



Role of Communication During Change Initiatives
Case Study in a Financial Institution's Customer
Service

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ABSTRACT

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Poor communication can hinder change initiatives, leading to resistance from employees, confusion, and ultimately, failure. Communication is therefore a key determinant of the success of change initiatives as it helps to create a sense of urgency, build support for the change, and foster a culture of continuous improvement.

The purpose of this thesis was to explore the importance of effective communication in change management within the corporate customer service centre of target bank. The research was conducted both by qualitative and quantitative methods. A semi-structured interview was held with the manager of the case company and a mixed-method survey was sent to employees responsible for change implementation to which 21 out of 58 employees answered. The study aimed to identify the factors that influence the effectiveness of communication strategies and how current change processes are planned and perceived in the case organization. Additionally, the study provided recommendations for the customer service organization to improve their change management processes by addressing communication issues.

The significance of this study lied in its potential to enhance the understanding of the role of effective communication in change management within the corporate customer service centre of target bank. By analysing the case study, along with previous studies and theories introduced in the thesis, it was proven that acknowledging and understanding different types and personalities of people, utilizing versatile communication channels, and involving employees can lead to benefits such as increased clarity and understanding towards change initiatives. This, in turn, can lower change resistance and create larger support for change initiatives.

Key words: change, communication, change management, change communication, organizational change.

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1 INTRODUCTION

Change management has become a vital aspect for organizations to thrive and survive in today's ever-evolving business environment (Cameron & Green 2019, 10-12). The ability to successfully implement change is often a key determinant of an organization's competitiveness and ability to adapt to new market conditions (Lewis 2011). However, implementing change can be a challenging process, with many potential obstacles that can derail even the most well-intentioned initiatives. One of the most significant obstacles to successful change management is poor communication (Prosci 2022).

Effective communication is critical to the success of any change initiative. It is the foundation upon which change is built and implemented (Kotter 1996). Lack of communication can create uncertainty and ambiguity among employees and how they understand and view change (Bushra, Waqar & Faiza 2022). Communication helps to create a shared understanding of the change, its purpose, and its benefits, which is necessary for employees to fully engage and participate in the change process (Lewis 2011). Poor communication, on the other hand, can lead to confusion, resistance, and ultimately, failure.

The purpose of this thesis is to explore the importance of communication during change. The study will examine how effective communication can play a key role in successful change, and conversely, how poor communication can hinder change initiatives. The thesis will also investigate the communication strategies that are most effective in change management and the factors that influence their effectiveness.

To achieve this goal, a mixed-methods approach will be used, incorporating qualitative interview and mixed-method survey. The survey will provide understanding on how employees see and experience the change process, while the qualitative interview will provide a deeper understanding of the communication processes, it's identified challenges and current ways of working in change management from the perspectives of change initiators. The mixed

method survey will provide statistical data as well as qualitative data to support or refute the findings of the qualitative analysis.

1.1 Background of the thesis

The topic of this thesis has been selected based on the researcher's background. The researcher has worked in the chosen case company within the corporate customer service organization, where they have experienced ongoing changes, both minor and significant. These continuous changes often encounter resistance. The purpose of this thesis is to provide insights for the case company to mitigate resistance and implement change more efficiently.

The organization is divided into four segments across two cities, further subdivided into six teams of varying sizes. Each pair of teams is overseen by an Operations Product Owner (OPO), who works closely with the teams while bearing the additional responsibility of reporting their results to management. Chapter Leads (CL) are employees tasked with coaching, quality assurance, and communication with stakeholders. Each of the six teams has distinct tasks and responsibilities.

Managers are based in one city but occasionally travel to the other location. Communicating changes and their outcomes poses challenges, as not all results of change initiatives are visible across all segments. Additionally, varying time spent within the organization and different skill levels of the employees present further challenges in achieving effective communication without encountering resistance at each step.

1.2 Objectives of the thesis

The study's findings will be presented to the case company to aid their change initiative processes. The research will provide insights into the importance of effective communication and identify the communication strategies that are most effective in change management. The thesis will conclude with a series of recommendations for the target organization seeking to improve their change management processes by improving their communication strategies.

2 THEORETICAL FRAMEWORK

Change is often considered as a sign of progress and improvement. This often leads to the rationale that with the changing environment there should be a change in tactics, responses, and strategies. The need for change can be triggered by many possibilities, such as legal requirements, adapting to new customer behaviour and new technologies. According to Lewis (2011) managing the process of change is crucial in the success of the change and can be defined change as referring “to any alteration or modification of organizational structures or processes” Zorn, Christensen & Cheney (1999, 10). Change assumes that at some point before change there is a period of stability and processes to which people are accustomed to. The cycle of change however is always dependent on the organization and is not fixed.

Change management is the process of planning, implementing, and monitoring change in an organization in a structured manner. Change can be initiated by internal factors, such as a new strategy, or external factors, such as changes in the market or industry regulations. The goal of change management is to facilitate a smooth transition from the current state to the desired future state, while minimizing negative impacts on employees and the organization (Elearn 2007).

There are several factors that can influence the success of change management, including leadership support, employee engagement and participation, communication, cultural alignment, and the nature of the change itself. Effective leadership support is critical for ensuring that change is implemented in a structured manner, while employee engagement and participation are essential for ensuring that change is accepted and embraced by employees (Kotter, Akhtar & Gupta 2021).

2.1 Managing change

There are various change management models that have been proposed in literature, including Kotter's 8-Step Model, Prosci's ADKAR Model, and McKinsey 7-S Model, among others. These models provide a structured approach to

change management, offering a roadmap for change implementation and monitoring.

Kotter's 8-Step Model involves creating a sense of urgency, forming a powerful coalition, creating a vision for change, communicating the vision, empowering others to act on the vision, creating short-term wins, consolidating gains and producing more change, and anchoring new approaches in the organization's culture (Kotter 1996, 18). Kotter et al. (2021) emphasizes the importance of vision as well as the importance to create, share and celebrate short-term wins during the change process as this can aid in keeping built up urgency around the change. As such, the integration of communication and change management is essential for the successful implementation of change.

The ADKAR Model, developed by Prosci, focuses on the individual's role in change management, proposing five stages of change: awareness of the need for change, desire to participate and support the change, knowledge of how to change, ability to implement the change, and reinforcement to sustain the change (Prosci 2023).

The McKinsey 7-S Model involves analysing seven key elements of an organization - structure, strategy, systems, style, staff, skills, and shared values - and identifying areas of alignment and misalignment to facilitate change (McKinsey & Company 2008).

In addition to deciding on following a certain change management model, we must consider, how we do it. Temperament and personalities affect how we show our feelings and react to different events (Pirinen 2023, 320).

Lewis (2011) suggests that individuals have two primary orientations towards the world: probabilistic (considering what something is like and the likelihood of its occurrence) and evaluative (assessing whether something is good or bad). Recognizing these differences is crucial when conveying information, as people understand and interpret information differently.

Cameron and Greene (2019, 47-49) identify four personality groups: Thoughtful Realists (introverted sensing types), Thoughtful Innovators (introverted intuitives), Action-Oriented Realists (extroverted sensing types), and Action-Oriented Innovators (extroverted intuitives). These four types have different reactions to change, learning styles, and preferred communication styles. While for instance some introverted types would require step-by-step guides, roadmaps and clear factual communication, others need a clear vision and more time to digest the information. Some extroverted types on the other hand can be more hands on and want to be included in planning while others thrive on new ideas and opportunities and want to explore opportunities. By making sure we address different personality types we can generate better engagement, create feelings of success, lower change resistance and create commitment (Pirinen 2023, 166-173, 321)

	IS Thoughtful Realist	IN Thoughtful Innovator	
What they are most concerned with	Practicalities	Thoughts, ideas, concepts	
How they learn	Pragmatically and by reading and observing	Conceptually by reading, listening and making connections	
Where they focus their change efforts	Deciding what should be kept and what needs changing	Generating new ideas and theories	
Motto	'If it isn't broke don't fix it'	'Let's think ahead'	
	ES Action-oriented Realist	EN Action-oriented Innovator	
What they are most concerned with	Actions	New ways of doing things	
How they learn		Actively and by experimentation	Creatively and with others
Where they focus their change efforts	Making things better	Putting new ideas into practice	
Motto	'Let's just do it'	'Let's change it'	

TABLE 1. Four personality groups. Myers-Briggs Type Indicator™ by quadrants (Cameron & Green 2019).

While different personalities react to change in different ways and can create change resistance. It's important to note that change resistance is normal and will happen in every change (Pirinen 2023, 165). The difference comes from how much resistance is encountered and how it is managed. This is because people naturally get accustomed to structures and their ways of working. Change usually is something that disrupts the "normal" way of working and as such can naturally be met with resistance. Change resistance does not only come from the disturbance to the stability and routine but can also arise from the fear of the unknown, lack of interest and previously bad change experiences. Resistance can be reduced and managed through participation in future planning and by highlighting the importance of change (Cameron & Green 2019, 52-28).

The stronger these emotions are, so is the resistance towards change (Pirinen 2023, 167-168). Change resistance can manifest in many ways such as gossips, vocal dissatisfaction, passivity and silent, inner, resistance. All these types of resistance are taxing both on the mind and body as stress and feelings of unrest can drain one's energy and motivation (Pirinen 2014, 97-98). This can lead to decrease in work atmosphere if left unattended.

The key to managing resistance is to understand why there is resistance. Kempton (2022) revealed the primary reasons employees resisted change were the following:

- Lack of awareness of why the change was being made.
- Impact on current job role
- Fear rooted in uncertainty due to past failed changes.
- Lack of visible support from and trust in management or leadership
- Lack of inclusion in the change
- By focusing on these top-level causes of resistance change managers can prevent the negative symptoms of change resistance.

2.2 Communication in change management

Theoretical frameworks such as the Communication Accommodation Theory and a study by van der Voet, Kuipers and Groeneveld can be used to further explain the relationship between communication and change management.

The Communication Accommodation Theory suggests that individuals adjust their communication style to fit the situation and the audience. In the context of change management, this theory suggests that effective communication should be tailored to the needs and preferences of employees to get better approval and leave a positive image (Pretorius 2017).

The theory outlines two types of accommodation processes: convergence and divergence. Convergence occurs when individuals adapt their communication characteristics to align more closely with those of the other person, thereby reducing social differences. In contrast, divergence involves emphasizing the social and nonverbal differences between interactants, thus highlighting rather than minimizing these distinctions. This theory is well applied to communicate in an effective way among the employees or senior employees (Communication theory n.d.).

Several empirical studies have examined the relationship between communication and change management. For example, a study by Proctor and Doukakis (2003) found that effective communication was a key factor in successful change management. The study also found that the use of internal communication channels raised the motivation and commitment of employees by helping them understand the company's objectives and goals. Involving employees in the change process, consult them through change and to take new ideas into account is shown to be effective strategies for communication.

A study by van der Voet, Kuipers and Groeneveld (2016) found that the integration of communication and change management was important for the successful implementation of change and highlighted that the lack of consultation and participation between change leaders and change recipients during the implementation process of change can create resistance to change and further have a negative effect on the outcome and success of change implementation.

As such communication is a key factor in change management success, as it allows employees to understand the reasons for change, their role in the change process, and the expected outcomes of the change. Successful communication also aids in reducing fear, anxiety, and resistance to change, which all can hinder the implementation of change (Cameron & Green 2019, 45-58).

It should be noted that communication practices can prove to be highly problematic. Implementers at the outset of change most often failed to anticipate issues such as poor communication of vision, lack of follow-through and insufficient communication about implementation during change initiatives. (Lewis 2011).

According to Kotter (1996, 92) the message, especially when communicating vision should be kept simple. In essence messages should be clear, simple, and focused while avoiding creating confusion, suspicion, and alienation (figure 1). The message should also be shared via different channels (i.e. meetings, Microsoft Teams, informal talks) while vision statement should be repeated over and over. To make sure the message sticks. As such, references to change should be integrated into routine work discussions to ensure the message is rooted.

Key elements in the effective communication of vision

- *Simplicity*: All jargon and technobabble must be eliminated.
 - *Metaphor, analogy, and example*: A verbal picture is worth a thousand words.
 - *Multiple forums*: Big meetings and small, memos and newspapers, formal and informal interaction—all are effective for spreading the word.
 - *Repetition*: Ideas sink in deeply only after they have been heard many times.
 - *Leadership by example*: Behavior from important people that is inconsistent with the vision overwhelms other forms of communication.
 - *Explanation of seeming inconsistencies*: Unaddressed inconsistencies undermine the credibility of all communication.
 - *Give-and-take*: Two-way communication is always more powerful than one-way communication.
-

FIGURE 1. Key elements in communication of vision (Kotter 1996, 92).

Juholin (2022, 117-118) emphasizes that the more precisely the starting point and goals of the change process are identified, the better we can adapt to potential changes. It's crucial to consider different stakeholders and their knowledge needs, as providing too much information can be counterproductive. The figure below illustrates how to build a well-structured communication plan for change initiatives.

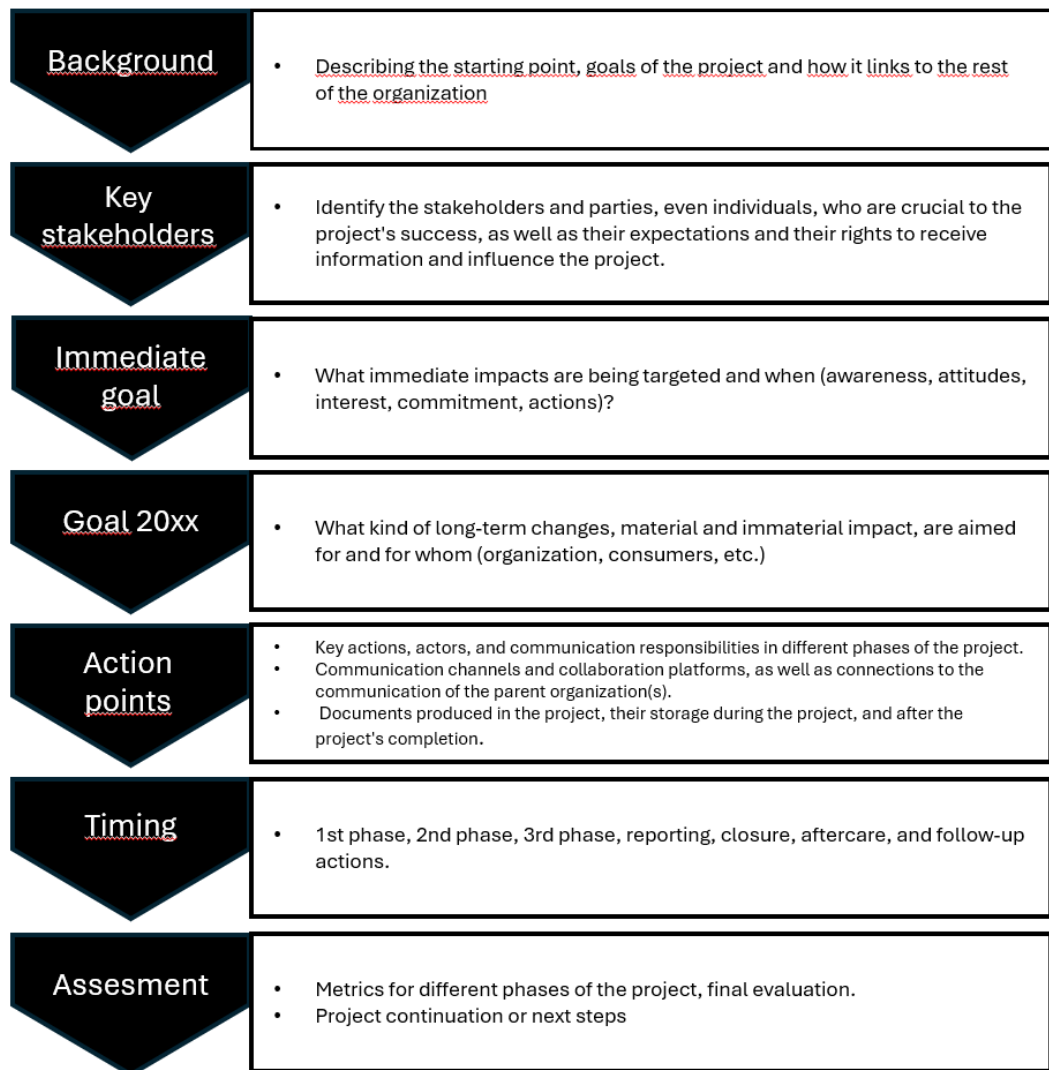


FIGURE 2. A summary of the project communication plan, (Juholin 2022, 118).

Making sure change implementers are in constant communication allows for feedback from employees, which can help to identify potential problems and opportunities for improvement in the change process. Clear and consistent communication can also help to maintain employee morale and motivation during the change process (Cameron & Green 2019, 52-54).

2.2.1 Aspects of communication

Communication can be divided into two aspects: formal and informal. Formal communication means, declarations and policies are set by leaders, instructions and details about change and formal responses from leaders. According to Lewis (2011) “one critical part of formal communication is the first official announcement of change”. It is also stated that “The manner, timing and message as well as the spokesperson can set the tone of the whole change implementation process” (Lewis 2011, Smeltzer 1995, 31-43). Change initiators must make sure that the first communication effort is well planned before execution to make sure change initiative is well received.

Lewis (2011) states that informal communication through unofficial channels may play a larger role in the outcome of change compared to official channels. Informal communication can be spontaneous interactions between stakeholders, implementers and non-stakeholders and can in some situations represent views that are not wanted to be made public (i.e., anonymous channels and off record encounters). This type of communication is typically reactions to change, supportive communication, and tactical discussions regarding the reaction towards change. The daily informal interactions that the stakeholders have with decision makers, implementers, and each other regarding the nature of change, the process by which it occurs, and the reasons and implications behind it can influence attitudes, willingness to participate, resistance efforts, and ultimately, the results of the change.

There are various communication channels and methods that can be used in change management, including face-to-face meetings, video conferences, email updates, and intranet. The choice of communication channel depends on the nature of the change, the size and structure of the organization, and the preferences and needs of employees. Communication needs to be well planned, and these plans need to be clear about how to get the right information to the right people at the right time through the right medium. Additional challenge to communication is that if the communication is slow, it can lead to rumours within

the group. As such a constant flow of communication should be had. This in turn brings trust rather than change resistance towards the change (Cameron & Green 2019, 209-214).

Face-to-face meetings and town hall sessions are effective for conveying important information and addressing concerns or questions from employees while also being able to gather valuable feedback. Email updates and newsletters are useful for providing regular updates and keeping employees informed about the progress of change in a mass level, these however are very impersonal and not the best option in delivering sensitive or personal change information. It's also important to note who and in what kind of a role is receiving information. In positions such as customer service, written channels can be more ineffective than face to face meetings. (Cameron & Green 2019, 209-214).

2.2.2 Communication strategies and techniques

In change management, communication strategies and techniques are used to introduce changes to stakeholders. Structured Implementation Activities (SIAs) are a set of actions specifically designed and carried out to familiarize users with new processes. Implementers should use SIAs to announce changes, explain the change process, facilitate skill-building and information dissemination, adjust reward and evaluation systems, and integrate stakeholders into their new roles within the change program. Management must ensure timely delivery of information to relevant parties. Any announced plans must be adhered to, and any changes should be clearly communicated (Lewis 2011).

The figure below presents four strategies that implementers can choose from based on their desires for different combinations of uniformity and fidelity in the outcomes of change (figure 3). These combinations have implications for which strategies might be selected.

<p>Autonomous/Adaptive Implementer team empowers lower-level employees/other stakeholders in designing best use and form of change. Reinvention of the change to suit organizational and/or stakeholder needs is focus.</p>	<p>Autonomous/Programmed Implementer team empowers lower-level employees/other stakeholders to develop best use and form of change. However, some joint form of change plan is then agreed as an ideal model for organization.</p>
<p>Rule-bound/Adaptive Implementer team is in control, but a pre-set initial vision of the change is not necessarily goal. Users/stakeholders encouraged to adapt the change to fit needs; potential uses; future creative use.</p>	<p>Rule-bound/Programmed Implementer team is in control and high fidelity is primary goal. Organization and stakeholders are forced or encouraged to bend to accommodate the change.</p>

FIGURE 3. General strategic approaches (Lewis 2011).

When examining communication strategies and their focal points, Lewis (2011) offers a structured framework distinguishing various focal points for implementers and stakeholders (figure 4). In the context of disseminating information and soliciting feedback, participatory styles are recommended to describe communication. Participative approaches generally result in greater stakeholder engagement and satisfaction with the change process. Inputs should be collected to identify potential problems in the change effort, rather than perceiving them as indications of issues with the perceivers themselves.

The concept of one-sided versus two-sided messaging concerns the extent to which communicators present their arguments. A one-sided message "simply presents arguments supporting the advocated position," while a two-sided message "in addition to presenting supporting arguments, also discusses opposing arguments" (Lewis 2011, O'Keefe 1993, 87). The prevailing consensus regarding the effectiveness of one-sided versus two-sided messaging indicates that two-sided refutational messages—those that not only acknowledge opposing arguments but also refute them—are most persuasive (Lewis 2011).

The third strategic communication dimension is the framing of messages in terms of gains and losses. A gain frame emphasizes the benefits of compliance with the persuader's message, whereas a loss frame highlights the negative consequences of noncompliance (Lewis 2011).

Another important strategy is the choice between blanket and targeted messages. Communicators must decide whether their messages should have a general (blanket) structure or be specifically tailored (targeted) to different audience segments (Lewis 2011).

Finally, communicators should consider the degree to which they emphasize messages focused on the urgency to initiate change (discrepancy messages) and/or messages promoting the belief that the change goals can and will be accomplished (efficacy messages). Lewis (2011) highlights the importance of discrepancy and self-efficacy messages in fostering readiness for change. Stakeholders must believe both that change is necessary and that the organization has the capability to implement the change successfully.

	<i>Implementers' Foci</i>	<i>Stakeholders' Foci</i>
Disseminating Information/Soliciting Feedback	<ul style="list-style-type: none"> • Official view of plan/purpose • Answering questions • Correcting misinformation • Listening for rumors • Soliciting insights • Inviting active participation 	<ul style="list-style-type: none"> • Alternative views of change plan/purpose • Asking questions • Seeking outside expertise • Providing additional expertise and insight • Knowledge production
One-sided or Two-sided Message	<ul style="list-style-type: none"> • Positive selling • Acknowledging and refuting others' arguments • Forewarning of some negatives to provide realistic preview for positive stakeholders 	<ul style="list-style-type: none"> • Raising new arguments • Engaging over refutation provided by implementers • Inoculating fellow stakeholders to implementer arguments
Gain or Loss Frame	<ul style="list-style-type: none"> • Focus on how cooperation with change provides advantage or how lack of cooperation will run risk of loss • Gains/losses will be in terms of organization well-being; central mission of organization; individual stakeholders' gains and losses 	<ul style="list-style-type: none"> • Identifying new gains and losses not noted by the implementers • Refutation of some predictions of gain/losses as unlikely or more likely
Blanket/ Targeted Messages	<ul style="list-style-type: none"> • Blanket message or marketing to specific stakeholders • Determining high-value interests and information needs of key stakeholders 	<ul style="list-style-type: none"> • Tailoring messages for each stakeholder group or using blanket strategy • Sharing targeted messages with other stakeholders for comparison/consistency
Discrepancy/ Efficacy	<ul style="list-style-type: none"> • Communicating need and/or urgency for change • Communicating "we can do it" message to stakeholders 	<ul style="list-style-type: none"> • Supporting, refuting, and/or questioning need, urgency, and efficacy of messages • Advocating alternative "need" messages

FIGURE 4. Communication strategy dimensions (Lewis 2011).

The figure below presents a limited set of models of stakeholder participation during change implementation, illustrating different ways implementers can approach stakeholder engagement (figure 5). Stakeholders can be treated symbolically by merely involving them in appearance. Or they can empower stakeholders by utilizing the input they provide as a valuable resource in the change implementation. (Lewis 2011)

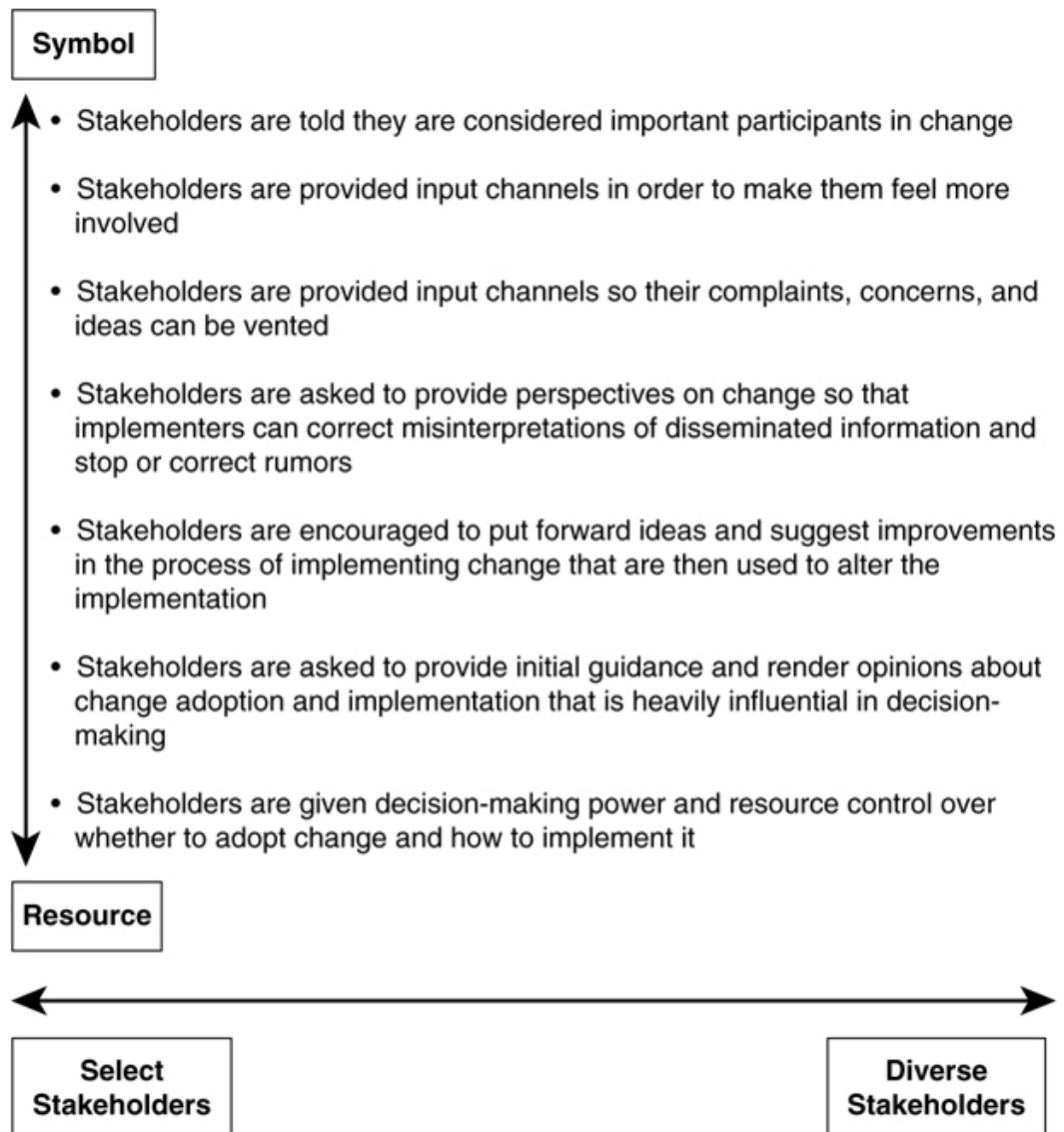


FIGURE 5. Stake holder participation (Lewis 2011).

Kotter (1996, 23, 71), discusses the importance of communicating the change vision as part of his Eight-Stage process for successful organizational transformation. One effective technique is the use of a structured communication plan. Such a plan outlines key messages, communication channels, and the timing of communication. It also includes feedback mechanisms to allow for employee input and address any concerns that may arise.

Essential questions to address in a structured communication plan typically include:

- What is the purpose of the change?

- How will it operate in practice?
- Who will be affected and how?
- What are the steps along the way, including milestones and timescales?
- How will new posts be filled, and people selected?
- What happens to the others?
- Where do you go to get help and how do you get involved?
- What is the new structure and what are the new roles?
- What new behaviours will be required?
- Will training and development be provided?

Additionally, another effective technique to use is storytelling. Storytelling helps create a compelling narrative for change and engages employees on an emotional level. It illustrates the impact of change on employees and the organization, fostering a sense of shared purpose and vision. By presenting both sides of an argument—what can happen in the best and worst outcomes—storytelling can help employees understand the necessity for change, draw out wisdom, and generate important conversations about future actions (Cameron & Green 2019, 260-262).

2.3 Challenges

While the integration of communication and change management is widely recognized as essential for successful change, there are also some challenges and limitations. One challenge is the complexity of communication in large and diverse organizations, where different communication channels and methods may be needed for different groups of employees.

In organizations having face-to-face or audio-visual meetings can be quite costly and as such in many cases companies tend to overuse written communication. Participative approaches to communication are often underutilized, as most

implementers prioritize the downward dissemination of information about change programs over soliciting stakeholder input (Lewis 2011).

Another challenge is the need for effective leadership and coordination of communication efforts. Effective communication requires clear and consistent messaging from leaders, and coordination of communication efforts across different departments and levels of the organization (Cameron & Green 2019, 117-119, 131, 363-365).

3 RESEARCH

The target of this study was the corporate customer service organization of a large bank with the aim to produce information on how earlier change projects have been met within the organization and to provide possible improvement points. Through the research findings certain guidelines were to be established in order to address identified pain points.

To set research targets, it is important to first find information on the subject, such as current ways of working, background of the company, management model, strategies used as well as the views of the current employees. This data can be collected by different methods, such as interviews and surveys (Ojasalo, Moilanen & Ritalahti 2015, 28-29).

The research is based on earlier literature on change management and change communication. The researcher has also worked within the target organization, which gives a solid foundation for the research and a deep understanding on the ways of working and processes of the organization. Researchers' knowledge has also functioned in forming research questions and understanding of the current situation.

3.1 Research methods

For this thesis a case study approach was chosen, where a single company was chosen. Case study is an effective method when the purpose of the study is to deeply understand the situation of a certain organization and the aim is to provide suggestions for improvement. Case studies typically answer the questions "how" and "why" and aims to provide new information for development of processes and possible solutions for identified problems (Ojasalo et al. 2015, 37-53).

It is typical for case studies to have multiple data collection methods to gain deeper and fuller understanding of the case. Research methods are traditionally

shared into qualitative and quantitative methods. The key aspect however is to have different types of methods for data collection as they can provide different knowledge, perspectives, and ideas (Ojasalo et al. 2015, 40).

As multiple research methods are recommended for this research a qualitative method was used in the form of an interview and a mixed method in the form of a survey.

3.1 Data collection

3.1.1 Survey

Surveys are a useful tool when there is a need to assess results of different initiatives as there are a set of questions and a larger number of respondents. When planning a survey, it is important to first define what information is needed and how they can be analysed. The questions should be both easy to understand and to respond to (Ojasalo et al. 2015, 41)

In this case a survey was chosen to be sent out electronically so that we can efficiently gain knowledge on how employees have felt the previous change initiatives, to provide support to the interview and to give a different perspective compared to the management.

The survey was a mixed method survey with both open-ended questions as well as numerically valued, from 1-7, where 1 indicated total disagreement, 7 indicated total agreement, and 4 represented a neutral position. Therefore, ratings of 1-3 denoted a negative view, 4 was neutral, and 5-7 indicated a positive view.

Prior to sending out the survey the questions were looked at together with the manager with whom the interview was later held to make adjustments that would make the survey more effective. The survey was piloted first with one employee in order to determine its clarity.

The survey was sent to all employees of the corporate customer service organization which has around fifty-eight employees. It was shared in the Microsoft Teams (later Teams) channel of the organization as well as in their daily

meetings. The survey was accessible for one week and a day and gathered 21 responses, from 11 female and 10 male employees, with their backgrounds in respect to how long they had been in the organization, varied from years to months. With the sample size of ~36% we can conclude to it being reliable.

3.1.2 Survey data analysis

As the survey included both qualitative, open-ended questions, and quantitative, numerical data, the numerical data was analysed using basic descriptive methods. These methods include calculating the mode and average, which help describe the data (Ojasalo et al. 2015, 134). In this research, the mode and average of numerical responses were calculated, and the distribution of responses into categories such as disagreements, agreements, and neutrals were described. Open-ended questions were read and compared to identify common themes, which were then used to form conclusions.

3.1.3 Interview

Interview enables the opportunity to discuss and understand sensitive and hard topics and it can provide new data with different perspectives. There are different types of interview methods such as structured and semi-structured interviews. A semi-structured interview method helps in developing hypotheses, aiming to understand participants' thoughts, feelings, and experiences as well as allowing flexibility to explore themes arising in the interview. Semi-structured interview also allows to leave or add questions based on the flow of the interview, while also providing support from the predetermined questions (Ojasalo et al. 2015, 41, 106-108).

In this case a semi-structured interview method was used, and the interview was held together with one of the managers. The manager has worked in the organization for several years and was chosen for the interview as they are responsible for the planning and implementation of internal change initiatives. The interview was held as a Teams meeting and recorded for later referencing. The discussion lasted for an approximate of 40 minutes.

3.1.4 Interview data analysis

When analysing an interview, it should first be transcribed, and then the transcription should be read multiple times. The interview should be classified into themes, and common grounds with theory should be identified. Timely analysis is crucial to maintain a fresh recollection and ensure the accuracy of insights (Ojasalo et al. 2015, 110).

In this study, the interview analysis began immediately after the interview by transcribing the speech into text. During the analysis, thematic points from the research were compared with existing theory and survey results. This comprehensive approach ensured that the findings were well-integrated and reliable, ultimately contributing to the formulation of the conclusion and the development of the handbook. Additionally, this method allowed for the identification of any discrepancies or unique insights that could inform future research and practice.

4 RESULTS

From the interview, it was discerned that there are two types of changes: internal and external. For external changes, the communication guidelines are more stringent, with internal management acting primarily as messengers who convey the received information without modification or interpretation. On the other hand, for purely internal changes, management has autonomy in designing communication strategies, allowing for the development of tailored approaches to implement changes that address specific needs and contexts.

From the interview it has been observed that resistance to change is a common occurrence with every change initiative, as individuals experience and react to change in varied ways. Employees that have been identified as resistant to change are communicated with regarding the expectations of the change and are assured that the change can be tested. If the results are not satisfactory, reassessment and reversion are possible. As such a culture of trial and revision is implemented, as exemplified in a recent major change where one of the communication channels was removed from the scope of the change, and shifts were reorganized based on employee feedback. This flexible approach encourages experimentation and reassures employees that adjustments can be made based on feedback and observed outcomes.

It was further stated that there are multiple support mechanisms available for managers during organizational changes. If necessary, managers have the option to discuss and refine their plans with their supervisors to ensure that communication is clear, effective, and aligned with organizational goals. HR consultants are available to assist in planning specialized communication strategies, while Agile coaches and trainers provide adaptive methodologies and training.

4.1 Effectiveness of communication

The objective of these questions was to evaluate the effectiveness of the communication strategies in conveying necessary information and addressing

emotional aspects during the change process. In the interview it was mentioned that the official written communication channel for organization is Teams, with the aim to provide a centralized and consistent platform for disseminating important information. In addition, audio-visual channels are utilized through teams daily and bi-weekly meetings. One of the purposes of these meetings is to raise attention if there are new changes upcoming. Face-to-face communication is done if the need for it is identified.

The interview highlighted that the effectiveness of different communication channels is assessed as needed, based on feedback directed toward managers. This feedback is used to determine whether additional meetings or Q&A sessions should be organized. According to the survey, the most preferred methods of communication were verbal, such as meetings, workshops, and direct face-to-face interaction (71.43%), which are perceived as more effective for discussing changes and allowing for immediate questions and feedback. Communication through Teams channels was the preferred way of communication for 28.57% of respondents who indicated that they follow all channels regularly and prefer this method. 19% of respondents noted that information shared via Teams channels could be easily lost and difficult to revisit due to the high number of channels. The responses also indicated that communicating upcoming changes through meetings enhanced the perceived importance of the changes.

During the interview, one of the biggest challenges identified was the variation in personalities. Communication and change implementation plans that satisfied some employees attracted criticism from others; some individuals preferred to be involved in planning, while others were fatigued by the uncertainty. The necessity and significance of communication were acknowledged in the planning of communication strategies, which involved meticulous consideration of which cases to communicate important information orally and which to document in writing, as well as when to time discussions and address arising questions.

Currently there are no set communication practices implemented within the organization, instead strategies are formed case by case. When asked in the survey, the effectiveness of communication strategies received an average rating of 3.48, with modes of 2, 3, and 4, each receiving five responses, while five

respondents felt that the communication strategies were effective (figure 6). These results indicate a need for more effective communication methods.

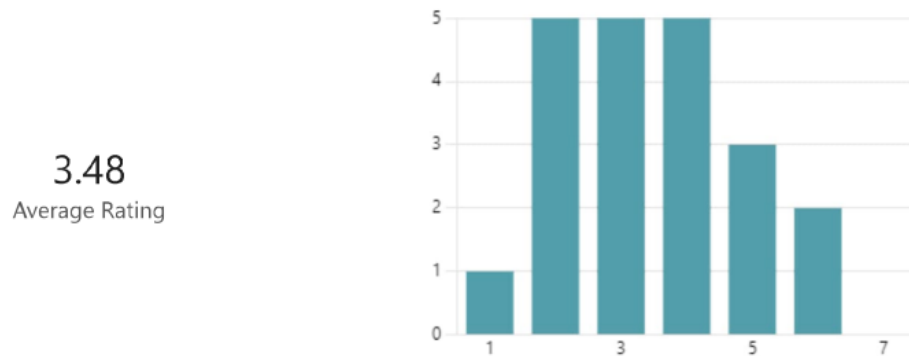


FIGURE 6. Effectiveness of communication strategies.

The average rating for the clarity and consistency of the management's communication was 3.95, with a mode of 5. Seven respondents felt that communication was unclear and inconsistent, five were neutral, and nine perceived that communication was somewhat clear and consistent (figure 7). This indicates that while perceptions among respondents were quite mixed, most did not disagree with or agreed to some extent with the statement. In the interview, management indicated that they employ a structured approach to written communication, using a "What, Where, When" format to ensure clarity and consistency.

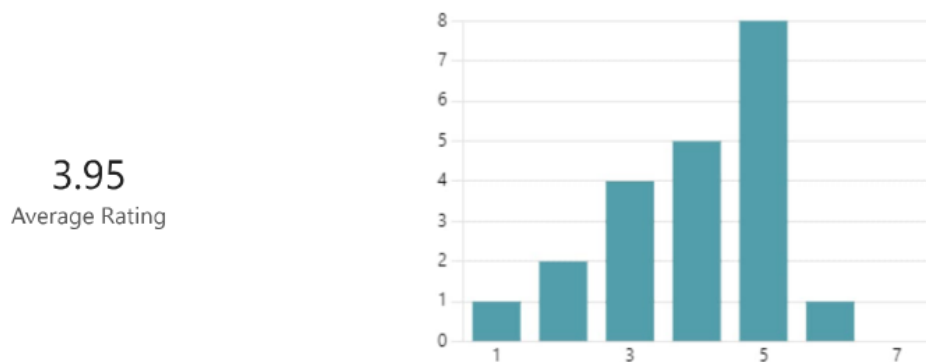


FIGURE 7. How clear and consistent was communication.

In the interview it was discussed that communication regarding successes of the change projects are communicated in quarterly information sessions. Typically, the successes of change initiatives were measured using several metrics: customer experience impact, where a positive change in customer experience indicated successful change implementation; depth of employee expertise, reflecting the enhancement of knowledge; employee efficiency, assessing overall effectiveness and productivity post-change; and impact on workload and employee experience, additional metrics included measuring workload balance, and overall employee satisfaction. These mentioned metrics were also typical drivers in internal change initiatives.

When employees were asked whether they felt the reasons for change were communicated effectively, the average response was 4.19 with a mode of 5, suggesting some satisfaction with the communication. Out of the responses, 11 agreed that communication was at least somewhat effective, while seven expressed some disagreement (figure 8). In the interview it was highlighted that, individuals resistant to upcoming or implemented changes are provided with adequate personal support to navigate the change process.

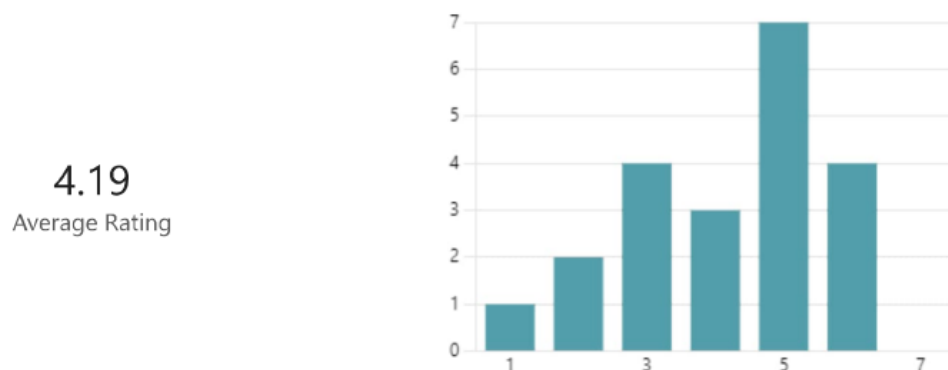


FIGURE 8. How effectively were reasons for change communicated.

When asked if employees felt adequately informed throughout the change process, the average rating was 4.05 with a mode of 5. Eight respondents felt they were not adequately informed throughout the process (figure 9). Respondents who provided negative feedback highlighted themes such as the

need for earlier communication and concerns that change communication was sometimes limited to a single post in Teams, with initiating Q&A sessions placing the burden of follow-up on employees. In the interview it was also noted that Q&A sessions are organized when employees indicate a need for one.

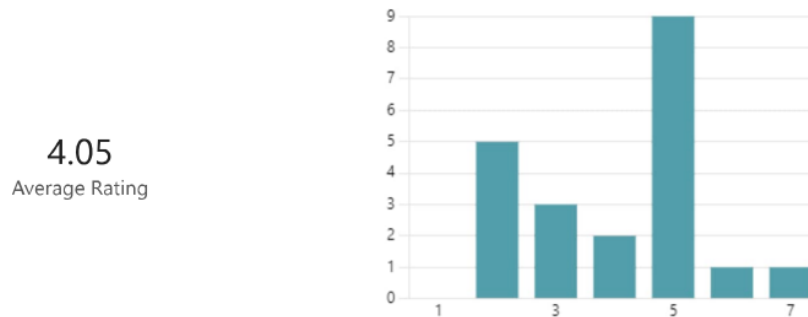


FIGURE 9. Did you feel you were adequately informed through change process.

A survey question regarding how well the impact of change on current tasks was communicated yielded an average rating of 3.95 with a mode of 4. Seven employees felt the communication was somewhat effective, while eight believed there could be improvement (figure 10). The results suggest a significant division of opinion, with neutral responses indicating that employees feel there is room for improvement in communicating the impacts of change.

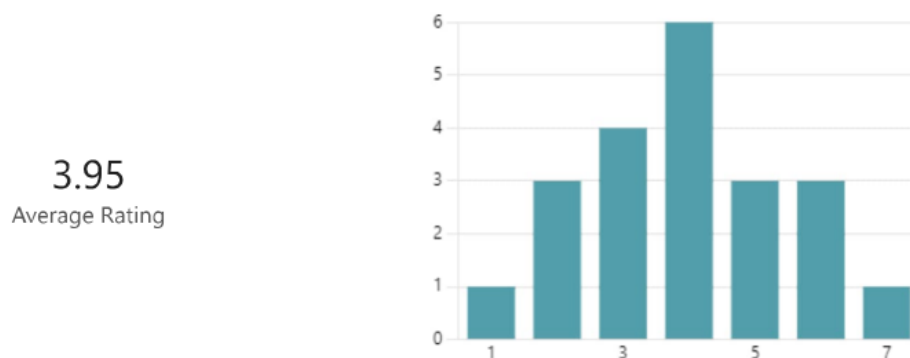


FIGURE 10. How well did the employer communicate the effects of change on the employee.

Regarding how well emotions were considered during the communication process, the answers proved to be highly divided with an average rating of 3.43 and a mode of 4. The highest agreement score was 5, selected by six

respondents, while eight respondents felt either a total or partial lack of consideration for emotions during communication from the management (figure 11). This suggests that employees did not feel the organization adequately addressed their emotional needs during the change process.

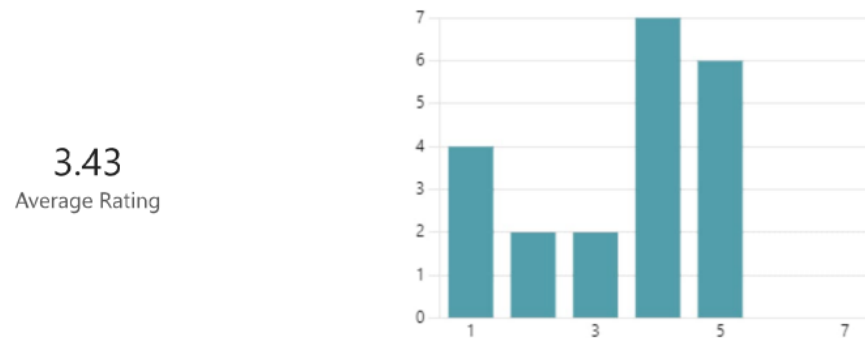


FIGURE 11. How well were emotions considered during change.

The communication of expected results was moderately successful, with an average rating of 4.10 and a mode of 5, indicating some agreement that managers effectively communicated the expected outcomes of the change. Five respondents felt that communication regarding the end results was insufficient, while five remained neutral (figure 12). In the interview it was also noted that a culture of failing and adapting is fostered, where if expected results are not gained or they are too straining, goals and methods are reassessed.

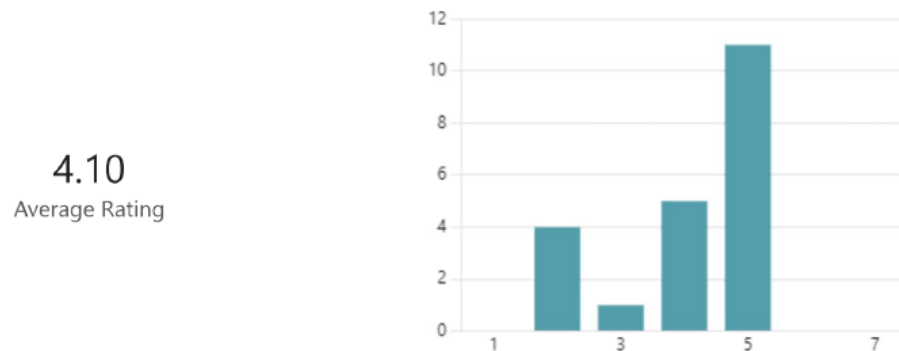


FIGURE 12. How well were the expected results communicated.

During the interview, it was noted that when concerns and questions arise, they are typically addressed individually or in small groups. Individuals identified with concerns or strong emotions are approached to ensure their voices are heard and their concerns understood. Managers also attempt to proactively engage with employees by being present and asking questions to foster open communication. When new material is published on Teams channels, employees are encouraged to ask questions directly under the post, which are then answered in writing. In the survey, when asked about opportunities provided to ask questions and share concerns, the average rating was 4.0, with the mode being 4 and 5. The responses included two instances of total disagreement and one instance of total agreement with the statement, indicating a neutral to somewhat positive stance (figure 13).

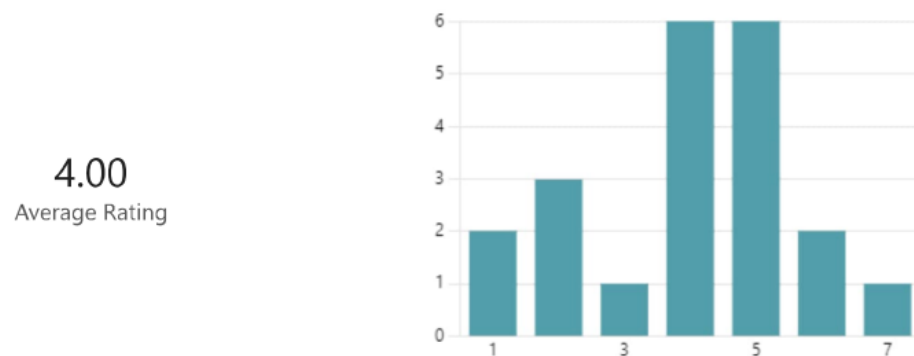


FIGURE 13. The company provided enough opportunities to ask questions and share concerns during change.

4.2 Frequency and consistency of updates

The organization does not adhere to a fixed schedule but instead adjusts based on the specific requirements and context of each change. Updates are provided at different intervals on a case-by-case basis. When asked how often they were updated on the progress of the change, the majority of respondents indicated

receiving updates monthly (11 respondents), while five reported weekly updates, and five indicated random updates or no updates at all (figure 14).



FIGURE 14. How often were you updated regarding change.

Respondents also mentioned that they do not have sufficient time in their daily work to focus on reading, processing, and discussing changes. This was reflected in an average response rate of 3.67, with the mode being 2. Ten respondents felt they did not have enough time, while six felt they had at least adequate time (figure 15). The mode and distribution of answers suggest that most employees felt a need for more time to discuss, process, and read information about the changes. The responses reflect that employees do not feel they have adequate time to engage with and understand changes.

This issue was also identified during the interview, where smaller changes communicated through Teams channels were often read hastily during work, potentially leading to a lack of deep engagement with the content. Although there has been encouragement to spend more time reading about changes by having team members rotate during work hours, the survey results and interviews indicate that there is still some way to go in providing the necessary time required to follow and participate in the change processes.

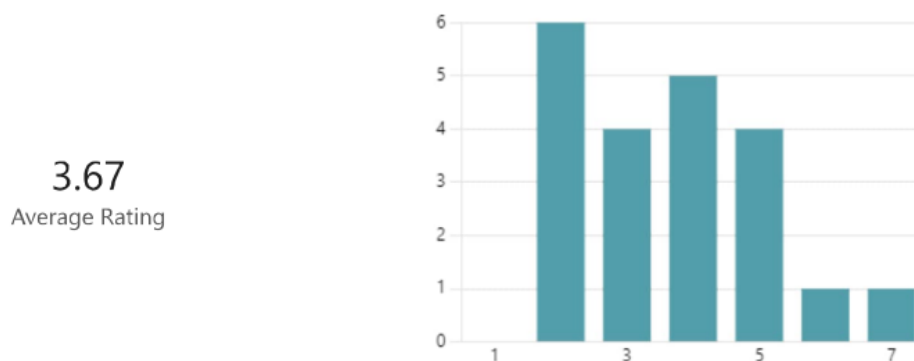


FIGURE 15. How much time do you have to read, process, and discuss change.

4.3 Employee involvement and feedback

In the interview it was discussed that employee involvement is usually determined by the size of the change and whether the model has been tried in other business areas. In some instances, a pilot group is used to provide feedback on what works, what needs improvement, and to define metrics. Initial and follow-up surveys are also used to gather employees' thoughts and suggestions to identify potential issues and areas for development, while the follow-up survey assesses the impact and gathers further feedback. It was mentioned that the latest change did not follow this model as it was directly imported from a different business area which generated additional change resistance. When employees were asked in the survey to what extent they agreed or disagreed that input and feedback were sought during the change process, the average response rating was 3.48, with the mode being 3. Fourteen respondents disagreed with the statement, while six agreed to some extent (figure 16).

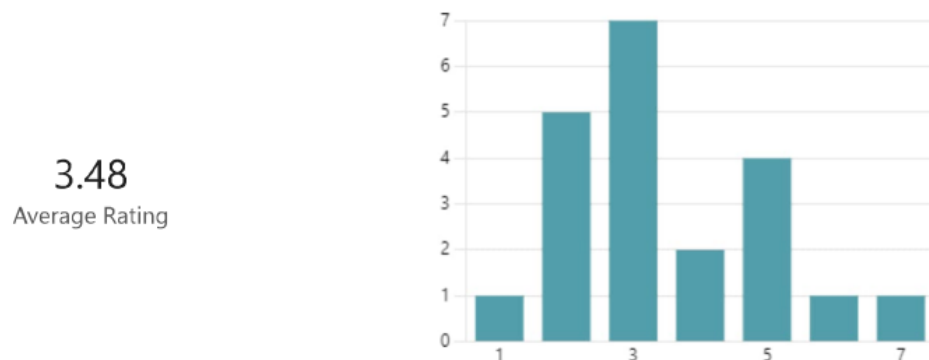


FIGURE 16. To what extent do you agree or disagree that managers sought feedback and input during the change initiative.

In cases where aspects of change were unclear, employees primarily used two methods for seeking clarification: direct questions and discussions with the manager, and existing Q&A materials that were published. In the interview, it was mentioned that previously, Chapter leads would organize Q&A sessions as the

need for such events was communicated. However, these sessions have since stopped as they did not become part of the organizational culture.

Employees also raised the need for early and clear communication that highlights possible changes to their own work and potential pressure points as this would allow for adequate preparation for change, understanding the necessity of the change, and comprehending what the change concretely entails.

5 CONCLUSION

Many of the results demonstrated significant variability, suggesting that temperament and personality types play a substantial role in how change is perceived and in the perceived efficiency of communication (Pirinen 2023, 318-320). This observation was corroborated in the interview with management, where it was noted that successfully communicating change to all employees is challenging.

There are many personality types, and one mould does not fit all. Cameron and Green (2019, 47-49) mention the four personality groups and highlights their diverse reactions, learning styles and communication preferences. By recognizing and addressing the unique needs of all types, we can create a more inclusive and effective change process that will ensure all personality types feel supported and engaged. Looking at the survey, and how spread most of the answers are, we can theorise that if personality differences were considered, the prevalence of negative experiences could potentially be reduced.

Most respondents indicated that the most effective communication channels during times of change are verbal communication channels and expressed a desire for increased use of these channels, further supporting different research covered in theoretical framework. In instances where change communication is conveyed in written format, we should also make sure it is complemented with discussions during daily team meetings or by organizing specific meetings to address the new information.

In written format “What, Where, When” format is used to have a clear and simple communication. However, from other responses current challenge with written communication are the channels used. Information regarding change can posted into variety of different Teams channels where it is hard for the employee to find communicated messages. Here a dedicated Teams channel to host only communication regarding change processes could be implemented. This way the employees would have easy access to new information without having to skim around other topics.

Many respondents were either neutral or disagreed that their emotional needs were addressed during change communication. While the message should be direct and clear, it should also be compassionate towards the employee experience and address pain points. Acknowledging the hardships of change and showing understanding towards these challenges can foster gratitude and trust in the process. Emotional needs are also more effectively addressed through verbal communication channels, suggesting the need for increased use of these methods.

Just over half of the respondents indicated that communication regarding the change process occurred monthly, while five respondents reported weekly updates and another five reported random or no updates at all. Monthly updates and discussions may be too infrequent for upcoming changes. As Kotter suggested, references to change should be integrated into routine work discussions. This could be achieved by including a section on upcoming changes in daily or biweekly team meetings, enabling additional discussion as needed, and providing reminders of the change processes.

Many respondents also emphasized the need for earlier communication during change initiatives. The timing and frequency of communication significantly influence how change is received and can lead to positive or negative outcomes (Lewis 2011). Earlier communication allows for better information digestion and feedback before implementing changes. Providing regular updates is important even when there aren't any "new" updates to deliver.

Currently successes are mainly shared in quarterly info sessions. The organization has many metrics in use to measure the successes of change initiatives. And these could be utilized more efficiently to provide support and showcase the ongoing results of the change. As mentioned, some like to have short-term benefits while others focus on the long-term effects of change. It is important to create, share and celebrate short-term wins during the change process, as it additionally helps in quelling scepticism and instils belief in the change process. By celebrating short-term wins, we can also keep built up urgency around the change (Kotter 2021).

In addition to the identified communication challenges, another significant issue was the lack of time available for reading and digesting information regarding change. Almost half of the respondents felt they did not have enough time during their daily work to read, discuss, and process upcoming changes. As stated in theoretical framework, different personality types have different ways of engaging with written information. Employees should be given adequate time to reflect on these changes. This issue has been recognized within the organization, and steps are being taken to allocate more time for employees during their daily work. However, responses indicate that these measures have not yet been fully implemented. The opportunities for improved communication should be reiterated during daily and biweekly meetings.

Fourteen out of twenty-one employees (66%) felt that their input and feedback were insufficiently solicited during the change process. As Lewis (2011) stated, participatory events are underutilized and change managers tend to focus more on written communication. Evidence suggests that involving employees in decision-making about change can yield several benefits, including reducing resistance to change, increasing participant satisfaction, and enhancing stakeholders' sense of control (Lewis 2011). When reflecting on the interview, in internal change initiatives employees feedback and input should be sought and utilized rather than place a symbolic value to them. Different events throughout the change process should be carefully designed to gather feedback and monitor employees' reactions. In such way potential problems can be identified in the change process.

Communication of expected outcomes was moderately successful, with 52.38% of respondents indicating moderate agreement. Furthermore, employees felt that the reasons for the change were communicated effectively, with 33% indicating some satisfaction and 19% expressing satisfaction. Still almost 50% of respondents had either a negative, or neutral stance.

To promote and implement change effectively, it is crucial to define and set clear goals. Those whose cooperation is necessary must believe that the purpose of the change is sensible and justified. Motivators for change vary by personality type, and managers need to effectively "sell" the vision for change to everyone

responsible for its execution. While everyone generally requires justifications to invest effort in change initiatives, some focus on immediate benefits, others on long-term visions, and some need little to no justification. Meanwhile, others may find the task highly effortful. Therefore, implementers must clearly articulate goals and provide a sense of purpose that stakeholders can embrace.

Based on the results and their distribution, it can be inferred that the current communication strategies are overly one-sided and do not adequately address the diverse needs of all employees. While written communication is structured and relatively clear, the use of multiple Teams channels for different types of information presents accessibility challenges.

The goals and the rationale for the change were communicated relatively well. However, the opportunities for providing input and feedback were limited. This limitation can foster feelings of change resistance and uncertainty among employees.

Effective change management requires continuous communication that does not cease after the implementation phase. Celebrating small wins throughout and after the implementation process is crucial, as is measuring success and change readiness at all stages—before, during, and after the change. Emotional aspects should also be considered in communication strategies, as addressing these can have many beneficial effects.

In essence it is recommended for the case company to focus on the following points that have been identified for improvement:

Identify and communicate vision and goals in a clear manner. By doing so the organization can help stakeholders in understanding the purpose and benefits of the change, while fostering alignment and commitment across the organization.

Understand diversion. Acknowledging that individuals and groups within the organization perceive and react differently to change. As such, communication and support should be tailored.

Plan for a comprehensive communication strategy and start it early. By identifying all stakeholders and their roles and needs, it is possible to plan the timing, frequency, and methods of communication to ensure consistent and coherent messaging throughout the change process, while allowing sufficient time for stakeholders to digest, understand and reflect on the upcoming change.

Celebrate and highlight short-term successes and failures. As mentioned, recognizing, and celebrating short-term successes helps to build momentum and demonstrate progress, while also acting as a key motivator for some. In addition to celebrating successes, openly acknowledging, and learning from failures can upkeep the culture of continuous improvement within the company.

Create opportunities for stakeholders to provide input and feedback and act on it. Feedback can be collected through channels such as surveys, interactive meetings, or workshops. This involvement can increase engagement and ownership of the change process; however, feedback should not be collected just to make stakeholders feel included as it can have adverse effects. By demonstrating that their input leads to concrete actions reinforces their value in the change process and encourages continued participation.

Ultimately, the success of change initiatives is influenced by numerous factors, and this research has focused primarily on communication. Based on the results of the survey and its analysis, theoretical research, and the provided handbook management can further enhance the change experience within the organization.

6 HANDBOOK

Based on existing research and the author's findings, several key pain points have been identified within the case organization. These include challenges related to communication, particularly in terms of timeliness, addressing emotions, and effectively reaching the audience through multiple channels. Additionally, the current methods have been found to produce change resistance, with employees feeling they lack the opportunity to influence changes within the organization.

6.1 Change management model

To address resistance to organizational change, the ADKAR change management model could be utilized. This model focuses on individual understanding of change and was noted earlier as a source of issue for a percentage of employees. The ADKAR model aims to equip leaders with strategies and tools, while providing individuals with motivation, accurate information, and the opportunity to navigate changes within the organization. Ideally, this approach can drive and sustain change while minimizing resistance and maximizing employee engagement.

The first stage of the ADKAR model involves creating awareness by communicating the reasons for change. Implementers must articulate the necessity of change and clearly outline the goals and objectives of the initiative, comparing the new aims to the current state. A storytelling approach can be effective here, as it creates a compelling narrative and engages employees on an emotional level. Encouraging open dialogue to gather feedback, gain new perspectives, and provide opportunities for reflection is also essential. At this stage a road map can prove useful as it creates a clear and visual image of what needs to be achieved and what will come next.

Next, it is crucial to find ways to motivate individuals to embrace change. Employee engagement and support can be fostered by presenting a clear vision

of the future state and the benefits it will bring to both individuals and the organization. Ensuring that employees feel properly treated and listened to throughout the change process is vital. Engaging employees by collecting feedback and new ideas, and regularly communicating how these ideas are incorporated, will make employees feel heard and encourage future participation and knowledge sharing.

Facilitating knowledge involves providing employees with the necessary skills and information to adapt to change, alongside ongoing support, coaching, and mentoring. Learning by sharing reflections and experiences with others can also be beneficial.

The fourth stage is to reinforce ability by offering opportunities for employees to apply new skills and behaviours in real-world scenarios. Providing constructive feedback and guidance is essential for improvement and adjustment. Acknowledging and rewarding individual and team efforts, as well as their achievements and even failures, should be part of the process.

The final step is reinforcement. To embed change into the organizational culture, it is important to integrate it into everyday practices. Maintaining open, transparent, and frequent communication about the change, milestones, and success stories is crucial. One-on-one meetings can be used to discuss obstacles and address potential issues.

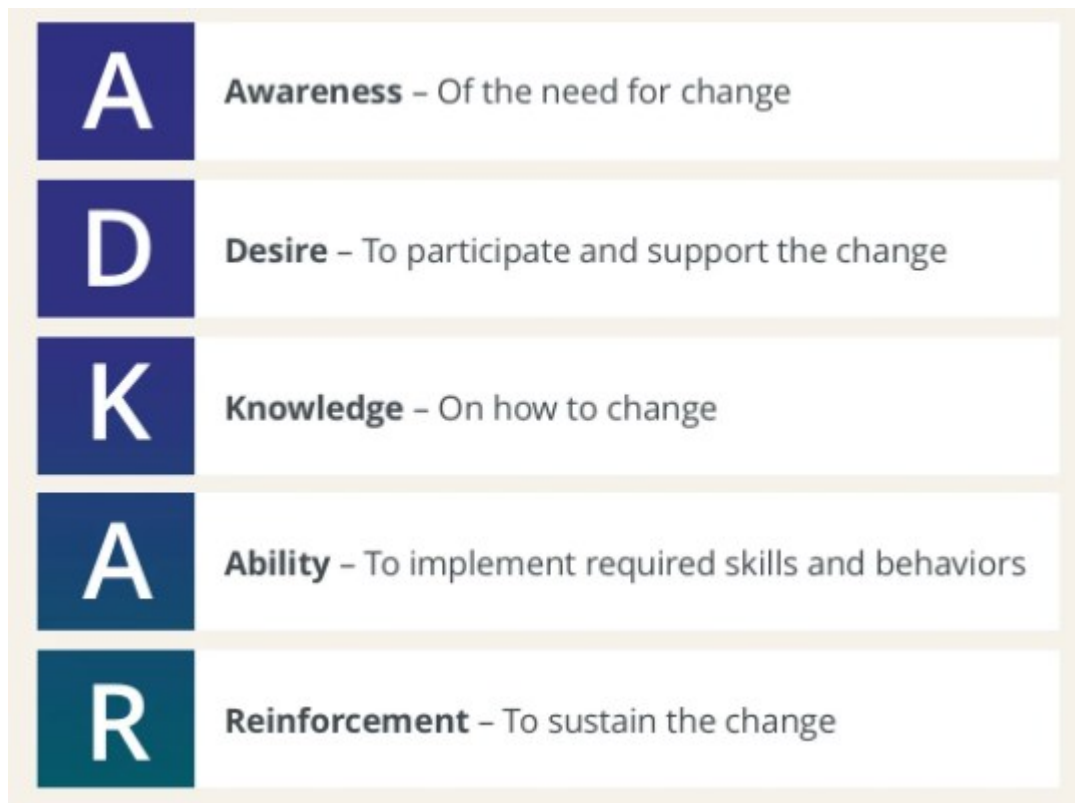


FIGURE 17. ADKAR model (Prosci, n.d.).

It should be noted, however, that the ADKAR model has its shortcomings. It does not account for unexpected changes, whether negative or positive. Therefore, change managers should be flexible, regularly monitoring and assessing the change process and its effects. Combining the ADKAR model with other methods can provide a more comprehensive approach to change management.

6.2 Communications strategy

The purpose of a communication strategy is to ensure that communication is systematically addressed throughout the entire change process. A well-defined communication strategy aids in maintaining clear, consistent communication that aligns with previous messages. Although the specific application of the strategy may vary depending on the type of change, the core elements—goals, stakeholders, reporting, and assessment—should always be included. While project timelines can be uncertain initially, establishing milestones that cater to different stakeholders' viewpoints is crucial.

At the project's inception, the focus should be on making the project, its goals, and its vision clear and well-known. As the project progresses, communication needs shift toward addressing the information needs of project participants and providing opportunities for influence. Toward the end of the project, it is essential to communicate the results and accomplishments, followed by the implementation of follow-up actions and continuous updates on their advancement.

In the case organization, written communication was primarily conducted via Teams. It is recommended to establish a new dedicated Teams page specifically for communicating upcoming and ongoing changes. This centralized approach would make information more accessible, allowing employees to easily interact with different change projects. Additionally, the dedicated page would provide easy access to documentation on past, present, and future changes, further enhancing communication effectiveness.

Another identified area for improvement was the effectiveness of communication strategies. Keeping this in mind, implemented strategies should be constantly monitored and adjusted as needed to ensure that communication effectively reaches the target audience. As previously discussed, communication should be timely and easily understood. Figure 3 is repeated for the purpose of the handbook (figure 18).

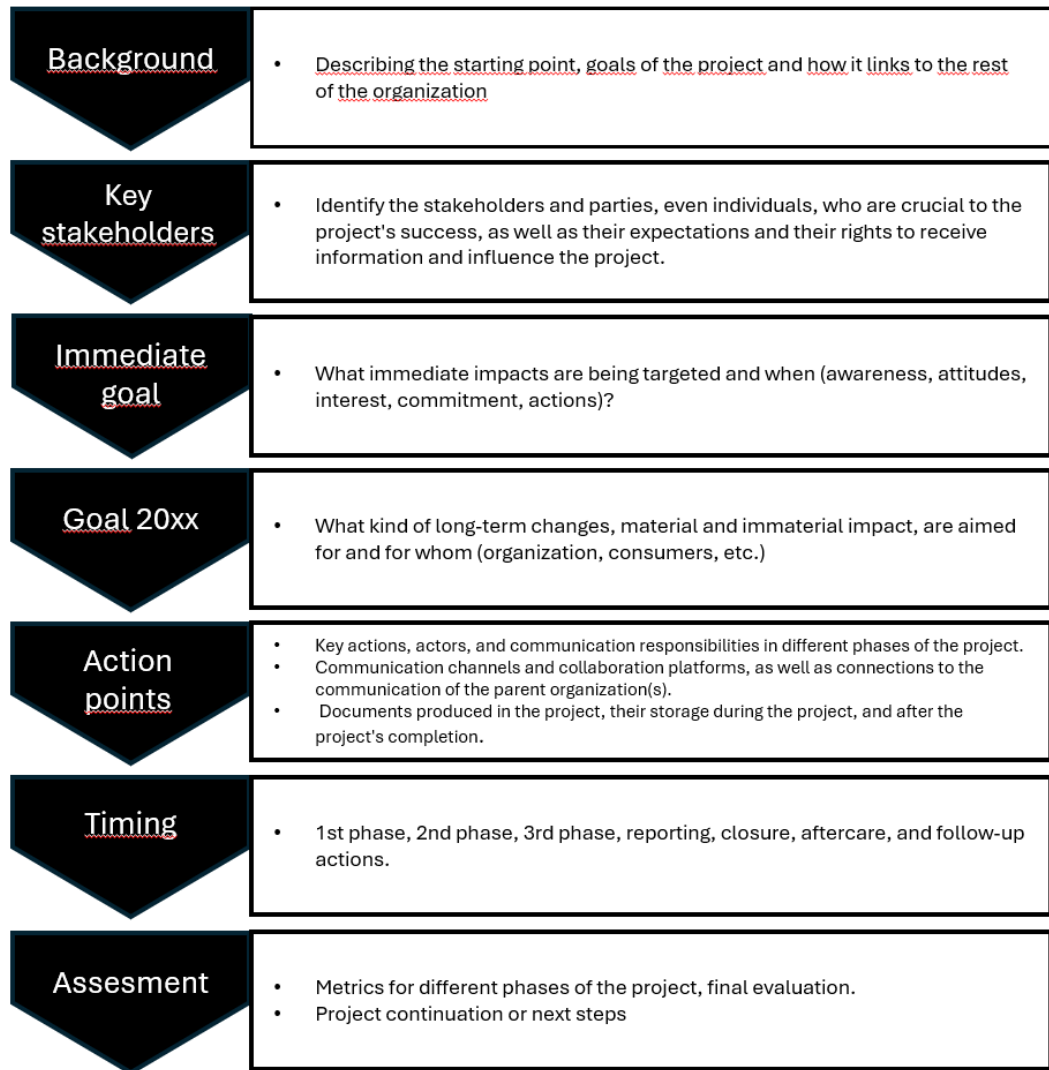


FIGURE 18. A summary of the project communication plan, (adapted from Juholin 2022, 118).

The following questions can serve as supporting questions for developing a communication strategy:

- What is the purpose of the change?
- How will it operate in practice?
- Who will be affected and how?
- What are the steps along the way, including milestones and timescales?
- How will new posts be filled, and people selected?
- What happens to the others?
- Where do you go to get help and how do you get involved?
- What is the new structure and what are the new roles?

- What new behaviours will be required?
- Will training and development be provided?

Below is figure 1, repeated for the purpose of the handbook (figure 19). The figure outlines key elements of effective vision communication. Successful change communication is characterized by simplicity, repetition across multiple channels, leadership by example, and the facilitation of idea exchange while addressing inconsistencies.

Key elements in the effective communication of vision

- *Simplicity*: All jargon and technobabble must be eliminated.
 - *Metaphor, analogy, and example*: A verbal picture is worth a thousand words.
 - *Multiple forums*: Big meetings and small, memos and newspapers, formal and informal interaction—all are effective for spreading the word.
 - *Repetition*: Ideas sink in deeply only after they have been heard many times.
 - *Leadership by example*: Behavior from important people that is inconsistent with the vision overwhelms other forms of communication.
 - *Explanation of seeming inconsistencies*: Unaddressed inconsistencies undermine the credibility of all communication.
 - *Give-and-take*: Two-way communication is always more powerful than one-way communication.
-

FIGURE 19. Key elements in the effective communication of vision. (Kotter 1996, 92)

6.3 Note

In addition to recommended strategies and models understanding of the different personality types is noted to be crucial. As such if possible, having a personality type test within the organization could help in better planning and implementing change initiatives. If this is not a possibility, it is recommended that different personality types are kept in mind when planning new change initiatives.

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APPENDICES

Appendix 1. Survey

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Kysely viestinnän tehokkuudesta

Kysely viestinnän tehokkuudesta

Kiitos, että osallistut tähän kyselyyn, joko on osana opinnäytetyötäni. Palautteesi on erittäin arvokasta ja auttaa meitä ymmärtämään ja parantamaan prosessejamme. Luethan vielä seuraavat tiedot huolellisesti ennen kuin jatkat:

1) Tarkoitus: Tämän kyselyn tarkoituksena on kerätä tietoa viestintästrategioiden tehokkuudesta muutosprosessien aikana organisaatiossamme. Voit tarkastella menneitä ja käynnissä olevia muutoksia, jotka ovat koskeneet omaa organisaatiotasi ja vaikuttaneet esimerkiksi tiimin rakenteeseen, toimintatapoihin, tavoitteisiin, tai työtehtäviin.

Muutamina esimerkkeinä: Henkilökohtaisten tavoitteiden palauttaminen tuloskortille, T&T tiimin siirto paikkakuntakohtaiseksi, puheluiden ja viestien yhteiskäsittely.

2) Vapaaehtoinen osallistuminen: Osallistumisesi tähän kyselyyn on täysin vapaaehtoista ja voit keskeyttää kyselyn milloin tahansa ilman seurauksia.

3) Luottamuksellisuus: Kaikki vastaukset pidetään täysin luottamuksellisina. Vastauksesi anonymisoidaan ja yhdistetään muiden osallistujien vastauksiin. Vastaajia ei voida tunnistaa raporteissa tai julkaisuissa.

4) Tietojen käyttö: Kerättyä tietoa käytetään opinnäytetyössä ainoastaan viestintästrategioidemme arvioimiseen ja parantamiseen. Tiedot säilytetään turvallisesti, eikä niitä jaeta kolmansille osapuolille.

5) Kesto: Kyselyn täyttäminen kestää noin 5 minuuttia

6) Riskit ja hyödyt: Tähän kyselyyn osallistumiseen ei liity ennakoitavissa olevia riskejä. Panoksesi auttaa parantamaan viestintäkäytäntöjamme, mikä voi hyödyttää koko organisaatiota.

7) Yhteystiedot: Jos sinulla on kysymyksiä tai huolenaiheita kyselyyn tai tietojesi käyttöön liittyen, ota yhteyttä Mert Kütük esimerkiksi Teamsin välityksellä.

Jatkamalla kyselyyn vahvistat, että olet lukenut ja ymmärtänyt nämä tiedot ja suostut osallistumaan näiden ehtojen mukaisesti.

* Required

* This form will record your name, please fill your name.

1. Missä määrin olet samaa tai eri mieltä siitä, että pankki tiedotti tehokkaasti muutoksen syitä

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

2. Kuinka usein sait päivityksiä muutoksen etenemisestä *

- Päivittäin
- Viikoittain
- Kuukausittain
- Other

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Kysely viestinnän tehokkuudesta

3. Kuinka selkeää ja johdonmukaista oli johdon viestintä muutosprosessin aikana? *

1	2	3	4	5	6	7
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Ei lainkaan

Erittäin selvää

4. Kuinka hyvin esimiehet viestivät muutoksen odotetut lopputulokset *

1	2	3	4	5	6	7
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Erittäin huonosti

Erittäin hyvin

5. Missä määrin olet samaa tai eri mieltä siitä, että esimiehet pysyivät työntekijöiden panosta ja palautetta muutosprosessin aikana? *

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

6. Kuinka hyvin työnantaja viestitti muutoksen vaikutukset työntekijöihin? *

Ymmärsitkö selkeästi miten muutos vaikuttaa omaan työhösi?

1	2	3	4	5	6	7
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Erittäin huonosti

Erittäin hyvin

7. Missä määrin olet samaa tai eri mieltä siitä, että yritys tarjosi mahdollisuuksia työntekijöille esittää kysymyksiä ja jakaa huolenaiheita muutosprosessin aikana? *

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

8. Kuinka arvioisit viestintästrategioiden kokonaisvaikuttavuutta, joita käytettiin muutosprosessin aikana? *

Esimerkkejä strategioista: Läpinäkyvä ja molemminpuolinen viestintä, johtohenkilöiden osallistuminen, visuaalinen viestintä (videot, infograafit...), Personalisoitu viestintä, sekä erilaiset koulutukset

1	2	3	4	5	6	7
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Erittäin tehotonta

Erittäin tehokasta

9. Tunsitko olevasi riittävästi informoitu koko prosessin ajan? Jos et, niin miksi? *

1	2	3	4	5	6	7
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En lainkaan

Täysin riittävästi

10. Jos vastasit edelliseen kysymykseen vaihtoehdoilla 1-4, niin voit tähän tarkentaa.

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Kysely viestinnän tehokkuudesta

11. Kuinka paljon aikaa sinulla on käsitellä/lukea/käydä keskusteluja muutoksesta päivittäisessä työssäsi? *

1	2	3	4	5	6	7
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Ei lainkaan

Erittäin riittävästi

12. Kuinka hyvin viestinnässä onnistuttiin huomioimaan tunteita? *

1	2	3	4	5	6	7
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Ei lainkaan

Erittäin hyvin

13. Mikä viestintäkanava tai -menetelmä oli mielestäsi tehokkain, ja oliko joitakin vähemmän tehokkaita? *

Esimerkkejä kanavista: sähköpostit, kokoukset, työpajat, intranet ym.

14. Oliko muutoksen osa-alueita, jotka olivat epäselviä tai hämmentäviä, ja jos näin oli, miten pyrit selvittämään ne? *

15. Mitä ehdotuksia sinulla on viestinnän ja muutosjohtamisen prosessien parantamiseksi tulevaisuudessa? *

16. Vapaa sana

Jos sinulle jäi jotain, jota haluat tarkentaa tai nostaa esille, voit sen halutessasi kirjoittaa tähän.

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Appendix 2. Semi structured Interview questions

How do you define change management, and what role do you think communication plays in the change process?

How did you develop the communication strategy for the recent change, and what were the key communication channels and methods used?

How did you ensure that employees had a clear understanding of the change, and what steps did you take to address any concerns or questions they may have had?

How did you measure the effectiveness of the communication strategies used during the change process?

What were some of the key challenges you faced in communicating the change, and how did you overcome them?