Analysis of the Organizational Culture at Haldex, Foundation Brake

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Abstract

This essay is about how an organizational culture is affected by the introduction of a project model and how the users of this project model perceive this. The study also analyzes how the organization's culture affects different parts connected to the product development and how these parts are perceived by the personal. The study was made at Foundation Brake at Haldex and covers interviews with 25 persons all connected to product development and the project model. When talking about corporate or organizational culture this is often defined as the common set and pattern of the organization's values, assumptions, behaviours, customs and climate and can be described as the social glue keeping everyone at the same social level of working and acting. At Foundation Brake the climate is described as very open and creative and everyone seems to enjoy working there, but there are some areas that get affected by the present culture. Haldex is going through a change in their organizational culture and this change has shown itself in many areas which are presented and discussed. The main problem is that the organization has not yet found a rhythm in their routines and processes, mostly around the project model, which this essay is focused around.

1. Introduction

This essay will present an analysis of how to study corporate culture within an organization from an inside out perspective. The inside out perspective means that the information presented is collected from people inside the organization contributing with their opinions on how the existing organizational culture is defined today. The study also presents how an organizational culture changes over time when new routines and demands are being introduced to a company. Within this issue it is interesting to see what effects such an entrance makes and if people see it as enhancing the existing culture and how the existing culture affects the changes or if the existing culture gets replace by a more modern culture more adapted to today's demands. By using different theories and researches done in the area of organizational culture the analysis of the organizational culture will become easier and any differences from past and present will be easier to distinguish.

2. Literature review

Organizational culture

Introduction

Organizational culture is an important area in research and education within theories of organizations and management, as well as practical corporate management. Organizational cultures include the companies' common way to act, make decisions, behave etc. and set the standard for the company. A person that has been working for the same company for a long period of time and then switches employer may suffer from the differences between the two different cultures for some time before he or she can accept the changes (Alvesson, 1988).

History

The research of what has organizational culture evolved during the later part of the 20th century, although the subject had been studied years before that but under different definitions. The definition 'organizational culture' is told to have been presented by Jaques 1953, (Jaques, 1953 in Alvesson, 1988) in a study where cultural aspects and phenomenon where examined in different companies. Since this breakthrough, as Alvesson & Berg (1988) prefers to call it, studies have increased rapidly with a large increase in the late seventies. This development of studies can be linked to the overall increase in studies in other areas closely related to organizational culture, such as management and psychology.

Definitions

Many different researchers within the area of organizational cultures have tried to define their research subject in different ways. Alvesson (1988) have picked out some of the most explaining definitions. He recognizes Pettigrew as the first person to define organizational culture in the way that the term is used today when he publicized an article in Administrative Science Quarterly in1979. The definition was 'the system of commonly accepted meanings that are known by a certain group of people at a certain time'. Another more developed definition is the one that Schein (1993) presented. He argues that the culture of a group can be defined as:

> 'A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems'.

Alvesson (1988) is very thorough to describe the difference between seeing the corporate culture as a part of the organization like for instance the administrative department and seeing the corporate culture as a implemented in everything concerning the corporation. More about this later, but a definition that defines the culture of a corporation as an object that can be studied alone is the one of Kilmann et al. (1985) in Alvesson (1988): the common

philosophies, ideologies, values, assumptions, expectations, attitudes and norms that holds a group together.

Morgan (1997) prefers to divide organizational culture into elements like these:

- Stated and unstated values.
- Overt and implicit expectations for member behaviour.
- Customs and rituals.
- Stories and myths about the history of the group.
- Shop talk - typical language used in and about the group.
- Climate - the feelings evoked by the way members interact with each other, with outsiders, and with their environment, including the physical space they occupy.
- Metaphors and symbols—may be unconscious but can be found embodied in other cultural elements.

There are of course more definitions circulating in this research area but the ones mention above covers the most of them in some way.

Aspects of organizational culture

As mentioned before Alvesson (2001) prefers to see two different variations of corporate culture. The two variations are then either culture as a metaphor or metaphors for culture. The term organizational culture can then be used either as a variable within the organization or as a metaphor for the organization. Another description of this is to interpret organizational culture as something that the organization has or is. Scientists of the theory of culture as a metaphor treat the organization as a culture instead of the culture as a single variable that can be studied within the organization. There can therefore be some conflicts while trying to measure culture within a company since these variables (if this theory is adopted) can be hard to find that really gives the culture a fair view. If the other theory is adopted, that the organization is the culture, scientist or researchers often try to find signs of symbolism and context from the acts of the organization which also can be very difficult to create a fair view of the culture from. Most scientists or researchers mostly try to not reduce the culture down to measurable variables but just see the culture in the organization as the organization that it is. To try to clarify the different expressions of the culture of an organisation Alvesson (2001) has drawn a very clear and simple figure that supports how the two different approaches work.
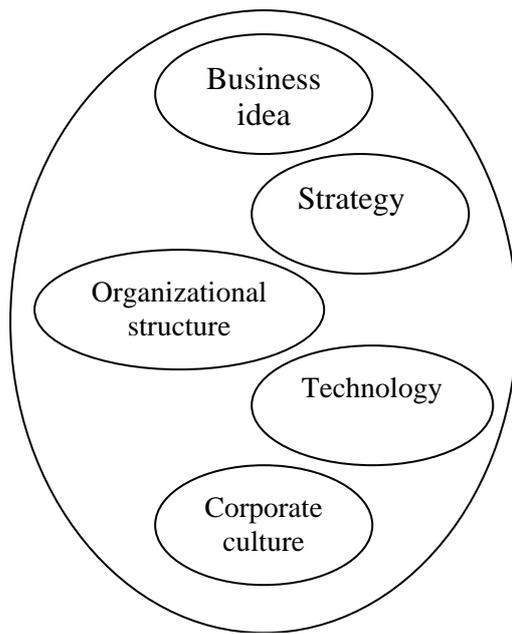
Figure 1.1. Culture as a subsystem
in an organization where culture is a
variable of it own (After Alvesson
2002, p.26)

Cultural dimension
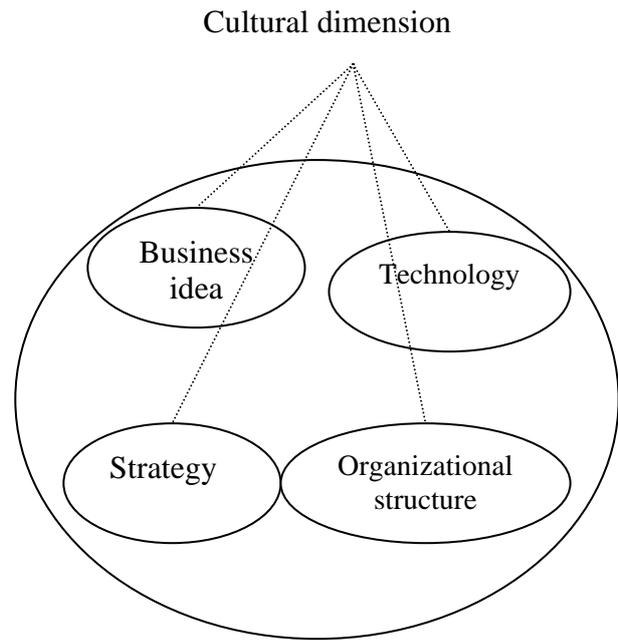
Figure 1.2. Culture as a metaphor where
the organizational culture can be traced
in all actions and locations of the
organization (After Alvesson 2002, p.26)

When viewing metaphors for culture instead Alvesson (2001) describes that not only is organizational culture as a term a metaphor but the word culture itself is as well a metaphor why this then becomes a metaphor of a second level. Culture as a metaphor within the theories of organizational culture must then also be explained as a link to how culture in the organization is defined since just the word culture can have a lot of different meanings in different contexts. Alvesson (2001) has tried to explain how the metaphor can be used as a description of culture in an organization by mentioning eight different metaphors of the second level. Before these eight different contexts will be explained a figure with a more drawing explanation of how a metaphor of a second level works is displayed below.

Organizational culture
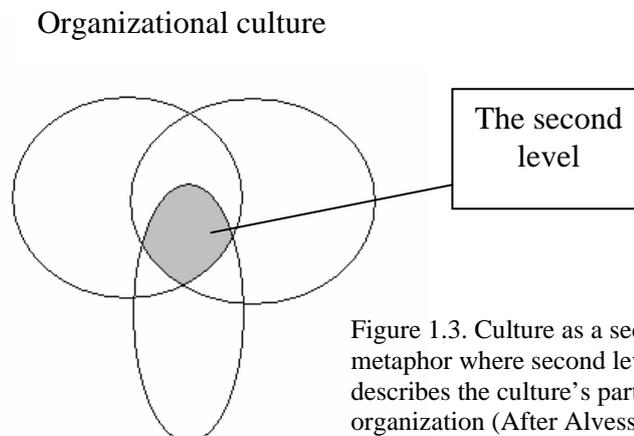
The second
level

Figure 1.3. Culture as a second level
metaphor where second level
describes the culture's part in the
organization (After Alvesson 2002,
p.30)

The first metaphor for culture that Alvesson (2002) recognizes is the change-regulator. The change-regulator works as a control mechanism where the informal contract and long term rewards are regulated, supported by a common valuation and reference system and the company's own memory. The change-regulator metaphor is allegedly a control that works via people's common conceptions about how to change information in a useful way to reduce transaction costs. The second metaphor uses the culture as a compass where it sets up guidelines and directions for priorities. The compass metaphor easily shows newcomers to the company how to act in terms of physical behaviour and other actions and priorities that are easy to pick up (Alvesson, 2002). The third metaphor might, according to Alvesson (2002) be the most common conception of culture where the culture is seen as social glue. The social glue is closely related to the 'compass' where the culture is seen as a force that keeps the group of people together. The fourth metaphor is pointed out as the organisations sacred cow, whereas the basic valuations and assumptions are related to a central core in the organization that the people of the company are strongly connected to. A core like this could for instance be the company's founder's vision, which has proven to be very good, from when he or she started the company (Alvesson, 2002).

The fifth metaphor is based on making the culture act as an affect-regulator where the culture can give clear guidelines on what to feel at certain times and how to express feelings. This metaphor can be seen used in service orientated companies where sellers or co-workers are told to act in a certain way and express themselves in ways made up by the company just to let the customer feel treated with care (Alvesson, 2002). The sixth metaphor is seeing the culture as a disorder with ambiguity and fragmentation as key aspects in within the organization. The culture is here a complete jungle where clear connections between co-workers on a cultural plane are hard to find. The many different cultures that people carry with them does not though make this kind of culture cultureless since instead of one culture, there are now several. If this is good or bad lies in the eye of the beholder (Alvesson, 2002).
The seventh metaphor can be described as a culture with blinders. The company in this case has some sort of common culture, although everyone is uncertain of how the culture really treats different valuations and assumptions. Since everyone feels the same they all have a common culture but no one likes to speculate what the core items of the culture are and therefore people of the organization are afraid of putting themselves in positions where they do not know how to act according to the organizational culture (Alvesson, 2002). The eight and last of Alvesson's metaphors of a second level treats the culture as something that can not be questioned. The metaphor for the culture is called world-closure where people of an organization of this kind knows exactly how to act in certain situations but are not allowed to explore further or go beyond the existing social reality. The culture is very stable in time but allows no development to adapt to ever changing surroundings. The culture was probably created a long time a go and according to tradition, nothing needs to be changed. If questions come up where a change of cultural valuations comes up the organization often chooses to ignore this and move on with their existing culture (Alvesson, 2002).

Alvesson (2002) also mentions that this list of eight metaphors clearly is not a complete list of all the expressions used in research within organizational cultures, although it covers the most parts and uses similar expressions as other writers and researchers. Alvesson (2002) chooses though, not to explain other examples of metaphors but mentions them by name. Metaphor names like, contract, magnet, paradigm, power play, neurosis, hologram, social energy and an island of clearness are expressions chosen by other writers that mostly included similar explanations as the list above.

Alvesson (2001) also argues that all of these metaphors can be compared within a lot of dimensions although he only describes five that he thinks are the most important and easiest to grasp.

- The first dimension is functionalism versus non-functionalism where the functionalistic culture supports valuations and the non-functionalistic culture just mirrors the interests and convictions of an elite group. This dimension also includes dysfunctional culture where free thinking and creativity are being limited and the culture is a bit stiffened.
- The second dimension is objectivism versus subjectivism where the social reality can be seen as anchored in systems, structures and other objective phenomenon (objectivism) or in the constructions, thoughts and consciousness of the participants of society (subjectivism). Typical metaphors for objectivism are culture as a change-regulator, compass and social glue while the blinders metaphor is a more subjective metaphor. The other metaphors all belong somewhere in between.
- The third dimension is cognition versus emotion. The metaphor of the change-regulator perfectly suits cognition as it is based on that instrumentalism and own interest are the only important motives while the metaphors of the sacred cow, affect-regulator and blinders suits emotion very well since these all prioritize the emotional aspects of the culture.
- The fourth dimension is free will versus determinism which describes how either the people of the organisation controls the culture or the organisational culture controls the people working within it. The metaphors of affect-regulator and blinders both describe the managing director as controlling the culture and the personal to rely passively on the conceptions of him or her. But as for the metaphors of compass and change-regulator they both represent the participants' free will and active creativity as being limited and the culture is conceived as an external influencing factor.
- The fifth and last dimension that Alvesson (2001) considers to be important for this area is pro-management versus anti-management where the metaphors of change-regulator, compass and social glue are all management friendly and the metaphor of the culture called world-closure as being anti-managerial. The other metaphors are neutral and can be used in different ways.

Alvesson (2001) explains that there of course are more dimensions than the ones mentioned but the list above includes the larger parts of how to think and use organizational culture theories when making a cultural analysis.

Organizational culture and leadership

Alvesson (2001) has tried to look at the connections that exist between organizational culture and leadership and he has chosen to summarize these in six different aspects.

The first aspect is about understanding the term leadership in a cultural way. Leadership is about influencing people to create a reality – formed from how the reality should look like. There is, according to Alvesson (2001), obviously a clear distinction between leader and manager in the way that the leader is able to guide and support people through their minds, actions and hearts while a manager has a more formal power and can give clear orders and directions. Depending of what kind of leader or manager a company has his or her actions are guaranteed to set prints in the way the rest of the organisation acts. The action will take on a

butterfly effect, reaching down to even the lowest levels of the organisation even if they have no clear connection to the top manager.

In the second aspect Alvesson (2002) discusses the balance between academical abstract definitions of leadership and openness for the conceptions of the people studied. People within an organization has probably come up with an own definition of their manager's or leader's leadership style why they should watch carefully not to use definitions of an academical vocabulary. A leader or manager that tells the organization that he or she is of a certain leadership style might get both positive and negative reactions why the manager/leader must be careful not to disturb the balance and can let the people create their own conceptions and just give them hints of how he or she would like to see things in the company.

A third aspect is about finding a suiting way or method to proceed with a study of the leadership. Instead of using, as Alvesson (2002) calls them, anorectic leadership studies where a promoted best leadership style is used the method should be to do thick descriptions on how the manager/leader really works when interacting with the organization. This kind of study and description would give a better understanding on how the leader interacts with the organizational culture and would not only benefit the purpose of creating research material for researchers but also for creating a base from which changes in the organization can be made.

A fourth aspect is about the cultures influence in the leadership. When employing a new manager the person that gets hired is most certainly the one that is most suitable for the organization's culture in terms of the pattern of actions that are performed within the company. In a very culture driven organization a manager/leader can practise a very important influence. In an organization that is not doing very well, as a newly started company, a manager/leader with a very different culture conception might be the solution to get the organization to perform better and get a more united company and personal. The success of a CEO in a company is according to Tsui, Zhang, Wang, Xin & Wu (2006) directly connected to how well the CEO interprets the corporate culture and how he or she uses it when controlling the company.

A fifth aspect is about how the culture influences the leadership in a changing organization. To change an organization does not always have to mean that the management has to go leaving a slot open for creative and fresher thinking leaders of another type of culture. By instead changing the way that actions by the management are being taken and making every decision meaningful not causing the personal to be confused about the cultural definitions, the organization might soon be stronger than before.

A sixth aspect is about charisma and how that interacts with the culture of the organization. In examples where a leadership has strong affect on a large-scale organizational change it is often assumed that this is created by a very charismatic person. When a person is given charisma people tend to follow that person and let them be influenced. This phenomenon is though not very common in business and public administration but can be very effective if performed in the right place at the right time.

Organizational culture as a constraint

When working in a company and/or organization people tend, as mentioned before, to adopt the culture of their working place. People even tend to adapt to this new culture so much that they see great difficulties in looking back on how their previous working culture or organizational culture were like. This could largely constrain their creativity making them working and producing more of routine work than really adapting things located 'outside the box'. To free the creativity hidden behind the constraints Alvesson (2001) suggests that the culture should be questioned. Although, questioning the larger part of the culture of the organization or company would be too time consuming leading to that the work is not done instead of well done. The culture should then only be questioned to the extent of dominating actions constraining the creativity and other actions that are socially unnecessary and repressive. By doing so, the individual can make more personal decisions and develop more as a person and at the same time be of use for the organization and company in the way that new fresh thinking is introduced to the company without disturbing the general principles of their organizational culture.

Alvesson (2002) also goes on by analysing how people within an organization where culture is very dominating and constraining can be seen taking the culture for granted, as where you think you are acting as an individual you are actually acting in the way that the organizational culture has decided that you think you are acting as an individual. By feeling and acting as an individual Alvesson (2002) means that all the norms and rules are understood and treated in a sophisticated way where a kind of learnt behaviour from the organization is adopted. The individual understands how to act in a way that makes them socially competent in front of colleagues and other co-workers. Since everyone that has adapted to these circumstances and thinks and acts in the same way they are not being odd in any way and therefore treated as if the initiative to adapt is an individual decision making them stronger as individual persons. When people think and act in the same way within an organization there is a risk that the communication and sharing of knowledge will, according to Jones, Cline & Ryan (2006), suffer as the culture controls how knowledge flows in the company.

Managing cultures

Alvesson (2001) claims that culture management often is mentioned to be the same as cultural change. People in organizations and companies might see their existing ideas, conceptions, valuations and opinions that have to be changed. What then tends to happen is that the company or organization makes radical changes and try to change their so-called culture over night. This could be done by kicking out older employees and replace them with a younger generation or drastically change the business idea of the company etc. But to really understand what a cultural change is Alvesson (2002) suggests that one should not focus on large-scale operations and drastic changes such as giant projects that creates a huge difference for the organization (both positive and negative changes), but the smaller things like normal valuations and behaviours of the employees. Smaller changes can gradually change the culture in a more efficient way since they can be run for a longer period of time. But these changes do not get as much attention as larger ones because of their size. One factor involving this issue Alvesson (2002) argues to be that the larger changes often tend to have some kind

of slogan or other marketing tool speaking for them but as for the smaller changes people just tend to notice after a while that something actually has changed. Kerr & Slocum (2005) recognizes that another way of changing or preferably reinforcing the existing culture (changing it to make it stronger thereby reinforcing) is to develop some kind of reward system. This way of operating would, according to Kerr & Slocum (2005), make employees act more distinct and will provide a clearer communication within the organization. This kind of reward system would act as a catalyst according to Kerr & Slocum (2005), when trying to change or reinforce the culture in such a change process that Alvesson (2002) describes.

There are though some negative aspects of trying to change to culture of a company that might end up ruining the very cultural feeling that helped build the company in the first place. Such an aspect could be that the organization is rationalizing their organizational structure making it less complex, although this could delete some important messengers and idealists when this level of managers is transferred somewhere else. Even expansion of a company's organization can create the very same problem. The executives in the top of the hierarchy might see an expansion of the company as a positive turn at the same time that the employees of the company located in the middle parts of the hierarchy can feel that the social life of the company is getting worse and more absent and a gap is being created between important links between different posts in the organizational structure (Alvesson, 2001).

If or when a company has or reaches its wanted culture it is important to by every means keep it. This means the company has to prevent any changes threatening the culture from occurring. If these kinds of threats to the culture do occur it is important for the company to undo the changes that tears down the culture. Managers within the organization try to maintain the frames of the culture by keeping the morale up and support the organization's and departments' identity and prevent the company personal from fragmenting dividing into smaller groups. The cultural maintenance work of a company or an organization would then be to give it a more personal touch, which could be obtained by using a more selective recruitment of personnel regarding the ideals and valuations of the future employees. Culture could also be kept alive by adding more social activities to the daily work like for instance workshops and after work parties. One should though be aware that the phenomenon of strengthening already stable groups can be a side effect why these kind of activities must involve everyone and really brake old barriers creating a new more solid 'we feeling' within the company/organization. The company/organization could then make people always feel welcome everywhere in the organization and the strong 'we feeling' makes it easy and very positive to connect and interact with persons that has never spoken to each other before (Alvesson, 2002).

Three types of cultural change

Alvesson (2002) presents three different types of how a cultural change can be managed and performed within a company or organization. These three types he likes to call change as a grand technocratic project, change as an organic social movement and change as reframing of everyday life.

Cultural change as a grand technocratic project is the most debated and discussed type of change since most people assume that this is how a culture is changed. The change is done by totally exchanging the present culture that is unsuccessful with a new culture that is superior and more profitable. This kind of change sounds easy to make in theory but in the reality it is

a difficult and time consuming task. Alvesson (2001) presents a six step plan of how these changes are implemented:

Step 1: Evaluate the situation of the organization and determine future goals and strategic direction
Step 2: Analyze the existing culture and reflect over the wanted one
Step 3: Analyze the gap between the two cultures
Step 4: Develop a plan for how develop the culture
Step 5: Execute the plan
Step 6: Evaluate the changes, make new efforts to reach further and find a way to maintain the new cultural pieces

The most usual ways to reach a new culture, by adding actions to step 4 and 5, is to develop a new procedure for recruiting people so that persons suited to the culture are found (often combined with letting people go that do not support the new culture), to evaluate the performance of how people act in terms of the new culture and award the ones that behave according to this, to promote people that symbolises the cultural changes, to distribute the changes by using strong actions supporting the culture and clearing the vision for the employees and perhaps change material objects like logotypes and clothes or architecture. These actions are being performed top-down, from the highest managers down the hierarchy. The managers are totally aware of how they want to make an impact in the organization and often hire consultants that are professionals within these areas (Alvesson, 2002).

Another way of looking at cultural changes is to see it as something that growths undecidedly within the organization instead of a cultural change that is considered and then executed as a strategic plan. This phenomenon Alvesson (2001) likes to call change as an organic social movement. These actions for change are often made due to groups within the organization that are forced to adapt themselves to conditions that are not in line with the current culture. The changes can for instance come from groups that are dealing with customers that feel that the customers are changing their demands why the organization also must change to not loose customers. Cultural change as an organic social movement means that one or more groups take the initiative to change and the rest of the organization follows their advice, which in the end leads to a complete change of culture. Characteristics of change as an organic social movement is that many are confronted by changes that change their perceptions, ideas and valuations and that this results in successful changes without involving any executives or key persons. Although, visual changes can be made from groups making small adoptions to their current situation without calling this a cultural situation since no real change has been made to the valuations and ideas that affect the way the organization works.

A third way of looking at a cultural change is to see it as reframing of everyday life. This kind of change could be done by some kind of leader or key persons, or as in culture change as an organic social movement, by one or more groups. The change is normally not done as a large-scale project but as something informal and ongoing that eventually will reframe the everyday life. Reframing of everyday life can be seen as a weaker way of changing the culture since it is not backed up by any authority or formal power and thereby does not get the resources that the grand technocratic project or the strength of pressuring groups that forces the organization to change as in change as an organic social movement. For many managers that are not position in the top of the hierarchy this kind of change is often the most relevant way of performing cultural changes. It demands creativity, duration, knowledge of current valuations, communicative skills and courage since one must be prepared to sacrifice something in order

to be able to give more attention to certain issues (Alvesson, 2002). Woodbury (2006) also recognizes a cultural change like this and means that everyone involved in the change must be aware of a transformation of the culture and work with their own personal mind. By sharing this attitude with others by communication a lot during the change it is easier to create a united culture where everyone shares the same perceptions and valuations.

To summarize the grand technocratic project can be seen as being performed from the top and down while the change as an organic social movement adjusts from the outside and then in. As for reframing of everyday life the changes come from the middle moving down or circulate in the same organizational level. The three types of changes do not contradict each other but can also be done side by side since all changes are possible to occur in an organization where changes to soften up the organization have to be done.

3. Research method

This chapter presents the research methodology chosen for this study. It will also present important aspects of choosing this kind of methodology and what to think of when proceeding after the deciding upon methodology. The chapter begins with an explanation of the case that the study is researching in order to get a better perspective in how to use the chosen methodology.

The case

Haldex Brake Foundation is a company that is manufacturing parts for brakes and also complete brake solutions for use on commercial vehicles. The Haldex Group is divided into four divisions where Foundation Brake is localized under the division of commercial vehicle systems. The Haldex Group employs about 4,600 persons globally.

Due to rising competition within the brake industry for commercial vehicles a company must work more systematic to make the company more efficient and more profitable. At the product development department at Foundation Brake that meant implementing new routines for making the development projects of new products run smoother and be more efficient, meaning in a project, run on less budget, less time with increased quality. Pressure from the surroundings of a company of today also forces many organizations to implement stricter quality systems where new, more efficient routines and more systematic thinking as well as enhanced control over company processes is a must. These forces together affected Foundation Brake to establish a model for how a product development project should actually be performed. The department did not prior to this implementation use a structured model for developing new products why the step of implementing this can seem to be a huge step to take.

This study is done at the Research & Development department at Foundation Brake where it will study people's reactions towards the model for developing products and product adjustments and also how well the model has been implemented within the company and in what extent it interacts with the functions involved in product development. The study will also analyse the organizational culture of the department Foundation Brake to see how this may affect the daily work when following the established routines.

Methods in culture studies

This study is mostly about collecting information from the personnel at Haldex, or at least the initial part of the study. To do this a method of data collecting must be chosen. When collecting data the examiner may chose between collecting qualitative and quantitative data. The chosen method depends on how deep the study should be and how broad, in terms of sources, the study should reach.

When doing the kind of study presented in this report where a perception is asked upon and interpretation of the corporate culture is to be analyzed it is important to use a method where people opinions are asked for and where possible leads to interesting areas can be followed along the study's duration. This is why interviews with different persons with different working tasks in different levels of the organizational structure were chosen. Peterson &

Castro (2006) mention that by asking about different person's perception of an organizational culture the culture will become clear if a pattern can be found in what the different interviewees describe as being part of a company's culture. An individual can, for instance describe his or her own perceptions, which would not define a culture, but if several persons make a reflection about what the culture looks like the researcher can be sure to find important issues in the pattern of the reflections.

Other researches made within the area of organizational cultures do not always only include interviews but also how the company as an organization acts in different issues. These researches can be done with a larger perspective where the personnel might not even be questioned about their perceptions but where the organization as a group is treated and analyzed. When looking in such a perspective Rousseau (1990) argues that the study analyzes the operationalization rather than definitions and items like organizational structure, symbolism and organizational cognition can be analyzed. A perspective like this tackles the organizational culture from an outside in view where the researcher works like an observer. This study, however, is done from the inside out as the organization gets to analyze itself and the answers of their analysis is answered by corresponding literature reviews. This study would also gain more from using an inside out perspective since Haldex is believed to get more benefits out of such a study.

Participants

The participants for the interviews where selected regarding their positions and knowledge within the organization as most of them usually worked in projects and some were positioned in supporting departments that received tasks from the projects. They were selected by the tutor at Haldex since he knew the personnel and whom in the personnel that would be suitable to interview regarding this subject. The list of interviewees was them checked by manager of the R&D-department. Some interviewees have been working in the company for a long time in different positions why they where able to give a very broad description of cultural perspectives involving many parts of the company. Some of these were though a bit blind to issues within the organization as they had been working within the company for so long. Another important part of the interviewees were people that had only been working within the company for a short time as they had a fresher view in differences to other companies, as their former employee for instance. This helped to emphasize many troublesome areas within the organization and raise interesting issues to the surface that others were unable to see.

The participants were, other than having different positions within the organization, not selected by any other conditions why the interviewees all where of different ages and had different backgrounds and experiences. The interviewees ranged from the management down to blue collars at the laboratory but no one in the production/assembly line was interviewed.

Procedure

The study began by receiving a task from Haldex about evaluating their implementation of their, almost 2 years, new project model that complies with their new TS-standard. The task was also to find any links between their product development process in general and the project model that could raise problem that would create an unnecessary amount of waste, explained as lost time, excessive budget or lack of quality etc. in the process. Along this the

psychological factors that affects this kind of work was to be analyzed. Regarding the complexity of the task an angle that would focus on all bits of the task and that also would cover underlying reasons for possible misunderstandings or weaknesses of the project processes, had to be chosen why a corporate culture path was selected. On the first day at Haldex the company performed a tour where the different departments and the personnel were presented.

When the conditions of the study then were set the study started off by analysing different theories and studies made within the area of corporate culture. A beginning of a theoretical framework was then written. From this theoretical framework questions that would later form an interview template were extracted. The interview template can be found in the appendices. Theses questions are quite general, as in a semi-structured interview, but since the purpose of making interviews was not to make identical interviews but extracting the most relevant information from every interviewee directions from theses general questions into interesting areas of problems or misunderstandings could be taken. The questions regard not only the corporate culture but also areas linked to projects and the project model and the use and knowledge of it. When the interview template felt good enough for working with interviews were booked with several persons with different positions in the organization. The only thing the interviewees knew before the interview was that the interview was for a master thesis and that it would incorporate questions about organizational culture and the project model. An interesting aspect of mixing interviewees among different positions in the company is that when an interesting area rises from one position in the organization the problems within the area can be confirmed or denied and also more detailed when interviewing another person with a similar position. This method is then very likely to cover a large part of interesting and important areas that can have part in other ongoing problems. By also interviewing persons from different departments the same problem can be discovered but different aspects of the problem can be presented as well as different solutions on how to solve it. This makes the problem a bit more concrete and eliminates the chance of finding one simple solution to it that could create a problem elsewhere in the organisation. Instead this method helps to create a solution fitted for all involve persons that will not compromise on anyone's demands. The interviews were made as a dialog an only incorporated the interviewer and the interviewee. To be able to create the best dialog possible, the interviews were recorded so that there had to be no stops or pauses for taking notes. Some people might tend to take on a defensive position when presented with a microphone but this phenomenon never occurred. The interviewees were very cooperative and no one refused to answer any questions, although it sometimes was a bit hard to find a free time in some of the interviews schedules, but this was nothing severe.

After all of the interviews were made the results were put together to form a collection under different larger problem areas that where important to enlighten. These areas serve as the division of the result chapter were the areas are presented one by one. Every opinion under each area was considered forming a broad base of information about different aspects from each problem that had arisen from the interviews. Since many problems where presented with different solutions depending on was interviewed the results do not present a homogenised picture on how to solve a problem correctly as many solutions contradict each other. As these results were written in a separate chapter of results from interviews the next task was to connect the results with the theoretical framework in order to give the study a valid base with a discussion that would present important solutions that could help Haldex to improve their businesses and more thoroughly define their organizational culture.

4. Result and data analysis

Company and study description

The Haldex group was formed in 1985 through a merger of three Swedish suppliers in the vehicle industry: Garphyttan, formed in the 1920's, Haldex formed in the 1960's and Hesselman, formed in the 1930's. The group has gone from having spring wire as a core product with 50 percent of the total turnover to having brakes as core products with 59 percent of total turnover. Today the Haldex group is divided into four divisions Commercial Vehicle Systems, Hydraulic Systems, Garphyttan Wire and Traction Systems. The group management is located in the headquarters in Stockholm.

Foundation Brake focuses on developing brakes for commercial vehicles where the organization develops a brake that later will be presented to a customer for further customer modifications. The organization therefore must come up with brand new ideas from scratch, being more of a developing organization than a manufacturing company. This type of business must leave room from creativity and have established routines that are adapted to current market and customer demands.

The study was made in the R&D department of Foundation Brake in Landskrona, which is a business area that lies within the department of Commercial Vehicle Systems. Every division in Haldex has its own organizational structure and the organizational structure adopted within Foundation Brake is a matrix organization. This matrix structure means that the organization is divided into different areas of profession where every area has a line manager. When starting up projects in this kind of organization the projects, in theory, borrows resources from the different line managers according to a project contract. When resources in these lines do not work in projects they devote their time to line work, which for instance can be certain adaptations of products for different kinds of customers.

As Foundation Brake got a quality certification a few years back the organization also had to implement a project model that would comply with the qualifications of the certification. The organization was by then used to be using a more simplified model that was used in the Haldex group but that model did not put up to demands of the certification why a new one had to be introduced. When introducing quality certified project models there are certain phases and steps that have to be fulfilled, irrespective of which company to apply the model to. This is why it is very common to hire professional consultants when developing and introducing project models to a newly certified organization, which also was the case when Foundation Brake acquired a their project model. A project model, like the one introduced, is used as a tool for running projects and specializes in confirming that the project is not missing anything or lacking in quality along the project duration.

Since, as explained above, project models tend to look the same at different companies in the early years past introduction, this study, as well as the structure of the interviews and the result, is not focusing on how the model treats the organization but how the organization manages to use the project model as the tool it is supposed to be. To further explain, the model was introduced like a complete solution and had not been fully practised in the organization, but to know how to further develop the model to better suit the organization it will have to be trialled for some period of time at first. During this time it will also be easier

to see how the organization manages to treat new, never used, routines like the ones that come with the model and what difficulties the organization encounters during this process of quality assurance. The interesting bit of this study is therefore not to see how the model can be further developed, even if this is examined, but to see how the organization is affected of an implementation of a project model and what other areas that affects the project work.

Results from the interviews

The following chapter is a collection of the results received from interviews and the chapter is divided into areas that from the dissertation's point of view are important to emphasize. Within these areas the larger problems in the organization that the interviewees mention are presented.

Attitudes and differentiations from previous work place and possible negative affections regarding this

The interviewed persons at Haldex perceive the overall organizational climate to be very free, with a high level of free speech. The majority of them is, by the interviewees, seen as being very cooperative and has a positive attitude towards helping other as well as doing their own work. The positive spirit that is described is also believed to enhance the individuals will in helping other and to make sure that problems are solved together. Almost everyone at Haldex has a genuine technical interest that tends to stimulate both the individual and persons in the surroundings. This creates a very stimulating climate where many new ideas can be generated together or on an individual level and newly found ideas easily influents co-workers and colleagues. Everyone is also believed to be very loyal to the company. The personnel even tend to work very hard and is very energetic and active and generally do not complain if the work load is increased to some extent. The individuals are also very result orientated and prefer to see good results coming out of their work. They usually do not refuse to help others to avoid being unpopular. Unfriendly situations appear in an extremely small extent and any dispute is solved quickly by confrontation between the affected parties. If anyone has a problem with anyone or anything the person will simply confront its opposition. This way of working is very liked amongst the organization and the individuals are very careful not to be of any trouble. The climate and the behaviour run through the organization and it is possible to talk about a Haldex-spirit although many hesitate in using this expression. Many of the people interviewed see their small department as a family with very good group cohesiveness, although this does not mean that the cohesiveness between the departments is not as good. An estimation that many express is that persons nowadays are gaining a larger understanding in how the single person can affect the total process, which is something that is believed to support further creativity. The average age is also seen as very low although seniors do occur within the organization. But there is a young and innovative way of thinking amongst these and old grumpiness is undetectable. This mixture between seniors and younger personnel with different backgrounds and experiences is by the personnel seen as increasing the creativity. A general perception is also that people working for Haldex enjoy going to work every day and they can all see themselves working there in the future. Because of the open and creative climate many believe that they are evolving very much as individuals and that their evolution is easy follow. As a person evolves within the organisation, which one is allowed do to if one

so wishes, the possibilities of changing work and work tasks within the company are very open why people that work at Haldex tend to stay for a longer period of time.

What people coming from another company see when they start to work at Haldex is often that Haldex is a bit more relaxed in terms of routines and structure with less hierarchy as the organization works more freely. Everything does not work as smoothly as possible and work tends to stretch over borders, which persons often see as a reason for working more effectively and continuously try to improve which probably has to do with the recent reorganizations as the personnel have not yet found the most efficient use of the newly established routines. When doing this transition many seem to be surprised by the open and creative climate and that people care a bit more for the individual's work and many therefore experience a fresh start in their professional life.

A negative aspect of this type of open climate is that it can be seen as unstructured with a lack of concrete routines. Even though the perception is that everyone should help everyone as well as possible this always affects someone and the help that arrives can arrive very late or be very slow and the tasks durations are believed to far longer than necessary. People tend to promise more than they can deliver, which increases the work load of the personnel and the resource allocation can be harder to distinguish. Although, the results from the work input are believed to be better. What also is noticeable is that the organization still considers itself to be very small why the behaviour is still ceased, like mentioned, even if the company has been expanding very much lately. People see the organization as old and that it cannot really keep up in the development. Many believe that the organization must wake up and realize that they are quite large and must adapt routines and structure after current situation in order to not fall down. The underlying reason to why they still see themselves as small and in some places lazy in the structured work is because of the fact that the company has been very profitable earlier from their old products, which has built up a good economy that runs through the organizational culture. The organization do not seem to see how to apply lean production in order to decrease expenses but are only spoiled by the thought that money is always available. Although many of the interviewees express that the situation is better today than just a few years ago and that the organization is starting to get more structure but still has a long way to go. The personnel has also change their way of working towards each other when the work load increased. Earlier, people could act more differently than they do today. Today, it is demanded that everyone has a similar way of working and helping each other or the system might fail. This could be a step in the progress towards some kind of Haldex-spirit, which the latest TS-audit told about as well. Some opinions from different locations of the organization do though tell of a more spoken of Haldex-spirit in earlier years and that Haldex then developed and produced products with more heart than today. The organization has lost the comprehensive picture of the complete organization, as the common knowledge is no longer as detailed as before of how the organization is built up, and has now in the more structured work difficulties in seeing the individual's part in the big picture. People also has difficulties in seeing that Haldex is a provider of a part in a system of vehicle and therefore has bad knowledge about how vehicles actually work today and what parts that could be found in a close surrounding of Haldex's products. A decreasing interest in driving business thinking about why certain things are done has also been noticed, things that actually can contribute in making the products more profitable. There is also too little understanding in what other parts of the organization actually is doing and how they suit the process where the person is active. Although more energy than was necessary was put into the developed products in earlier days

the solutions were more creative than today is opinions that also has been noticed. This kind of thinking disappeared a bit during the restructuring.

A couple of years ago Haldex developed a system called Haldex Way that describes how the personnel at Haldex should act and how the company should work in order to make everything run as smooth as possible. Haldex Way seems to have been implemented best in the test laboratory where they are fully aware of what Haldex way is all about while the personal within the R&D department choose not to direct to Haldex Way in the same extent. What has been mentioned about the system is that the implementation has not really been successful and that the message was not clear enough.

The perceived group cohesiveness

On questions of how the cohesiveness of groups is in the organization many perceive this as being very good and everyone has good knowledge of each other. People do not feel that anyone is left outside and it is very easy to find a way into the core of group. Positive features of this behaviour describe the phenomenon that a sharp clearness and mutual understanding is not always necessary but because of the cohesiveness people still understand one another without having to confirm shared information with all in the group. It is also possible to say almost anything and everyone has a clear freedom of speech to ventilate whatever issues that might be causing any trouble. This does though not apply to every department but knowledge of how to act towards them does exist and no major problems usually arise. Should a problem ever arise it is believed to be solved very quickly and it is very easy to confront the affected party in order to solve the conflict.

New employees can in the beginning have some trouble finding their place in the group but usually, according to the interviewees, find their place quite quick. No one is believed to stand outside of the group within the departments. A reason, that many believed has helped them to increase their group cohesiveness, is that all offices now have glass doors, which make people appear more reachable.

The creativity within the organization

A lot of the employees think that because of the open and positive climate it is very easy to use your built-in creativity and that the creativity within the organization somewhat defines the organizational vulture. As an employee you are, according to a majority, allowed to be as creative as you possible want. Many also believe that this has to do with the group cohesiveness and who ever that might be free to brainstorm with. Some has also seen extra creative persons that has spread their creativity and fresh thinking amongst the personnel and by that enhanced other people's creativity. If a person is ever involved in other people's work and their creativity problems or where ever they would like opinions the creativity is enhanced even further. Very often the job demands that individuals have to be very creative since Haldex actually focus very much in developing innovative solutions that in any way will be ground breaking. People generally do not think that there are any constraints in creative thinking within the organizational culture but that the creativity is restricted because of other reasons. A further reason is once again that the company is economically spoiled to a certain extent why no one feels any restrictions within the economical part of the creativity.

Some employees do though see how their, once upon a time, good creativity is being weakened because of problems of organizational issues. Things that persons at Haldex feel can decrease their creative capabilities is that their workload might reach to an extent where there is so much to do that they are not allowed to think individually but only must dedicate their time to rescue actions in order to correct urgent problems. Time for individual creative thinking has also been decreased and is often connected with increase in workload. The reason for this increase in workload that decreases creativity is, by many opinions that the R&D department chooses to run too many projects at one time. Some experience that it its hard be passionate about a project if one is to attend it with less than a third of your effective working hours. The majority of the personnel therefore suggest that a person should not be split into more than three projects in order to prevent this phenomenon from happening. The creativity is also affected negatively by the slowness of the organization where some problem duration often can be longer than necessary. This slowness is often explained through absent decisions or longer waiting periods from affected departments when problems are to be solved. What is also involved in this in this issue is that decision makers very often can be vague in their expectancies. The vagueness at the affected party therefore also affects the creativity of the issue touched upon.

Stress experience amongst the personnel

In the question of if the employees ever felt unnecessary stress the answers were dividing. Many experienced that they could feel unnecessary stress in critical situations when the workload increased drastically for a short period of time, like when an unexpected error appears and must be solved immediately. At normal workload people do not think that they are more stressed up than necessary as they think that they have a normal workload in comparison to the work tasks. Thus, there are of course exceptions as when employees quit or sudden restructurings are being made. If the workload should increase above normal for a longer period of time many feel that their colleagues are very good in supporting and helping them and make compensations for the increased work pressure. Within the projects there can be many unnecessary stress factors that may affect how people experience stress. Such factors can be delayed decisions or large-scale changes in the project's directions and conditions. A few times decisions have been delayed to the extent that incoming decisions have travelled by rumours and thereby given the project to many and confusion instructions. Some of these changed conditions are also blamed on the market department as people claim that they are late in delivering forecasts about what features the company's products of tomorrow should have. To not have any long-term planning is something that is seen to run through the company but the organization seems to be quite use to these circumstances since their cure for it is to be everyone at hand. People prefer to have an increased workload and a certain amount of stress since they believe that this enhances the efficiency. Although, people do not feel any natural stress from the organization and they are, as previously mentioned, free to work at a creativity level of their own choice but for many there seem to be a will to work under some amount of positive stress. Natural causes related to the global technical development, such as shorter deadlines, connections by e-mail and trade through different time zones, are of course affecting the organization today, but this kind of stress is related to a more hectic society and does not only affect Haldex.

Organizational change during last years

As there has been a very even mixture of people's work experiences within Haldex amongst the employees that were interviewed both larger and smaller distinguishes in the organizational change has been given a chance to be analyzed.

Changes that the interviewees believe is positive

Many of the employees see Haldex as a company in an expansion phase and that the company is now developing very much even if the development has been going on for a longer period of time. One piece of this expansion phase has been to implement the project model. They think that the largest changes have been made just the past few years and these are actually the most organizationally noticeable changes that have been made, which involve the individual's way of acting on a daily basis. Haldex was previously, many years ago, in Landskrona just a one product manufacturer. This product's sales were extremely good because of its function and thorough technical design. Haldex therefore succeeded in selling this product very profitably, which enabled the company to expand their product selection with additional products. During the 90's, Haldex expanded by developing disc brakes and four-wheel-drive amongst other things. Even though the disc brakes still are not able to earn their living but keep living on their best-selling product the future for this product area look bright. In the development phase and expansion that followed this product development the interviewees have noticed that Haldex ha gone from being unstructured and innovative to being incredibly more structured and better in following routines. Many are very happy about the situation where the healthy economy has made it possible for them to expand in the range that they have. The development in the beginning of product expansion is by many describe as a play-like period where people did not really care for routines and costs but mostly applied free thinking in developing. There was also a lack of structure for how projects were to be run, which lead to that failing quality of the products when they were being delivered to the customer. This problem got clear at an early stage and they knew that something had to be done to improve the situation. They then started to question the organization more and went from being function oriented to becoming more production oriented. At the same time there were a number of reorganizations and restructurings and today there is soon, according to some, a fully working matrix organization. Many feel that the organization has been tightened up and has become more efficient and even if the organization has expanded lately people believe that they have a better view over the structure today. The largest reorganization took place just a few years back in connection to a TS-certification where, amongst other things, new routines like the project model, that will be treated later, where presented. This one together with other new routines has, according to the employees, helped to improve the quality and structure of the daily work. They have also experienced that the connection and communication between the departments has become better and is continuously improving and it has also been easier to get a good overview.

The interviewees also agree that the crisis awareness is better and that the company has more knowledge in their market position and how to keep it and improve by being offensive and promote their innovative advantages in their products.

Another thing that people mention is that the personnel turnover is a bit higher now and that the average age of the personnel seems to be going down, which could be the result of an alteration of generations.

Changes that the interviewees believe is negative

The interviewees have though, not only positive things to mention about the changes but also have opinions about things that have become harder and more complicated to work with. It is said that during the changes, reorganizations and restructurings that have been going on lately the organization has focused too much on improving their organizational quality and thereby not been able to focus enough resources in developing products. Many think that the reorganizations have made it a bit messy and that important issues regarding the daily work in development have gotten lost and not been given any space. Even if Haldex have developed a lot due to their product program they still have not caught up to the size that the company should have with a product program as theirs and the whole organization still tends to focus on details even if this is not necessary. They still run business as if they were a small actor in the market and can by that for instance adapt too much to certain customer's demands, especially customers that generate a small profit. This does not mean that the customer demands should be cared for less as some think that they tend to listen to little on what the market demands and that the communication with the customer could be improved. But by this they should not adapt too much to smaller customers since this might cost more than Haldex will profit from it. Another difference that employees have noticed is that the product development process was much shorter before. This, though, often lead to quality problems as the customer got the product to early. This is much better today but when trying to further shorten down the development process the time frames given are very tight and, according to some, they sometimes specify to much which leads to a mechanically stressed work where everything is routine work and the creativity, once known for, is decreasing. There are also too many projects running at the same time which also seem to decrease the creativity further. The daily work is being forgotten and the organizational culture encouraging free thinking and a high creativity level is being lost. With these new routines and structures people think that the once so important informal communication that earlier was noticed in the hallways is being lost and instead people book to many meetings.

I many parts of the organization the change is not as clear, although it is of course noticeable. Many see that things have changed, such as people changing places and new formal routines in product development and improvement, but in a larger scale they do not see any major differences. There is, though, be a better input about which customers that Haldex are working against but this area still has a huge potential for improvement.

Norms described within the departments

As norms are a great part of an organizational culture, as described in the theoretical framework chapter, it was very interesting for the study to see how the interviewees interpreted the norms, as a general aspect, within the organization. When the interviewees are asked to describe the norms within the organization the majority says that the organization does not have any clear visible norms and that it is allowed to act in whatever way you like, a way that some have been comparing with common sense. Some say that there are certain norms in a few departments but it is hard to actually mention which norms these are. People that have been working there for a longer period of time argue that norms where more clear do distinguish earlier but that it is now they who are setting the norms for the younger generations. One clear norm that has change is believed to be that coffee breaks previously were held at certain hours. A clear observed norm that people mention is that people tend to go for lunch at the same time since it is said that the food and side selection can differ

somewhat depending on when you eat. The company does of course have some kind of norm system that can be compared with the attitudes described under a separate headline. The behaviour of the management group is also affecting the norms of a company which is often very clear as their actions and behaviours can be adopted further down in the organization. Many do, though, say that the management group does not make a very large imprint in the organization why these norms in that case are hard to find for the employees that in some way are blind for differences in their own home. No one feels that they are inappropriately controlled by any norms but they only feel like the norms that do exist are very natural for them to fit in, in their workplace. When people compare there former workplace they often see that norms were much clearer there than they are at Haldex or just the department at Haldex that they are working on. A separation of norms is though not as strong that the employees can express that there is any Haldex-spirit even here. One reason to why the norms are not so clear or common for the larger part of the company is, according to some of the interviewees, that many managers for different departments recently have been exchanged or that the manager positions have been changed due to restructurings.

The management and their managing capabilities

To get an overview of how and why people in a company act the way they do it is important to see how the management and their acting affects the company and the employees. The employees were therefore asked quite generally about how they think that the management works on Haldex Landskrona and how they noticed in their department. The general perception amongst the questioned was in the beginning that the management is quite anonymous and vague and that they do not reach the organization all way to the bottom of the hierarchy. But they do think that it generally works well since the company is making profit but they request clearer directives and a clear future strategy. This issue will be discussed further below. Many say that the persons within the management group are easy to get in touch with and that there is a high level of speech in discussions with them on an individual level, but as a group they are very hard to get hold of. It is believed to be easy to issue requesting a decision but to get the decision is then very hard and time consuming and people see this as general waste. The management group can in this way be seen as typically Swedish and many believe that the management should be a bit more authoritarian in some situations since one of the reasons for delaying decision often is that they listen to too many voices before they can rely on what decision to make. A thought from the employees is that it sometimes would be better to make the wrong decision but doing this quickly to show who is in charge since as long as they are clear about the issue it is easier to create an understanding for the situation. The perception about the management group's insight within projects is a bit diverse. Further down in the organization many believe that the management's insight within projects and the daily work is to poor but a few believe at the same time that it is good and enough. The reason for this is probably that the insight that exists if it exists sometimes can focus too much on the details which probably have to do with that most people within the company have an amazing technical interest and always love to help. Technical insight is of course good to have according to a few, but if there is a total lack of insight the least insight should be about how the project is running and not about the technical solutions within the project. To get technical support in issues regarding solutions in the product the management should, instead of solving the issues themselves which has happened, be consulting the R&D department.

Debriefing from the projects is suppose to be given to the management at meetings on a monthly basis between management and the project leader, although many believe that the management is not prepared enough before this meetings to actually contribute with relevant information or support. If any discussions arise during theses meetings they often are about technical solutions on a detailed level, which the meetings are not believed to treat. Except for those issues the management just wants to know if the projects three parameters are kept and what solutions the project leader has if they are not kept. Many people believe that in the days when these meetings are held, too many projects are being debriefed at one time and the management therefore cannot deal with too many questions regarding a single project. Common perceptions here, not only regarding this issue, are that too many projects are run at the same time. In many of these meetings the management can therefore have problems in knowing which goals that area assigned for which projects and if these are fulfilled or not.

The insight in what resources that can be obtained and how to distribute them is also missing in the management group according to some. These situations are thought to exist because of the fact that the management group does not have the time to receive all information sent to them and therefore have little knowledge of what is going on in the organization. The consequence of this is that there is sometimes too much work to be distributed and the workload therefore increases considerably in certain periods. After such periods there must some time to relax, which is also believed to exist. Although, the insight could sometimes control this making the workload more even.

As mentioned earlier the management is believed to be a bit to vague and unclear and sometimes inconsistent and state unclear directions. There seems to be difficulties in seeing what they want and what goals and visions they have and a perception of what they think is hard to get amongst the personnel. Many of the interviewees are requesting a stronger leadership that plays a bigger role and that can handle engineers as they are believed to need a strong leadership with clear directives. A leadership style that is more authoritarian than the one that is used today at Haldex. Another perception of this is that the R&D department actually controls to much as they are very innovative and new and pushes creative ideas up the hierarchy that the management accepts for further analysis. People are here requesting cooperation with the R&D department where the management takes a more distinct role as a project orderer of the innovation instead of, like now, having the R&D department chasing the management regarding new technical solutions and innovations as interviewees within the R&D department feel that they sometimes 'push' new technical solutions and products up through the organization. It is also requested that in this cooperation the market department is more involved in the process of searching for new solutions and really knowing what the customers want before the products are being developed. Here it is also wanted that the market department makes more and larger market researches and when these are done they should be better transferred to the R&D department.

Opinions about why the management group sometimes gives a vague impression and are unclear in their statements and decisions have been that the people within the management have too little experience in managing skills and communication to the rest of the organization. They also believe that these persons then hire other persons just like them in connecting posts further down the hierarchy why the complete link fails. These posts are, consequently, taken by persons that do not speak the same 'language' downwards and then upwards why vital information gets lost. More debriefings would not either have helped to solve the issue since the communication language still is not the same.

Within the management group some can sometimes feel that the management is divided and do not take the management role as a collective responsibility. They tend to care more for their own line of business instead of concentrating on the business area as an entirety. If one part of the company has a problem the responsibility to solve it should lie in the management group's interest. The communication within the management group is also perceived as poor and it is hard to share problems with each other. The only communication that has been used in such situations is when the problem has been solved and the management colleagues hear about it. Although, then it is believed to be too late since the whole management group could have solved the problem together from the beginning. The management colleagues are there for company support and should therefore be used as that. Debriefing within the management group is also perceived as poor and the persons within the group choose to send their report only to the executive instead of letting everyone have a copy.

Explanations about why the management is acting like it is, is according to many due to the reorganizations and persons in management positions still have not settled down. Many also believe that the latest reorganizations eventually will improve the situation and make the management group's roles clearer.

Future strategies within the organization and their implementation

The management is generally, through out the organization, seen as very bad in promoting Haldex future strategies and many are having trouble in seeing where the company s heading. The promotion of strategies and visions has been a bit on and off and earlier it was regarded to be good since there were larger meetings with the entire division. These meetings people thought was very good and they got a clear view of how Haldex was doing and where they were going. In several departments these meetings have not been held for a while even though the tradition lives on within other department in the Landskrona site. This presents, at the same time, a shattered image from the management since they are not able to make a common effort to present what they are working with right now and where the company is heading. Many believe that the main reason for why this situation has been created and why future strategies are hard to see is, as earlier mentioned, because the management still is quite new and have not found their new routines regarding this matter. All around the organization they still hope that future strategies do exist and the personnel still see a future in the company even if they do not know what to do in the future. From the R&D department there is some irritation regarding future strategies since they sometimes feel that they are under the pressure to push out new technique that they think will be sellable in the future. Maybe this is something that the management is thinking about in order to keep the creativity within the organization.

Running projects within the R&D organization

The individuals working within projects at Haldex often think that they have a very immature project organization even though it has become much better lately. The reason for the improvement of the project organization is thought to be because of clearer demands from suppliers and customers, which changes the conditions of how to set up a project and what parts to include. But he organization still have not learned to set up clear borders of what is a project at what is not, and directions about project start-up and running still sometimes are

considered to be very vague. Many within the organization are having trouble in seeing the difference of when a project should be real project or when it should be a development in the line, and here they demand clearer directions. An expression that is often mentioned and that irritates people is projects within the line. This is a definition that actually should not exist. The organization avoids to start up a project of what actually should be a project because of the administrative work this would involve everything therefore becomes a development that is sneaked in to the daily work and is believed to be done in unplanned time. The definition is though that continuous changes and customer adaptations should be carried out in the line work but larger customer demands and development of new products should be projects. It often gets wrong here because of unwillingness about starting up a project. Although, this does not mean that they should have more projects running simultaneously, which also is the reason that they avoid calling certain processes for projects? The smaller projects that today are called projects in the line are often so unclear that they are started up without any auditing and therefore become unfinished.

Project members and leaders think that there are too many projects running at the same time regarding to the number of employees that actually are working with R&D. In most projects the members are the same which also leads to unclearness in prioritizations and too much waste in terms of uncertainty and confusion. Some persons can participate in a project just for a few hours a week, which clearly does not lead to any productivity within that project. Most of the interviewees believe that no more than three projects per employee are possible to demand and that the time shared between them should be evenly spread. Or else they risk to suffer from uncertainty and confusion. If a project takes up more time than planned during a week, other task will of course suffer the consequences, which is very common.

One thing that many think is being neglected too much within the projects is the documentation as this is an issue that many tend to bring to notice during the interviews. The documentation regarding the projects will be treated later although other documentation bits that seem to be insufficient are protocols from meetings and reports from customer visits. Many can see weakness in the tendency to keep far too many meetings. Often the meetings will not provide as much as hoped for, and the experiences gained during the meetings that are held are kept within the meeting due to bad follow-up with documentation in connection to it. Others that are also affected of the reason for the meeting will be unevenly updated about what has happened and what that have been discussed. This phenomenon is sometimes extra emphasized as people think that the same person from a group often is sent to participate in meetings where this person fails to report to the group by routine from other occasions. The same thing seems to found at supplier and customer visits where people think that the written documentation of the visit is improper or left out.

Within the projects it also seems as if the connection and the communication with the supplier are bad where the reporting in the written documentation seem to play a big part. A disadvantage that has been discovered when suppliers and customers have not been involved enough from the beginning of a project is that too much time and resources are being spent on finding the right design or process and getting the product to be profitable. It is not until the costs of the projects are increasing uncontrollably that experts, in terms of suppliers and customers, are called in to solve the problems. Although, this is done by a larger expense than if this kind of resources could have been involved earlier. The risks involving uncontrollable costs like these are though not prevented by any kind of risk analysis but it is only when the risks have become reality that they choose to help these by investing in expertise.

The leadership within projects has not had any complaints and seems on the contrary to be working just fine. Although, it is believed that the project manager sometimes can get too much to do, this can in some cases could explain why it is hard to get all the documentation done. The project managers are also believed to have difficulties in communicating with the management group because of their sometimes bad long-term planning and unclearness about what information that is expected in the reporting to the management group.

Working in line versus working in projects

What project managers also seem to have trouble with is that they sometimes do not have the responsibility to manage their resources designated to the project because of the matrix organization used today. In projects, the members are not involved by supporting the project completely but only according to the occupation within the organization where they answer to a specific line manager. This is also believed to affect the perception of what is a project and what is not and how people should share their working hours when they answer to both a project manager and a line manager. The projects therefore often have to suffer and there are clear conflicts between line working and project working. Many do not see how the resource management really works and no one seems to have wanted to deal with this as the results may be chocking. Therefore people tend to satisfy by chasing around after resources that are needed and project managers will have to ask line managers for every resource and clearly describe for how just that resource will be used. No written contracts are made between line managers and project managers and the conflicts that arise after this seem to be hard to solve since its hard to analyze just how much the projects really were to use that particular resource. The projects that suffer are the ones that from the beginning where shared about 30 percent of someone's working hours where these hours often becomes less than agreed since the line often demand more than 70 percent. Some believe that this works fairly well in projects that are not highly prioritized but for larger projects where there is much new development this way of working is unacceptable. Here many instead demand that the resources involved in a project should get at least half their available working hours dedicated to the project that is prioritized and they also think that it is important to imprint the feeling in the project members that they are just as responsible for the project's outcome as the project manager. Some believe that it would be more efficient, in an organization like Haldex, to run projects where the members are working in a project with 100 percent of their working hours. They do, though, not see how this could be accomplished today as there are too few resources to run both work in the line and in projects. Another reason that would prevent this from working is that there is believed to be a lack of resources with edge competencies. Those who have relevant edge competence are often people included in both projects and line work and therefore often tend get overworked and get a too large workload which makes the person a bottleneck for the projects he or she is in. To improve a solution for this area, some suggest a better mix of persons with different experience and background to, in the future, even out any competence difference.

Many people also complain about the line always winning and that the projects getting too little support. The line always has to work with, so called, fire extinguishing where they have to take action to solve sudden conflicts. Time for these is often taken from the projects' time and a reason that has been enlighten is that it is perceived as if the line managers sometimes do not know how their resources are being shared even if weekly meetings are being held between project managers and line managers where the sharing of the resources is being discussed. Many demand a complete system that treats the capacity load and also creates a

resource plan of how to work and share resources. People also believe that they sometimes have too much responsibility in deciding how to share their working hours which makes it hard to see what has to done. They try to be everyone at hand which always makes something to suffer. To be more controlled of how to be treated as a resource is something that many long for. The root of the problem with resource management can, according to many interviews regardless of organizational position, be found in the management group as they do not analyze the resource need for a project before deciding to start it. When the project manager then decides to put together a project group he or she is given to little support from the orderer and the project manager has too little responsibility to control the resources that he or she needs. If a project later needs extra resources to keep up with a deadline these are taken from other ongoing project that then are put at hold. A common phenomenon here is that the loudest shouter gets the resources. From the management it is told that project managers themselves have to check which resources that are available and not just report that there are not enough resources but actually describe exactly which are missing and what bottlenecks there are and what the project looks like it does. But there are also opinions that the project manager should have more responsibility over the project members than today.

In some cases it is told that it has been hard to see who is doing what within the projects, both from the inside and the outside. As there is no specification in the project model of how the roles within a project should be divided and who should do what this can get informally irritating. Some projects have though, developed a plan where different roles are specified and what is demanded of these roles throughout the project.
It is also perceived that newly employed persons sometimes are hard to discover and that it can take a while before they are recognized by people not sitting directly in the projects but as a support function.

Everyone in though, not negative about how it works today but see this as the best solution as they do not see how any other organizational structure would improve the way of working any better. Matrix organizations always contribute to problems like these, according to persons that have seen the same type of problems in other companies' organizations, and another organizational structure would not improve the situation. The conflict between the line and projects is, according to some, positive as experiences constantly are shared which allows the common knowledge level to increase. But project managers do though, have to work harder for their cause in order to get hold of the resources they need. This is, according to people supporting this solution, just helping the creativity and development. Some opinions about using projects for everything exist just to get rid of these conflicts but a solution like that would not work considering other arguments that exists within this issue. Another interesting opinion is that projects in the future should have three project managers where one takes care of administration and the other two of technical design and production. Today, all tasks are being put on the same person, which sometimes gets a bit confusing. This is though a matter of resources. From different directions people demand project management training as well as other relevant internal trainings.

Project ordering

When a project is being started it should, according to the project model, begin by an order coming from the management group and a pre study within the project area is then being performed. According to the project model this will have to be done before starting up the main project. The perceptions gathered during the interviews points to that this is not working

very well but as a matter of fact very badly. Many complain about that the specifications of requirements often are bad and do not explain what the outcome of the project should be or in which extent to run the project. The orderer's responsibility of the specification of requirements that is handed out, if handed out, is also very bad. Orderers can according to statements sometimes also be insecure of what they are starting up since they perform the task of writing and making an order far too irresponsibly. It is in that case seen to be better to take some more time in putting together a better order and then come up with more concrete information.

It is though, seen to be easy to get knowledge of whom has ordered something but at the same time it is hard to get information relevant for the project and sometimes the market department and the R&D-department disagree in who that actually should do the final order. As it is today, projects can be started up by a specification of requirements of just a few sentences that actually do not explain what is being sought for. This creates confusion and the project that is being started gets hard to control. Much time and energy goes lost since this information of what must done must be sought for and this often does not happen during the pre study but actually takes resources from the main project. A more detached pre study is wanted amongst people working within projects so that it will be easier to actually grasp the main project. The responsibility of the orderer also seems to end when the pre study is ended even though it is specified that there is a need of continuous follow-up from the orderer through-out the project. Of course, the conditions can change during a project but when it happens the orderer must take responsibility and discuss this with the project instead of not coming with any directions at first and later come with inputs when the project has already found a direction of its own. As it has been going on until now the projects have chosen a direction that they believe is accurate or the ambition has faded and nothing has been done. Many believe that this can be prevented if clearer input is given at the beginning of a project. In cases when the project itself had to choose a direction based on their perception of the specifications of requirements the project has tended to grow too large and not return whatever is sought for and at the same time steal important resources from other projects. The problems are not believed to be solved by adding more meetings with the orderer either but in that case by increasing the informal connection with more information exchange and showing a larger interest from the orderer. In this way the orderer would easier be able to see if the projects are running in the wanted direction or not.

Other departments and project support functions also think that orders to their people are being badly written which usually leads to time waste when trying to localize vital information about the task. What can be perceived as strange throughout the organization is that although there are thorough descriptions in the project model on how to make a working order, this is avoided too often.

Other opinions that differ from the mentioned above have also been registered. These explain that a project that is too clearly directed from the beginning does not generate any new and creative solutions since the frame of the creativity has already been set. Since Haldex is an innovative company the innovation tendency would be faded with too specific frames, and nothing new would ever be invented. The contradiction to this would in this case be that the more elementary frames such as cost specification and time specification would be more specified.

Project and product costs

A question that many chose to mention during the interviews is that costs involved in projects are getting too little attention. There is no or very bad cost calculations before a project start-up and it is therefore hard to estimate how much a project can grow and by that knowing when the project will not be profitable anymore. Examples have been brought up where projects are believed to have cost much more than they actually generated when finished. Hereby the focus has been wrong as the same amount of resources sometimes is put into smaller customers as for larger customers. No one do though seem to have a clear vision of how much the projects that are being run actually costs since the cost control is very poor. Some project managers chose to control some cost unit within the project themselves in order to get a fair hold of the total cost. They have been promised a time regulating system that can control how many working hours that are put into a project and this is now being developed and will soon be fully operational.

The reason that the cost control within the projects is as poor as it is, is according to most interviewees believed to be because that Haldex is a wealthy company an therefore have not focused on keeping the costs down. Understaffing and a high staff turnover within the purchase department are also given as reason for not being able to control the costs properly. Within some projects an overview in seeing what the final product will cost to manufacture per piece has been made and some people say that this type of cost control is getting better. Too few know how the easiest way to keep production costs at a minimum. There is also too many projects that after completion gets a cost reducing project attached to it to simply decrease production costs. These types of projects usually lay in the line which, as mentioned above, projects should not do.

The function of the project's steering group

All projects that are run in Haldex have some kind of steering group that keeps track of the project and controls that it is moving in the right direction as well as supporting and guiding it in bigger issues. These steering groups should have the insight to make relevant decisions that are presented to them by the project manager an also help, if necessary, freeing more resources or solve possible conflicts. Within the steering groups there should also be one orderer of the project to easier guide the project to meet its expectations. Many people believe though, that these steering groups do not function as the support they are supposed to be. The actions of the steering groups can be compared with the actions of the management group which, as describe earlier, is vague without any clear directions. Since it also can take some time to get a decision there have been occasions when false information has been spread by rumours that have become an irritating issue within the project group. The delay of the decisions is by many believed to be connected to the lack of insight in the projects from the steering group and they often instead choose to bounce the decision back to the project group which normally leads to more time waste and irritations. Steering groups and projects have a monthly briefing where possible problems are taken care of and where questions not mentioned in the written report from the projects are discussed. The perception is though that the steering groups may question constructional designs and go too far into details, which is not the meaning of these briefings. After a meeting there are no formal feedback ways where the steering groups can give the projects vital information but this information instead has to

be localized by the project group. The communication between the meetings between the steering group and the project are thought to be way too poor and many believe that the steering group prioritizes other things above this type of communication.

In the laboratory the steering group's responsibility is not all that clear and they do not see any clear group as no one seems to have taken that responsibility. To get directions informal ways must be followed and the time waste is large which prevents further development. Here it is also perceived that today's circumstances are clearly negative with the poor management that exists.

The tasks of the steering groups are also to coordinate the department within the organization and to contribute with inputs from the market to the projects. They should at the same time secure the resources so that the project will not come to a halt at any time. Although, this seems to be working quite poorly as the steering groups prioritize down this responsibility and instead let project manager locate his or her resources.

The project model

General perceptions of the model

During the interviews, when the phase regarding the project models was treated, the interviewees were given a first question about their general perceptions of the project model. This question presented a lot of different answers that were all very fruitful since an overview of the implementation of the model could be created. For people that did not actively work with the model, but just were called in as an extra support function, the knowledge of the model was not thorough but they knew that a model is used and what the purpose of it is. They do, though, have difficulties in seeing their own part of it.

Many of the interviewees that work with the model think that the model looks like it has been taken straight out of a school book and is not very adapted to the operations that it should support. According to these people it feels unnecessarily comprehensive and too heavy to use with to many steps that have to be passed. Some believe that the model has just been forced into the organization because of the quality certification and that it has nothing to do with the will to improve. Some complain about the lack of an adaptation sheet that presents how the model should be used, while other say that such a sheet exists. The model is being used for all types of projects, as in production improvements, product improvements, development of new variants, new development as well as generation development of products which makes the model too generalized to use in a specific product development project since too many steps will have to be passed. Instead it is believed that it does not work at an optimum for any project since it is so comprehensive. The parts of the model that are being used often is by many seen as poorly described, for instance parts as FMEA (Failure Modes and Effects Analysis), where future problems are hopefully found before they occur, and that there within these parts is missing levels with descriptions that breaks down the work process even further. A description of how the model should be used also seems to be missing since many complain about this. Some people even refuse to accept and use the model since they believe that it feels too heavy and do not think that it would make their work easier. Although, more and more se the model as a more useful tool. There are opinions about downsizing the model to some extent in order to grasp it easier and simultaneously provide a better education in how to

use it. It is then perceived as too detailed but at the same time with insufficient descriptions in how to these details.

When the model then is used in projects the general perception is that it never has been fully used throughout a project but the project has stepped out of its frames one or several times. The reason for this has often been lack of time, which has led to that some steps have been excluded and mandatory documentation has been left out. When deviations from the model have been made it is generally recognized by the project members that it has been the management group that has taken the first shortcuts, which has provided an unserious impression that has been followed. These shortcuts have for instance been gate decisions that have been neglected although a project that has been started too early without receiving all inputs can give weak directions for the rest of the project. Also, as mentioned before, that an estimated cost analysis has not been done which many of the interviewees think is because of fear of knowing how much a project really costs

A common perception is that the model, if it is used correctly, generates lots of paperwork. Many people think that there tends to be too much paperwork and that this takes time from the projects leading to that the documentation often is lagging behind the projects pace. Of course, the model includes lots of documentation which can lead to more work but this adjustment is considered to be natural since the organization earlier did not have any model and therefore did not document as much. Deviations from the model amongst the project managers is often due to that the documentation can be seen as superfluous and bothersome and an understanding of why documentation is being made is missing.

From other directions it is told that the selection process of how to use the model is just an educational issue and that too few are aware of how it really should work. People working with the model everyday are here demanding better experience and education.

Perceived differences since the implementation of the model

To see how the projecting has changed since the organization went through a TS-certification the interviewees where asked about what differences they have seen since the implementation of the model. Since the organization earlier did not have any real model for how projects should be run but just a general type of model in a company group level, many feel that the work has become more structured since it is now easier to see what will happen in a project and where the project is heading. The quality of the results from the projects is also believed to have increased and the customer demands are now easier to grasp. What also has been seen as better structured is that fewer inputs are given to the projects after start-up which before the change could make the project reset direction very suddenly. Things produced within the projects also tend to get better documented and is thereby easier to follow up. Earlier a project was started with a blank paper but the difference was then that the management had more experience in running unstructured projects and some therefore see the differences between now and then as fairly small. With the present management's lack of experience the trust in the model has increased, although sometimes too much as insecure persons tend to follow the model in a too great extent and not open their eyes and allow the free mind to work. If the model is used no one can later say that someone made a mistake even if the space for free thinking has been very much restrained. But the resulted product that comes out of the project is not guaranteed to be sellable just because the model has been followed in every way possible. Some people that instead feel very confident in their way of working with project

and trust their old routines choose to not use the model and can even see it as too paper administrative. The opposition to this says instead that there is not enough education amongst the people that chooses not to use the model.

A quality that the model has improved is for instance the FMEA-process, which is in much bigger focus today than before. There are though, many more improvements to be done, not just within FMEA but other similar routines that are embedded in the model. Even though this is described well it is still new to the organization and has not be fully developed yet.

The implementation of the model

To get to the root of people's perceptions of the model it was important to se how the model was presented to them. The implementation of the model was a step within the TS-certification and to be approved there was a demand that the members of the organization knew how to run internal projects. When the model was implemented there was a presentation from the management and a few smaller exercises in how it worked. The presentation was though mostly aimed towards the people that were going to use it which others have complained about since they are unable to see their part of it. There are diverted opinions about the presentation where some people think that there was done enough, while others think that it did not work at all. Persons that do not work with the model on a daily basis saw the implementation as very stressful and the ongoing projects were trying to be forced into the model and continue from there. This was, at that moment, not seen as very good. There is a general perception that there as not been enough focus on how the model should be used and a follow-up has not been done regarding the effects and area of use of the models implementation. At the introduction and also afterwards the management has been seen as to single minded regarding feedback the function of the model within the organization. It is also believed that the management has been putting up to few demands of user knowledge regarding the model and no knowledge controls have been made. Any further education in how to use the model has not been held which many believe is a huge reason for the dissatisfaction of the use of the model. To get the model to adapt to the culture or the project culture to adapt to the model has not either been successful and some people think that the model was snuck in to the organization instead of trying to create a way to improve the project work by using a project model.

For persons that were not employees during the implementation but hired afterwards the knowledge about the model is very short and the knowledge they have had to be searched for by themselves. The same goes for departments that do not work with the model on a daily basis since they have neither gotten any presentation of the model, something that they feel would be needed sometimes. To get in contact with the model is though not seen as a problem since most people know where to find it on the intranet.

Obvious improvements of the model according to the personnel

To extrude the most relevant improvement propositions the interviewees were asked what they thought could be improved in order to get the project processes with the model to run smoother. What was generally discovered was that the interviewees did not have much to complain about regarding the model but more about how it was used and how people and support functions act when told to use it. What is also told here is that people until now have

been working to little with the model to get a descent perception it. To be able to fully use the model that exists today it is demanded that the people working with it should take their assigned roles in a correct way to form some kind of symbiosis. Above all, it is, as previously mentioned, the steering groups and the orderers that have to be more visual and take on their responsibility.

To further elucidate which roles that should be filled in the projects as well as how these roles should work throughout the project and also how the parts of the model can be more used more efficiently, the most common point of improvement is that there should exist some kind of manual on how to use the model in a project. This manual should also further describe how the model can be used with different types of projects and how it can be adapted from case to case. Often mentioned is actually the adaptation to different types of projects and most of the people think that the model of today is a very good frame to be working with. It will though demand that clearer descriptions are made in the beginning of the model to easier see how it can be adapted to fit just that particular project. Even if some think that the model itself can be very administratively heavy at the end of a project it is still the start-up phase that many complain about. There are to vague guidelines in that section and far too little can be specified of how the project will look in the future. An important thing that can be described here is also regarded to be which of the projects three variables, time, cost and quality that can be a floating variable. As it is now the model locks all three variables, which makes it hard to determine how the model should be used.

The model can sometimes be perceived as unnecessarily huge for an organization that still is quite small. Things that the model in some places describes are not practically doable since these support functions are missing within the company or demands too much resources for it to be profitable. Even this could be selected in the beginning if a better description would exist.

As mentioned before the start-up phase of projects is the thing that most people have opinions about. The criticism is not only about the things that are or are not specified but also how people in the management act in the beginning of a project. Most people, working directly in a project, think that the model should be harder in describing what responsibility the management, steering group and orderer should have during the project together with a description of their connection and activity. As it is now, as mentioned earlier, there are to vague guidelines in the beginning and this could be prevented with better and clearer guidelines regarding all roles in the model. What is also noticed regarding responsibility and start-up is that there is a lot that is specified although not generally known of. It is though often the project culture that puts a halt to how projects begin. Projects are started very informally and decisions are not made in the earlier stages. It is here where the order definitions and role allocations are missed. What then happens is that the organization wakes up and discovers that a project has started and now must be put into the model where as the definition phase is missed. Many therefore believe that people should be even clearer when a project is started and state clear definitions of what as to be done. Since this is not working with satisfaction today, many demand that there must be a better continuous education regarding project processes with the project model. Also newly employed people could need to go through an education in internal project processes before they are thrown into a project. To be able to create continuous education within a project it is also suggested that some kind of retrospect must be down in the project to more clearly see what has been done so far and what can be done better in the future. As it is now it is perceived as if something similar is done at the end of a project which only creates a big lump that is hard to handle.

Reporting and mediation to people, not actively connected to the project, of how the project runs is missing today which is also pointed to by people that are not directly participating in a certain project. If they are to be suddenly involved into a project they fell that they know to little about it to actually be able to achieve anything or deliver their resources.

Weak areas within product development and areas connected to it

To bring focus of the model, as the only thing controlling the product development, the interviewees where asked if they knew any other weaknesses within other area of the product development process. Very many mentioned the document controlling system as a weak point since sought after documents are very hard to get hold of. A term that has been repeated is to call the present document controlling system for 'the black hole'. What people dislike regarding the document controlling system is that the naming of the documents makes them hard to search for and all too often too many hits are presented when something specific is searched for. It is also believed that the system lacks structure that would ease up the search function for relevant documents. Many people also know that a new system was about to be introduced but still has not arrived why people do not really put in any extra energy into the present system. The system also puts up certain demands that many users can not fulfil why the system keeps on decreasing in quality.

Another thing that has been observed is that the knowledge in the commercial vehicle industry is poor and people are unable to see Haldex part in it. The knowledge of where Haldex's components are going to be placed in a vehicle is also poor and too few know what other components to take into consideration in a vehicle's system when developing and designing new components. More knowledge must be gathered here, is a common perception, to actually know what Haldex is doing. People tend to lack the knowledge that Haldex is making parts that belong in a commercial vehicle system and not just manufacturing a single brake.

The R&D-department is also seen as understaffed and edge competencies are concentrated to only a few people. If on or more of these persons should disappear the hole that is left would take a long time to fill. The distribution of these competencies is also very poor which enhances the phenomenon. A well working experience mediation system is just what is missing which also makes it harder for later projects that encounter the same problem again. Some kind of white book is missing that follows up the project and that would make it easier to work in upcoming projects. In the laboratory, the same fault is encountered over and over again. Something that they think would be prevented if a better experience mediation system was developed. To mediate experiences today the organization uses the same people in several projects which leads back to the problem with the edge competencies. Some experiences can sometimes not be hold in house as it is stated that too many consultants sometimes work at Haldex. This can make it harder for Haldex to tie up important experiences. There are also some opinions that consultants do not care about the company as much as the employees and therefore do not invest in Haldex future as much. The hiring of consultants is believed to be the effect of poor resource planning.

Many people also see the patent management as a weak area today. This area is believed to be very complex and must be given more resources as Haldex has had earlier problem with infringements of patents. It is important to get better in searching for existing patents before

any development can begin in order to be spared from changes within the project at a later phase.

Many people also see a conflict regarding the completion of a product. Some people think that the market department sometimes gives too few inputs that tell what features the market really wants on a brake. When these inputs are given in terms of customer demands and customer adaptations later in the project the project tends to be stretched out and adjusted to the customer instead of making a brake platform from where a customer adjustment can be done later on in a new project. The R&D-department sometimes wants to continue with the development of the brake until it is perfect while the market department wants to get it out to a customer as quick as possible. It is here important that the project is ended in time or the product will either suffer from quality issues or be unsalable.

Since some people think that the creativity gradually decreases within the organization a group of people that only handles creative new solutions is searched for. Today this kind of group already exists and it is called the advanced engineering group, although they are only an own department with one single product. The idea of an advanced engineering group is otherwise very good.

There are also some opinions that people are generally very bad in performing meetings. Very often too long meetings are held to no use and sometimes meetings, that treat many different errands at the same time, are held. Meetings that seldom produces something useful. Meetings that actually produce something good are then not followed up by any protocols and people not attending the meeting can therefore find it very hard to know what was discussed over the meeting. Some meetings only work as discussion forum where people are free to ventilate about certain issues. Many meetings like the ones mentioned above are therefore considered to be a waste of time. And it is also, as earlier mentioned, often the same persons from a group that attend meetings which allows this person's edge competence to increase while others to not get to share the vital information.

5. Discussion/Conclusions

This chapter will present a discussion that will try to tie up the different behaviours of the organization with relevant theory to see if there are any connections that can be made and if other behaviours can be predicted by knowing how the organization treats their culture, for instance if it sees the organizational culture as a metaphor or just as a subsystem as Alvesson (2001) is presenting. It will by this try to answer to the purpose of the study where the organizational culture of the organization was to be analyzed from an inside out perspective and to see how the employees perceived the changes that occurred due to a quality certification with emphasis on their newly established project model.

The department of Foundation Brake, where this study is made, is currently going through a change in their organizational culture and the change is now somewhere of the end phase. The change of the culture has not been done due to a non-working previous culture but because the organization needed to improve solid routines and processes in order to keep up with market demands. The plan of change was to certify the organization according to present regulations of quality, a change that many companies has been forced to during the past decades in order to keep up with competitors and customer demands. Haldex did not see the opportunity of change as being an opportunity of total cultural change but rather an improvement of the existing one. To fit this change process to theories about cultural change, Haldex change process can be resembled to the six step plan presented by Alvesson (2001) where Haldex now acts within the sixth step of the process after having analyzed their existing culture, seen differences to present demands, and come up with a plan of change, i.e. the quality certification. Included in the certification was the project model, which can be seen as have been developed to get a more formal and well-arranged project culture that would try to preserve the current project culture but at the same time try to control it as the huge amount of creativity sometimes, according to the interviews, have made product development uncontrollable since too many projects have been started but never finished due to an attempt to preserve creative ideas.

To evaluate the cultural change clear parallels can be drawn to Alvesson's (2001) grand technocratic project, although Haldex did not try to completely change their culture by introducing a quality system but only to straighten out how to work in a structured way. This top-down procedure of changing the culture seems to have been working in the beginning of the adherent six-step process but has faded out in the later part. With a change of management group members that are told to be a bit vague in their opinions, the new culture seems to be defined somewhere in the middle of the organization as the R&D-department tries to find their own ways of working, as can be reflected in how persons attending projects will have to chase down their own resources and trying to get information about the project without having been given a descent project order. Alvesson (2001) presents this type of cultural change as an organic social movement as the groups within the personnel try to make changes to the culture by working and acting in their own ways. This can be seen as a result of the grand technocratic project as the organization itself fills in the gaps created by the change with cultural aspects according to the how the organization perceives itself. This is not a bad thing but just a complement to the grand technocratic project. The organic social movement does not completely manage to change the culture as the technocratic project but just adapts the organization to fit to current circumstances. A combination of the types of change therefore creates a more wanted culture as the management has given the organization some inputs on how the company must act to fit the market and the organization has answered by fitting the new cultural thinking into the old way of acting.

This way of forcing a combination of changing types can be a result of vague leadership as the responsibility has been transferred from the management to the organization in some issues. The distinction between leaders and managers is thereby very clear here as the management is seen as very vague. Although, the vague actions of the management have not taken on any butterfly effect down through the organization as the personnel of the R&D-department believe that they sometimes, as in when developing new ideas, push decisions upwards through the organization. A butterfly effect that can be recognized though is when the project model is being used and either, the management group, the steering group or the orderer of the project takes a side step of the model. These side steps, in terms of short-cuts or deviations from the model, have given the projects an unserious impression and the whole project tends to adopt this bad behaviour. In projects where this behaviour has occurred in an early stage of the project, the formalities, such as important documentation, has been dropping in quality or been left out.

Haldex is described as a very free place to work in by the employees, but free forms of working also needs some kind of control. This control must be of a managerial kind as where the management knows how to control the personnel in accordance to current organizational culture. After getting the quality certification, which can be seen as a way of controlling the culture to fit any type of management, the management has not though been able to adapt to the new kind of culture as well as the rest of the organization as most issues tend to rise as a conflict between the management and the personnel. The move of getting a quality certification, apart from market demands, can also be seen as a way of getting the easiest way of control over a free and creative organization. An organization like Haldex Foundation Brake is not in need of a leader that will be cherished, but only needs guidelines from a more managerial style management. Having the organization following a leader could create a very single minded thinking, which could risk loosing the creativeness of the personnel. But by only tighten up the organization by adding routines and formal guidelines, as the project model can be resembled as, the organization will not loose their creativity but only control it in directions that would favour the company. So, when viewing from such an angle, the management's actions are working as their behaviour does not constrain the creativity but lets it flow freely and solve everyday problems.

According to the interviewed personnel the climate created by the organizational culture is very free and each individual is allowed to work in their own, although since everyone seems to respond similarly on questions regarding the climate, an assumption can be made this is just the way of how the organizational culture controls the company. If anyone would 'work in their own way', as people mentioned, and this would deviate very much from how people assume everyone is working it would not be regarded as the Haldex way of working and would therefore not be part of the organizational culture of Haldex, although the individual is working in his or her own way. This phenomenon is though, told to be very rare as people working at Haldex seem to adapt to the culture very quickly and as this way of working clearly is better fore the individual, as the climate is very open, creative and positive, there is no reason to talk about the organizational culture of Haldex as a constraint.

A constraint, constraining the development of the organization that can be found though, is that after the introduction of the quality system, and thereby new routines and processes, the organization has not been educating the personnel enough to handle the new system. This can be recognized in the knowledge of the project model and the documentation system for instance. The reason for this lack of education and poor follow-up of how the system is used

can perhaps be that the quality system was not really needed from an organizational point of view as from more of a demand from the organization's environment in the market. When not seeing any clear need, or create the need within the organization, the interest in adopting the new system can be very low. A parallel can also here be drawn then to the actions of the management, similar to the lack of presenting future strategies, which is not informing the organization about the need of the system before introducing it or presenting where the company is heading so the employees know where to focus their energy. Education and clarifying objectives and goals is something that the organization would gain much in improving and perhaps the individual reason for the behaviour of not clarifying future issues lies in the individual's way of working in their own way, taught by the culture of the organization. As the organization is in a phase of changing its culture the management might increase the development process by clarifying what goals to reach and what to gain by doing so, and also put these goals up as rewards in order to hurry up the process as Kerr & Slocum (2005) argues. The way of being creative and open and always searching for answers has made the individuals educating themselves although in different directions, why there would be a reasonable reason to why there sometimes can be difficulties in coming along in troublesome areas. If there had been clearer directives of how to behave and act, taught to the personnel by education and follow-ups, these diversifying actions might have decreased somewhat. Instead of letting every person develop as individuals, the organization should help the individuals to share their development with other creating a self-learning organization.

In the project model a better experience mediation system would be of great help that would put all users of the model at the same track by acting alike and performing the steps and processes similarly to the predecessors. Such a system would create educational material for forth comers who would see how certain procedures have been managed before. This system would maybe help everyone to share the common knowledge making it into standard and the phenomenon of everyone hunting down information for their own interpretation would disappear.

An issue that might have helped to create this open work climate where everyone is allowed to work in their own way can surely be that Foundation Brake is a very wealthy organization due to their successful brake product created some decades ago. This product has been the company's cash cow for a long time and helps to support the whole company with enough money not to bother to always make perfect calculations of investments and product costs. Since the feeling of not having to bother about costs, the personnel can be let more freely and perhaps try things that might exceed budget and does not bring enough money in to cover the certain tried project. Allowing this behaviour and freedom of creativity in an economical way, this certain stress factor is decreased or almost eliminated which most certainly contributes to change the organizational culture to the way it is today where costs are secondary objectives.

To try to sum this up it is easy to say that Haldex Foundation Brake is now at the end of an organizational culture change where they still have a few ways to go and some issues to address in order to complete their change process. The organization has very competent personnel but is not always able to focus their competencies in the right direction, although they manage to make very good products as they are increasing their market shares. Yet to see is that the organization is changing faster than the individuals, but when the individuals discover how to manage the new cultural demands a lot of the addressed issues presented in the results will be given a solution in a short period of time.

Considering this, it would be rather interesting to make a new study in a few years time regarding the establishment of the new organizational culture to see if the culture ends up in the way proposed in this study or if any other issues will change the direction of the cultural change.

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Appendices

Template for interview questions

Organizational culture

-What is your position in the organization?

-How many years have you been working at Haldex?

-Can you recognize any differences from your previous employer, and can you identify those?

-What is the main attitude at Haldex?

-Is everyone acting alike?

-What changes can you identify the past few years?

-How is the creativity at Haldex?

-How do you believe that the management group acting and what type of leadership style are they applying?

-Can you identify any norms within the organization?

-Do you ever feel unusually stressed?

-What do you think about the group cohesiveness in your department?

The Project model

-What are your general perceptions about the project model?

-Can you recognize any differences since it was introduced?

-Can you identify any obvious improvements?

-How well do you think the model is implemented and how did the implementation of the model go?

-What do you believe are the common perceptions of the project model?

-Do you think that the model is making project work more or less effective?

-Do you see any weak areas in the product development work at Haldex?

Allocation of responsibility

-How do you believe that the allocation of responsibility within projects is?

-What function do you believe that the steering group should have?

-Do you see any obvious conflicts in line versus project work?

-Can you recognize any solution to a possible conflict?

-What do you think about the resource allocation in the organization?

-Is there anything else you would like to add?