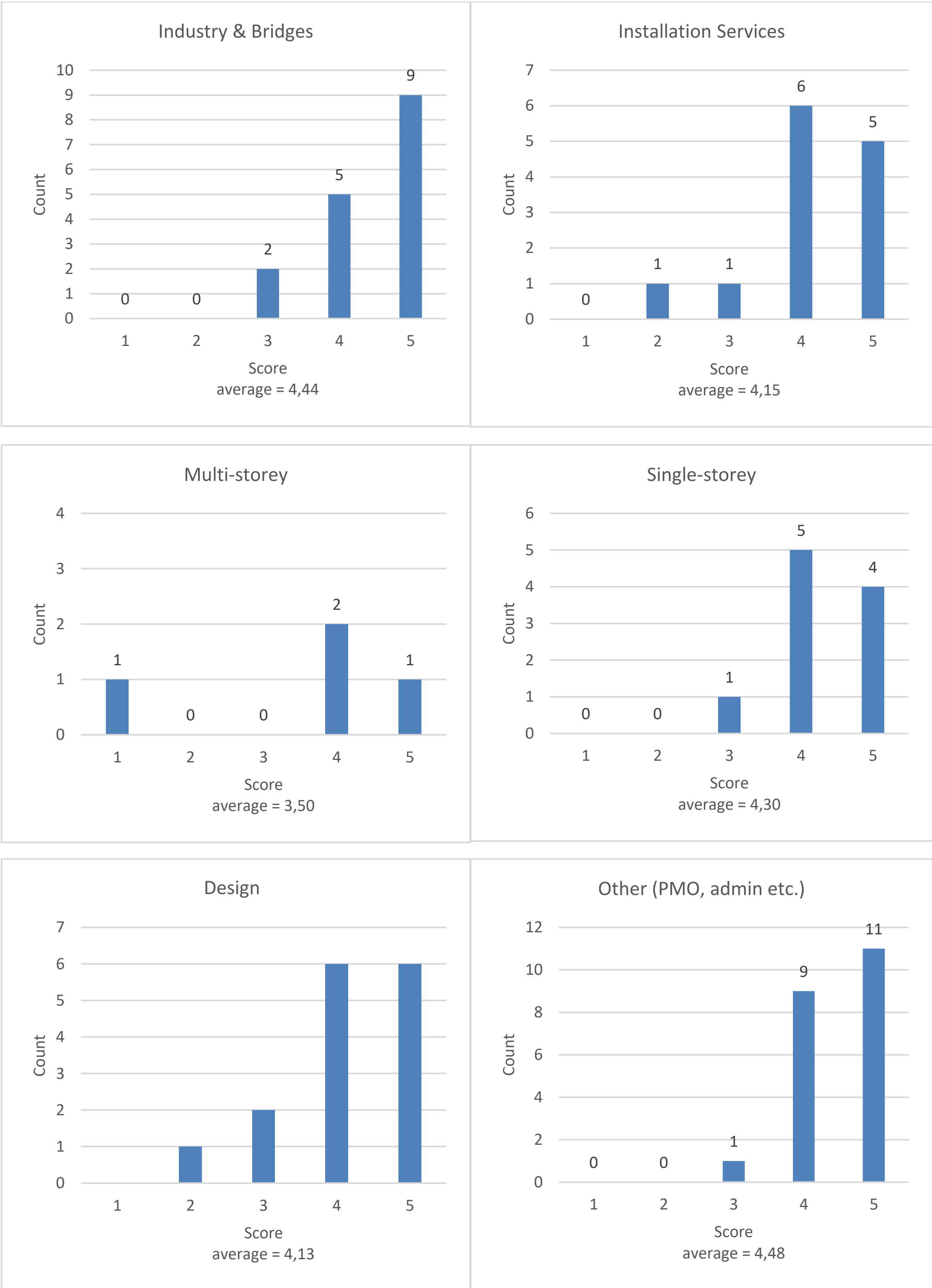


**Figure 23** Score distribution between departments.

Question no. 17: “*Your overall assessment of the project's success*”. (data: MF questionnaire 2023)

As for previous questions participation in the pilot group seem to have an impact on the rating. On this question the average score of responders that was participating is 4,63 and 4,17 for non-participants. The average for all responders is 4,26. this indicates that responders participating in the pilot group tend to give higher scores. A reason for this might be the feeling of involvement and ability to influence the process, which probably is the case here when responders are rating the total success if the project where themselves have been partly involved.

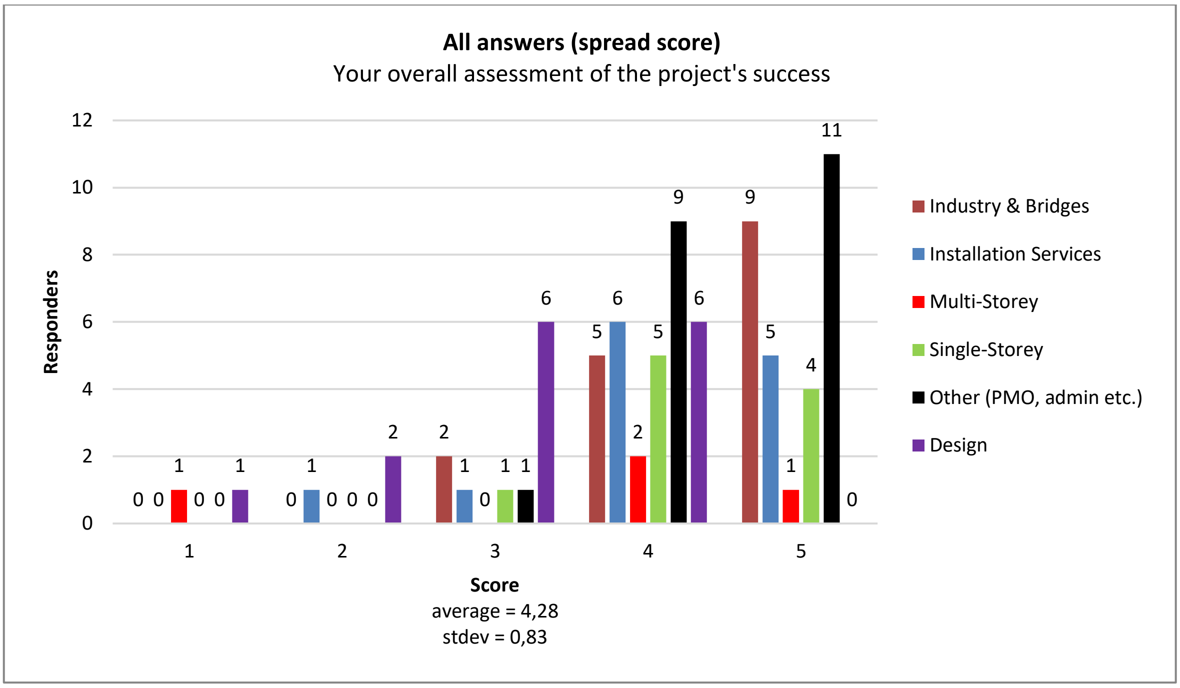


**Figure 24** Score distribution between departments.

Question no. 17: “*Your overall assessment of the project’s success*”. (data: MF questionnaire 2023)

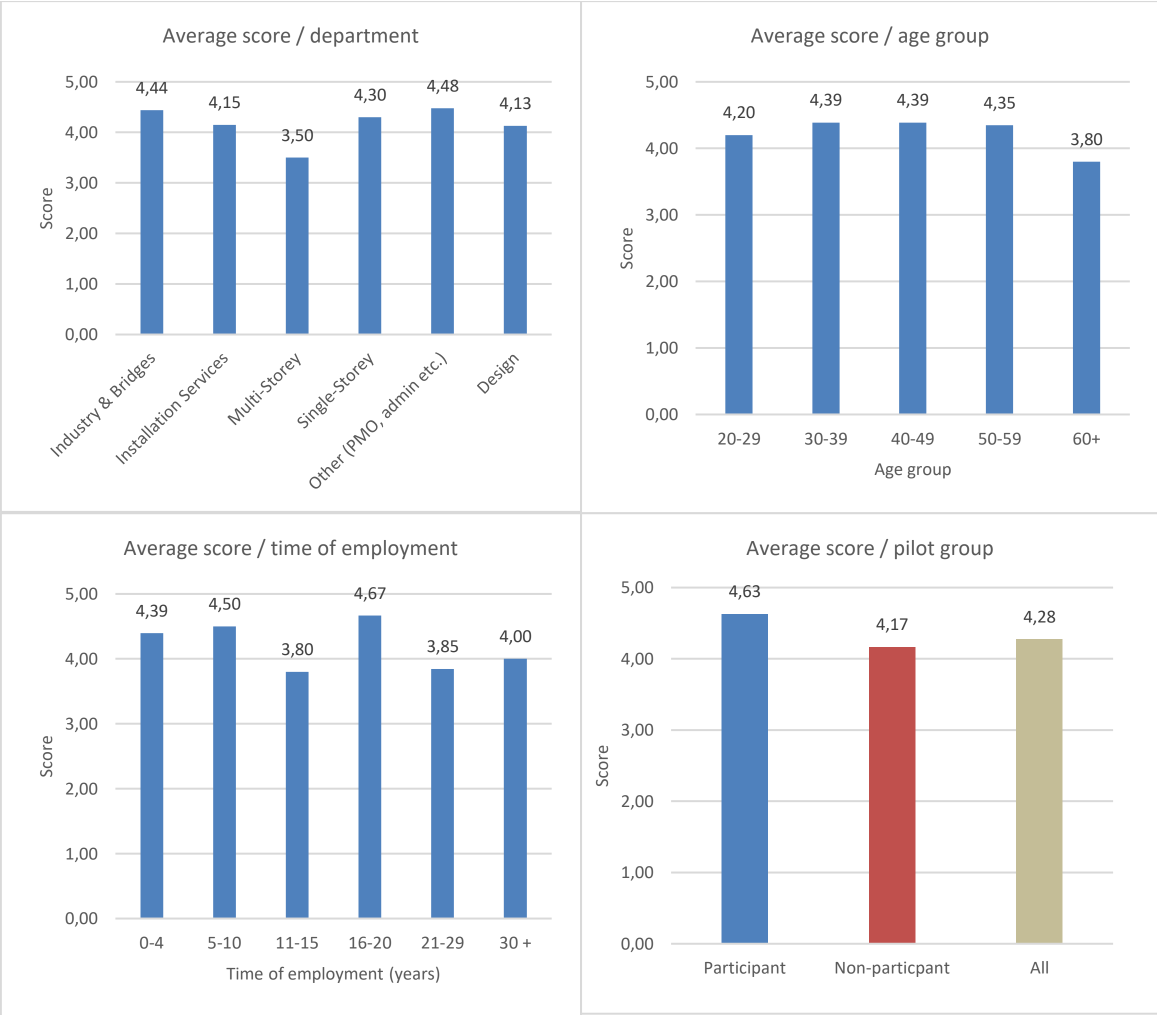


**Figure 25** Average score per attribute (department, age, time of employment and pilot group participation) Question no. 17: "*Your overall assessment of the project's success".* (data: MF questionnaire 2023)

The figures above present the data that was collected from the questionnaire form on the question "*Your overall assessment of the project's success*". The result and data shown in the figures will be processed further in the result chapter.

This sub-chapter examined the eventual correlation and differences and compared answers depending on different attributes among the responders. The attributes were chosen based on their relevancy for the study and will be processed further in the result chapter.

## 4.2 Qualitative analysis

The text in this chapter has due to confidential reasons been excluded from the thesis.

### 4.2.1 Interview content

The text in this chapter has due to confidential reasons been excluded from the thesis.

### 4.2.2 Question 1: *Experience of bigger changes within the company?*

The text in this chapter has due to confidential reasons been excluded from the thesis.

### 4.2.3 Question 2: Do you know any change management models?

The text in this chapter has due to confidential reasons been excluded from the thesis.

### *4.2.4* Question 3: *Did this change process of Ontime differ from other change projects in the past?*

The text in this chapter has due to confidential reasons been excluded from the thesis.

### *4.2.5* Question 4: *How did you experience this Ontime change process?*

The text in this chapter has due to confidential reasons been excluded from the thesis.

### *4.2.6* Question 5: *Would you say that set goals were reached?*

The text in this chapter has due to confidential reasons been excluded from the thesis.

### *4.2.7* Question 6: *What is the general approach towards changes in the company?*

The text in this chapter has due to confidential reasons been excluded from the thesis.

### *4.2.8* **Question 7:** ***Do you feel that there are clear guidelines or routines on how to deal with changes?***

The text in this chapter has due to confidential reasons been excluded from the thesis.

# 5 Result

This chapter will summarize the findings from the analysis part of chapter four. The summary of the result will be presented in text and in figures. This chapter includes the result from both parts of the research but also from the theoretical framework. The first sub-chapter will present the result of the quantitative part (questionnaire) and the second sub-chapter will present the findings from both the quantitative and the qualitative research (interviews). The result should answer the thesis question *"Are set targets and expectations fulfilled by utilizing Prosci? ".* To answer this, material from the theoretical framework will be included in the result summary. The result is then discussed, and conclusions are presented in chapter six.

## 5.1 Result summary - Quantitative part

The key findings of the quantitative research are presented in this chapter. The main goal with this research is to analyse the success of the implementation process based on the answers from the questionnaire. Another goal of the research was to compare answers between different attributes such as department, age, time of employment and pilot-group participation, to see if these aspects impact the rating among the questionnaire responders.

### 5.1.1 Success of the implementation process

According to the findings in previous chapter a majority of the responders were very satisfied with the implementation process. The average score for the assessment questions very all above 4,0 score units with the lowest score at 4,08 and the highest score at 4,28. The scores are shown in *Figure 26*.

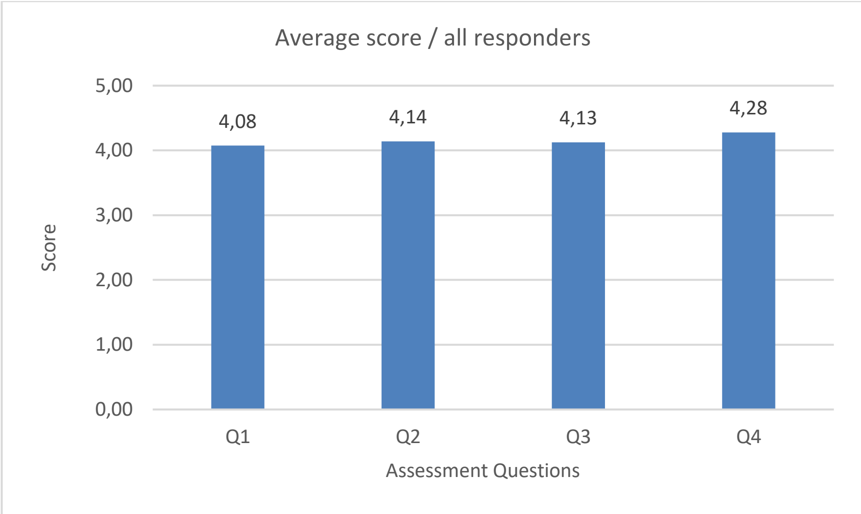


**Figure 26** Average score by all responders for each assessment question. (data: MF questionnaire 2023)

**The assessments questions are listed below.**

- Question 1: Your assessment of the success of the communication
- Question 2: Your assessment of the success of the trainings
- Question 3: Your overall rating for the Ontime system
- Question 4: Your overall assessment of the project's success

As shown in *Figure 26* all questions have high ratings. The average score for question no. 4 "Your overall assessment of the project's success" is 4,28. According to these rating it can be concluded that the implementation process was successful, and the employees were satisfied.

### 5.1.2 Correlation, differences, and comparison

This sub-chapter will summarize the analysis of eventual correlation and differences in ratings depending on the attributes listed below.

- Department
- Age
- Time of employment and
- Pilot-group participation

**1). Department**

According to the analysis in chapter four, some department tend to give higher scores than other, when comparing the average score within different departments. However, some departments have lower number of responders which gives the collected data (scores) some uncertainty. As mentioned in chapter four, the multi-storey department has only four responders of which one has given bottom score to all questions. This responder stands for 25% of the number responders in this department, which has a significant impact on the average score for the department. In other words, the scores for this department does not necessarily represent the general opinion of the department due to the low number of responders. A summary graph of the ratings for each assessment question can be found in *Figure 27*. As can be read from the figure, the ratings have the same pattern for each question, which indicates that responders tend to give same scores for all questions.

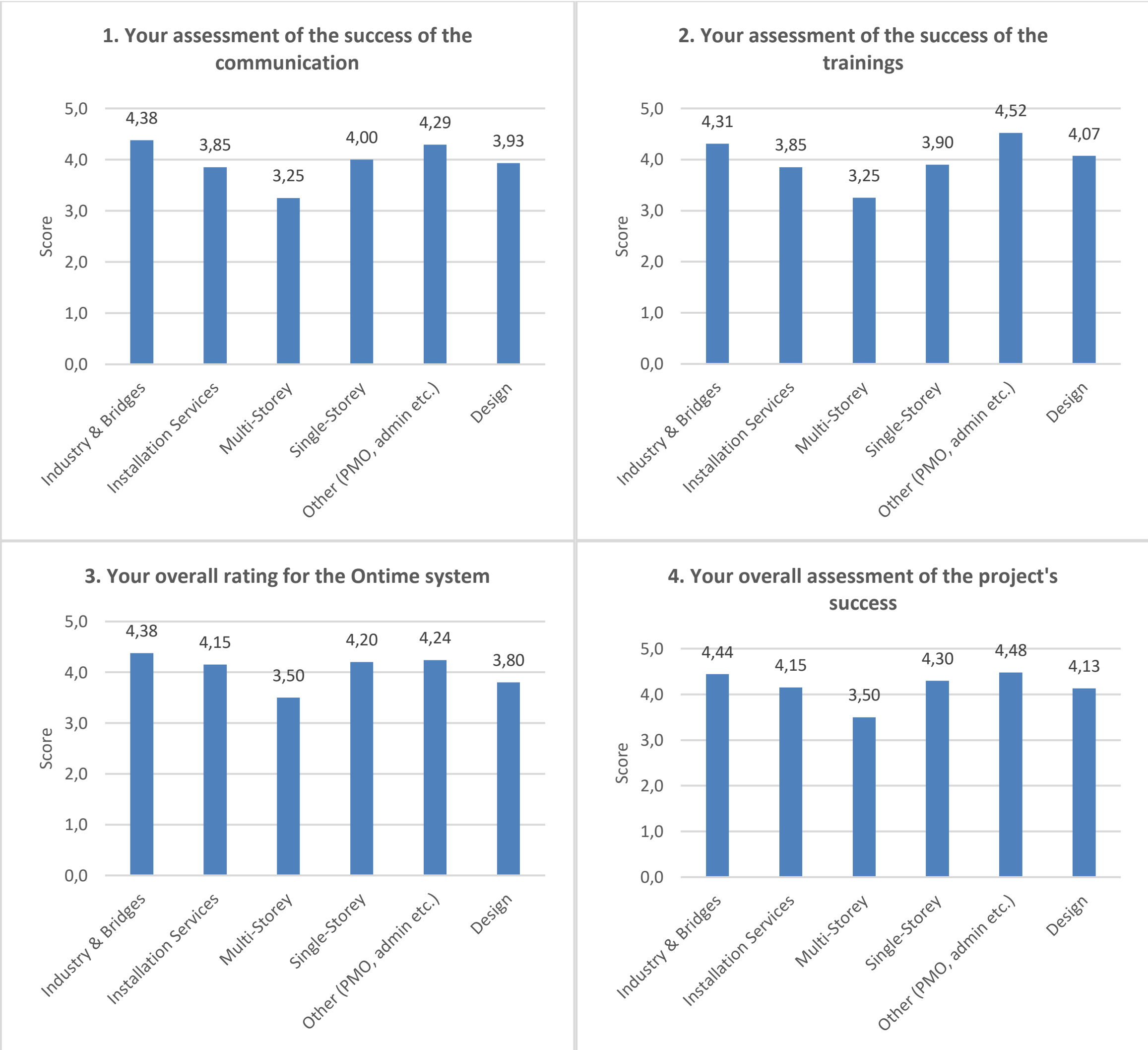


**Figure 27** Average score / department, for assessment questions. (data: MF questionnaire 2023)

## 2). Age

When comparing rating depending on the age of the responders, no significant differences can be noticed. *Figure 28* tells us that responders of age 60 and older tend to give lower scores than other age groups. However, the difference is small and should not be considered as concerning. As mentioned in chapter four, older responders tend to give lower scores on questions regarding the software (question 3), which might be related to a general resistance or challenges in learning to utilize new tools and software. When looking at the average score for all age groups, it can be concluded that there are no dramatical differences related to the age of the responders.

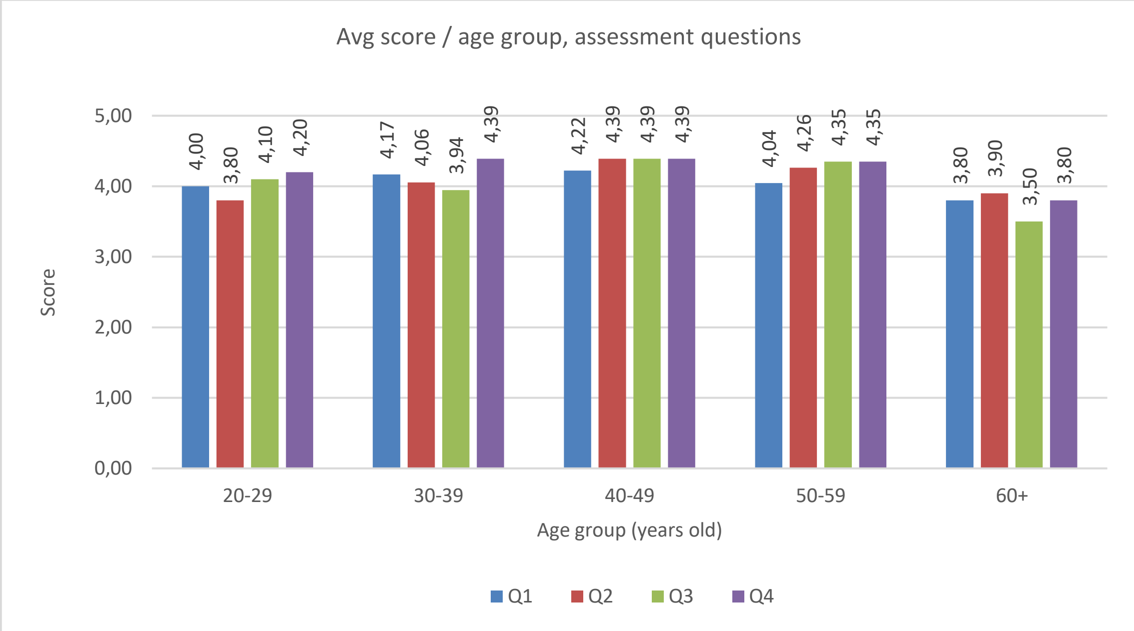


**Figure 28** Avg score / age group, assessment questions. (data: MF questionnaire 2023)

**3). Time of employment**

According to the analysis in chapter four, there are no specific correlation or connection between time of employment and high or low scores. When looking at the numbers in *Figure 29,* the average score for responders in age groups 11-15 and 21-29 are somewhat lower than for the other groups. As stated in the analysis in previous chapter, the differences in rating are quite small and the low score for age group 11-15 is related to something else than age. In other words, responders in this group have not given lower scores because of their age but due to some other factor.

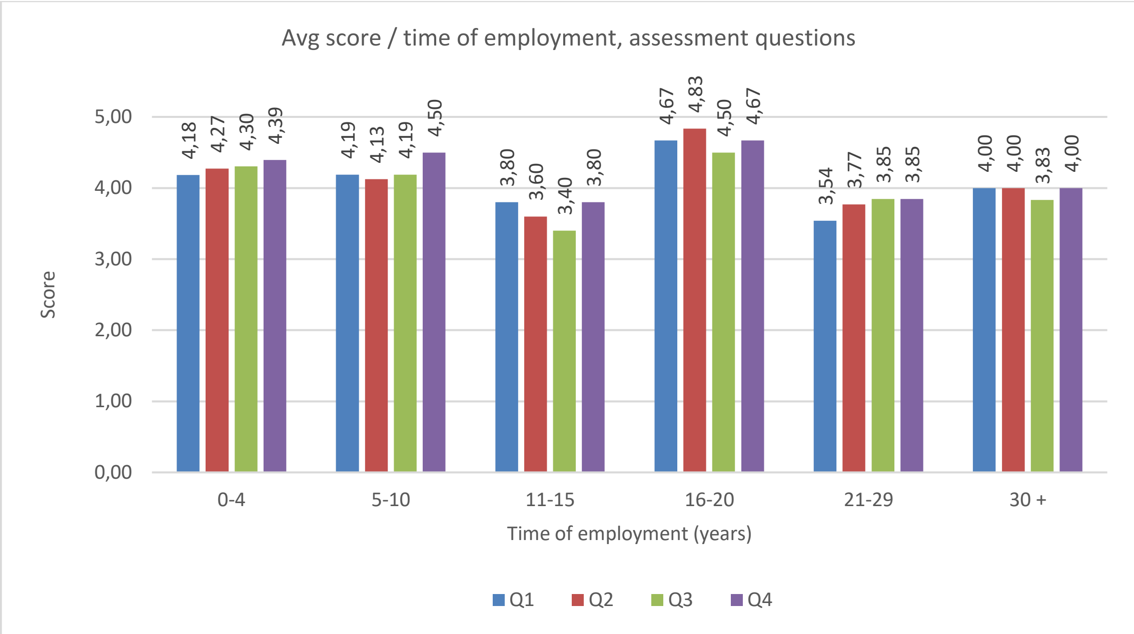


**Figure 29** Avg score / time of employment, assessment questions. (data: MF questionnaire 2023)

### 4). Participation in pilot group

Responders who were participating in the pilot group have given a higher score on average than responders who did not participate. The average score for all four questions is higher for participants than for non-participants. Especially question number two that is related to the trainings arranged for using the new system. There seems to be a logical connection between participating in the pilot group and giving higher score when rating the trainings. Brainstorming and being able to influence the software and tackle problems in advance before the implementation, seem to have a positive impact on the attitude for the participants towards the change.

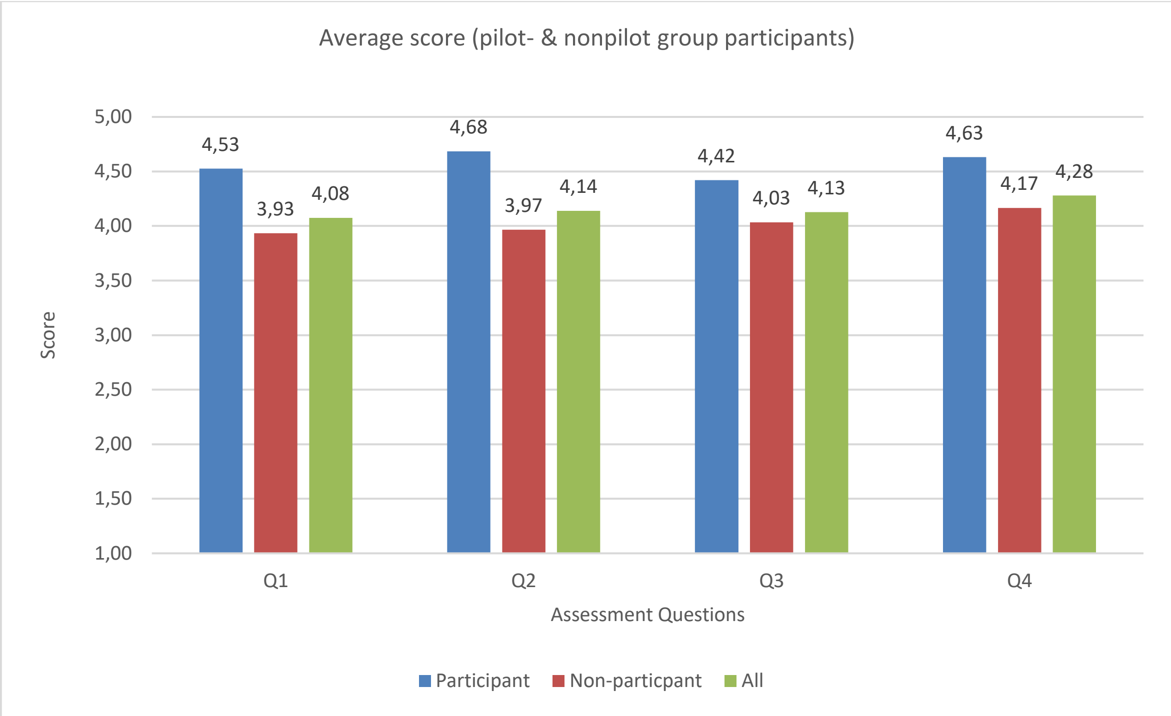


**Figure 30** Avg score / participation in pilot group. (data: MF questionnaire 2023)

As can be seen in Figure 25, the difference between participants and non-participants is bigger than for other analysed attributes. The average score differs for question no. 1 with 0,60 score units, question no. 2 with 0,71 score units, question no. 3 with 0,39 score units and question no. 4 with 0,46 score units.

## 5.2 Result of thesis

This chapter will summarize the key findings from the quantitative part, the qualitative part, and the theoretical part of the research, in order to answer the thesis question below:

Thesis question:

1. *“Are set targets and expectations fulfilled by utilizing Prosci? “*

Based on the results from the questionnaire and analysis of the implementation process, it can be stated that the Ontime implementation process was successful, according to the view of the people who answered the questionnaire. Even when comparing the result from the quantitative research with the qualitative research (the interviews), the common opinion among respondents is that the implementation process was successful. For example, in the beginning of the interviews, several interviewees brought up the Ontime-implementation process as a good example of a well-handled change process, even before the implementation project was discussed in the interviews.

However, one should keep in mind that this particular implementation process can be considered as relatively “easy” to carry out, as the change was seen as something positive by the majority of the employees, who had for a longer time wanted to get rid of the old software for handling timesheets. People being less resistance have an essential impact on the whole process as it is easier to get people on board. As Prosci mentions, not being able to get people on board is usually the main reason to why change initiatives tend to fail. (The-Prosci-eBook, p. 6-7). This change process was also considerably small in comparison to earlier company mergers and major IT-change processes, that were brought up and discussed in the interviews. The small size of the change implies that no bigger effort was required from personnel and managers during the change process, but the change was mainly carried out by the project team. In future change processes, the situation might be totally different where the impact of the change might be of major scale and might cause disturbances in people’s daily work, and people might have to radically change their way of working and organisational routines. A lot of effort and engagement will then be required from both the personnel and especially from managers on different levels. According to the interviews there seem to be no common guidelines or awareness of how changes should be carried out, and people also seem to be unfamiliar with the basic concepts of change management.

Without knowing how useful Prosci would be in change projects of major scale, one can assume that it would fulfil Nordec’s needs at least as well as it did in the Ontime-project. This assumption is made solely based on the feedback from the questionnaire and discussions from the interviews. To ensure success in future change initiatives, **a combination of utilizing Prosci and implementing a change management mindset** within the organisations, could facilitate execution of future changes. Especially top and middle management should be aware that change management requires focus on both the technical part as well as the people part of the change process. Not taking in consideration the “people-aspect” is a common mistake companies do when they go through change processes (B. Hamlin et al., 2001, p. 25-26). There are several models and philosophies on how to handle change processes to be found in the literature. However, after analysing several theories, many of these seem to overlap each other and includes the same key elements.

If Nordec want to set a new mindset among the leaders and management, the author would recommend some main ideas and models to be included when creating the new change management mindset:

1. **The change curve**: A visualization of an individual’s emotional state over time during a change

2. **Kotters 8-step model**: Eight separate steps, or phases, an organization must go through in a change process.

3. **The ADKAR model.** A model for guiding individual through the change process. ADKAR is one of the key elements in the Proschi methodology.

4. **The punctuated equilibrium model of organisational transformation.** This model advocates a mindset of organizations being prepared for implementing change incrementally, that is then occasionally punctuated by radical changes.

A change process can not solely be managed by the project management principles, the technical part of the process. Neither can the problems and the challenges organisations face during a change process be overcome by solely purchasing a software for handling change processes. Based on the interview with project manager of the Ontime-project, every change process should have two leaders with different roles. One should handle the technical part according to project management disciplines (change project manager), and the other (change practitioner) should focus on the people part and lead the people in the organization through the change. According to the interviewee these two roles are very different and should be kept separately in order to succeed.

The organizations readiness for change should also be analysed before starting change initiatives. According to Björkström, a level of ambition should be selected before starting a change process in order to determine whether the organisation can carry out the change. Bigger changes and systems should be implemented gradually to avoid chaos. Incremental implementation.

## 5.3 Key findings & Suggestion for development

The key findings can be summarized in three points according to below:

1. **Prosci methodology is working.** As stated above, the Prosci methods and software Proxima is useful in handling change processes. Prosci can be used to different extent depending on the size of the change process and vary from case to case.

2. **Implementation of a change mindset**. Especially leaders and managers should be trained and informed about the most essential parts of change management and the ideas and theories behind it. If Prosci will be used in future change processes, leaders and managers should be trained in the basics of Prosci as well.

3. **Communication plan.** Communication is one of the most crucial parts in successful change management. Top management should establish a plan for how to deliver a message from the top down to the bottom of the hierarchy pyramid to ensure everyone affected by the change are informed well enough. Middle-managers, Business Area managers, and team-leaders plays a very crucial role here as they are the ones leading the people and daily work in their organisations.

Prosci can be used in different extent as the system requires a lot of work in an administrative point of view. For smaller project it should be scaled down to suit the scale of the project in which it is being utilized. Even if Prosci gives you the different tasks to do, you still must figure out what to be done, as the tasks are connected to organizational leadership which requires you to know the persons in each organization. This is why it is crucial to get foremen and BAMs (Business Area Managers) on board in the change process because the project manager has no ability to influence all people in all different organizations. Prosci tells you what must be done, but it does not tell you how it can be done. There is no idea of utilizing Prosci if top management, BAMs and foreman are not involved in the change process.

People should be encouraged to embrace the change and work according to new practices. This might be challenging as people have to do this beside their daily operational work. Changes cannot be implemented half-hearted but requires people to be active and engaged in the process.

More people need to be trained in Prosci methods. Not only project managers, but also leaders. Leaders and managers don’t necessarily have to be trained to be change practitioners, but only informed about the Prosci methods and how they are working.

# 6 Conclusions and discussion

The purpose with this thesis was to answer the thesis question *"are set targets and expectations fulfilled by utilizing Prosci? ".* By analysing the whole implementation process, the aim was to define whether Prosci is something that is suitable for Nordec's operations, and if it could be utilized in future change processes in the company. The main goal with this thesis was to facilitate the planning and execution of major changes that the target company will face in the future, and to help the change owners, or project managers executing the change, to understand the basics of change management, and making them aware of the impact changes have on the people working in the organization. Another goal was to, based on the analysis of the questionnaire answers, map potential differences is answers that might exist between different organisations within the company and other attributes such as age, time of employment etc.

The thesis focuses on three areas of research. 1) Quantitative research (questionnaire), 2) Qualitative research (interviews) and 3) Study of literature within the subject. The outcome of thesis was summarized in the result chapter where the key findings from these three areas of research was presented.

## 6.1 Research method discussion

As mentioned above, the research was carried out using both quantitative and qualitative research methods, but also by studying literature within the subject.

The **quantitative research** was carried out by gathering data and answers from a questionnaire that was send to employees who were affected by the change. The data was then analysed, and the result was presented in graphs and text in chapter 4. The method for analysing was and gathering data worked smooth when working with Microsoft forms, and the data was easy to convert for further processing in Microsoft excel, where it could be visualized in graphs and tables. However, the amount of data that was analysed was quite small for an analysis of this magnitude, and the result can also be discussed. One example is when analysing answers and the result representing the multi-storey department, where the number of respondents was only four and where one of the respondents had given the core “1” to every question in the questionnaire. This means that this specific respondent stands for 25% of the data for this specific department and does not give an accurate view of what the satisfactory level for this departments was. Another crucial factor is, according to Novia UAS supervisor, that people tend to answer “3” or “4” on questionnaires were the are instructed to give a score rate from 1 to 5. In other words, responder no. 1 gives the scores 3-3-3-3 to all four question, and responder no. 2 gives the scores 4-4-4-4 to all four questions. A scale from 1 to 7 could have been better to get a bigger score spread and a clearer indication of what the general opinion looks like. More respondents would have increased the amount of data that would contribute to as more accurate result.

The **qualitative research** was carried out by interviewing volunteers but also specific persons that were chosen for the interviews based on their position within the company. The answers gave a good contribution to the thesis as the interviewed people had a good spread when it comes to job roles, positions in the hierarchy and area of operations. The interviews also gave a picture of where Nordec stands when it comes to change management routines and change processes. Most of the interviews were held via Microsoft Teams, and one of the meetings were held physically at the office. The interviewer is also employed at Nordec, and the interviewees were colleagues, which also facilitated the discussions as the interviewer knew everyone that was interviewed. Keeping the interviews confidential also had a positive contribution to the result of the interviews as the respondents could openly discuss different issues.

There is a lot of good literature to be found within the subject of change management, so finding suitable material for the **theoretical part** was not a challenge. However, a lot of the literature include same theories and often overlap each other. The most essential theories and methods could however be sorted out and were included in the thesis.

In summary, the research methods chosen for this thesis can be seen as successful as they provided the data needed for the analysis, even if the amount data could have been more to get more accurate result.

## 6.2 Future research and suggestion for development

As stated earlier in chapter five, three main outcomes were determined from the thesis. The three outcomes, or key findings, are described in more detail in chapter five, but are also listed below:

1. Prosci methodology is working
2. Implementation of a change mindset
3. Communication plan

The result of the thesis shows that the implementation process where Prosci was used was a success. As mentioned earlier, this Ontime implementation process was of minor scale. In future change processes of larger scale, the process could also be analysed in order to see how well Prosci is working in larger change projects.

A subject for future research could also include creating a tailor made routine or process of how to implement a change management mindset in Nordec. An implementation plan based on Prosci methodology and other change management theories and philosophy could facilitate creating a common mindset for how to handle changes and avoid resistance within the different organisations.

After studying literature within the subject of change management it was noticed that communication plays an essential role in all change processes. Organisational communication however is a big field that could be explored and studied more if Nordec is interested in developing routines for internal communication.

The main achievement with this thesis was the determination of whether Prosci is suitable for handling change processes in Nordec, and the answers for this is: Yes, set targets and expectations are fulfilled by utilizing Prosci!

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Appendix 1

# Ontime - feedback survey

Uusi työajankirjausjärjestelmä, Ontime, otettiin käyttöön keväällä 2023 Nordec oy:n toimihenkilöille ja asentajille.
Nyt haluaisimme kuulla miten projekti mielestäsi onnistui - saitko riittävästi tietoa ja koulutusta muutokseen liittyen sekä mielipiteesi Ontime-ohjelmasta ja sen käytöstä.

**Vastausaika on pe 5.5. - su 14.5.2023**.
Kyselyyn vastaaminen tapahtuu anonyymisti eli vastaajia ei tunnisteta.

*Kysely toteutetaan osana Victor Westön muutosjohtamiseen keskittyvää diplomityötä.*

* Pakollinen

## 1. Valitse osastosi *

Jos et kuulu alla oleviin osastoihin, valitse Muu -vaihtoehto.

- ○ Industry and Bridges
- ○ Installation services
- ○ Multi-Storey
- ○ Single-Storey
- ○ Design
- ○ Muu (PMO, Finance, HR, IT, Marketing, Legal, Sourcing etc)

2. Valitse työntekijäryhmäsi *

- Toimihenkilö (White collar, salaried)
- Ylempi toimihenkilö (Upper White collar, senior salaried)
- Työntekijä (Blue collar, worker)

3. Oletko esihenkilö? *

- Kyllä
- Ei

4. Valitse ikäryhmäsi *

- 20 - 29 vuotta
- 30 - 39 vuotta
- 40 - 49 vuotta
- 50 - 59 vuotta
- 60 - vuotta

5. Valitse kauanko olet työskennellyt yhtiössä *

- ◯ 0 - 4 vuotta
- ◯ 5 - 10 vuotta
- ◯ 11 - 15 vuotta
- ◯ 16 - 20 vuotta
- ◯ 21-29 vuotta
- ◯ yli 30 vuotta

6. Osallistuitko Ontimen pilottiryhmään? *

- ◯ Kyllä
- ◯ Ei

7. Viestintään liittyvät kysymykset *

Valitse oikea vaihtoehto

| | Erittäin hyvin | Hyvin | Ei hyvin eikä huonosti | Huonosti | Erittäin huonosti |
|---|---|---|---|---|---|
| Tiesin projektin alkamisesta | ◯ | ◯ | ◯ | ◯ | ◯ |
| Sain tietoa projektin etenemisestä | ◯ | ◯ | ◯ | ◯ | ◯ |
| Tiesin projektin koskevan myös minua | ◯ | ◯ | ◯ | ◯ | ◯ |
| Ymmärsin miten muutos vaikuttaa minuun | ◯ | ◯ | ◯ | ◯ | ◯ |
| Viestintä herätti kiinnostuksen projektiin | ◯ | ◯ | ◯ | ◯ | ◯ |

8. Mikäli vastasit johonkin viestintään liittyvään kysymykseen Erittäin huonosti tai Huonosti, kerrothan miten voisimme kehittää tätä?

9. Arviosi viestinnän onnistumisesta *

☆ ☆ ☆ ☆ ☆

10. Osallistuitko Ontimen koulutuksiin? *

- ◯ Kyllä
- ◯ Ei

11. Kouluttamiseen liittyvät kysymykset *

Valitse oikea vaihtoehto

| | Erittäin hyvin | Hyvin | Ei hyvin eikä huonosti | Huonosti | Erittäin huonosti |
|---|---|---|---|---|---|
| Tiesin tulossa olevista koulutuksista | ◯ | ◯ | ◯ | ◯ | ◯ |
| Kouluttajat osasivat asiansa | ◯ | ◯ | ◯ | ◯ | ◯ |
| Koulutus auttoi käyttämään ohjelmaa | ◯ | ◯ | ◯ | ◯ | ◯ |
| Koulutusta oli riittävästi | ◯ | ◯ | ◯ | ◯ | ◯ |
| Tiesin mistä saan apua tarvittaessa | ◯ | ◯ | ◯ | ◯ | ◯ |
| Ontime -klinikat auttoivat järjestelmän käytön oppimista | ◯ | ◯ | ◯ | ◯ | ◯ |
| Teamsin Ontime -tukikanava auttoi järjestelmän käytön oppimista | ◯ | ◯ | ◯ | ◯ | ◯ |

12. Mikäli vastasit johonkin kouluttamiseen liittyvän kysymykseen Erittäin huonosti tai Huonosti, kerrothan miten voisimme kehittää tätä?

13. Sain tarvittaessa apua myös muualta. Mistä?

14. Arviosi koulutusten onnistumisesta *

☆ ☆ ☆ ☆ ☆

15. Ontimen käyttöön liittyvät kysymykset *

Valitse oikea vaihtoehto

| | Täysin samaa mieltä | Samaa mieltä | Ei samaa eikä eri mieltä | Eri mieltä | Täysin eri mieltä |
|---|---|---|---|---|---|
| Kirjautuminen ohjelmaan onnistuu hyvin | ○ | ○ | ○ | ○ | ○ |
| Ohjelmaa on helppo käyttää | ○ | ○ | ○ | ○ | ○ |

16. Kokonaisarviosi Ontime -järjestelmälle *

☆ ☆ ☆ ☆ ☆

17. Kokonaisarviosi projektin onnistumisesta *

☆ ☆ ☆ ☆ ☆

18. Oletko ottanut suositellut uudet toimintatavat käyttöösi? *

Uusilla toimintatavoilla tarkoitetaan tuntien kirjaamista päivittäin (työntekijä/toimihenkilö), tuntien hyväksymistä viikoittain (esihenkilö) sekä sitä, että asentajat kirjaavat itse tuntinsa.

◯ Kyllä

◯ Ei

◯ Osittain

19. Vapaat kommenttisi

Kirjoita vapaat kommenttisi ja palautteesi.

Esimerkiksi mikä onnistui hyvin, mikä onnistui huonosti, ideasi järjestelmäkäyttöönottojen tai muutosjohtamisen kehittämiseen tulevaisuudessa.

20. Kysely toteutetaan osana Victor Westön diplomityötä. Haluatko osallistua jatkohaastatteluun, jossa kerätään lisätietoja projektin vaiheista?

Jos kyllä, kirjoita nimesi tähän ja otamme yhteyttä sinuun TAI ole yhteydessä Victor Westöhön.

**Appendix 2**

Victor Westö
25.5.2023

# Change management in Nordec

Employee interview

June 2023

**<u>Questions:</u>**

1. Work title, age, department, work experience in the company

2. Experience of bigger changes within the company?

    a. How have these affected you?
    b. In which way or how was the change communicated to you?
    c. In what way did you feel involved, or a part of the change process?
    d. In what way did you get an understanding for why the change was carried out?
    e. Was there a clear vision in your opinion?
    f. How did the management prepare you and other employees for the change?

In the Ontime-implementation project a specific change management method called Prosci was used. (a short introduction of Prosci is held to the interviewee)

3. Do you know other change management models? If yes, please tell the names of the models and describe those shortly.

4. Did this change process differ from other change projects in the past? In which way did it differ?
    a. *Support questions: Communication? Vision? Clear goal? Awareness? Desire?*

5. How did you experience this Ontime change process?
    a. *Support questions:* Controlled? Good or poorly executed?

6. Would you say that set goals were reach. (interviewer shows the Prosci method and goals)

7. What is the general approach towards changes in the company (own opinion)?
    a. *Support questions:* Opposition? Embracing? Curiosity? Will to develop to the better?

8. Do you feel that there are clear guidelines or routines on how to deal with changes?

    a. Depending on answer, in what way do you feel so?
    b. If not, what methods would you recommend to be used
    c. Are the methods you now recommend already used in Prosci model based on your opinion?