



CHALMERS
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Implementing a Sustainable Change

A Case Study on How an Organization Implements
and Sustains a New Way of Working

Master's thesis in Quality and Operations Management

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Abstract

In an ever-changing environment, organizations need to adapt and change e.g., strategies, ways of working, or product lines, in order to stay competitive. Therefore, new change initiatives are being conducted all the time in organizations. For the change initiative to not be in vain, the change needs to be sustained. A sustainable change means that the change becomes the new norm, or that it sticks instead of just fading away. To understand how a sustainable change can be achieved, different aspects of change initiatives need to be examined. This Masters' thesis studies a high-tech manufacturing company and its process of implementing a new way of working. This thesis aims is to understand how and what an organization needs to consider when implementing a change to make it sustainable. An empirical analysis of the change initiative was created by conducting interviews and observations. The empirical analysis explains the sequence of events that occurred throughout the implementation as well as the views, visions, and thoughts of the people involved. Parallel to this a theoretical framework was created, covering areas such as; planned and emergent change, the evolution of Change Management, change agents, resistance to change, and sustainable change.

All these various areas have the ability to affect the sustainability of change. These areas were all mentioned one way or another during the held interviews. From there, a discussion of each of the research questions was held based on the mentioned areas that can affect a change's sustainability. The discussions conclude down to the conclusion of the report which answers the research questions. There the suggested recommendations include, amongst other, to have clear goals for a change to make it sustainable, consider the organization's culture as well as being able to continuously revise the implementation to suit the organization to the best of its ability.

Keywords: change management, sustaining change, sustainable change, successful change, change agents, culture.

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1

Introduction

This report forms a Master's thesis at Chalmers University of Technology. The thesis was conducted during the spring of 2020. This chapter gives the reader an overview of the subject and aim of this thesis as well as a reading directive.

1.1 Background

In today's increasingly turbulent and competitive environment, organizational change has become a necessity for organizations to stay competitive (Monnot, 2017). Since the rate of change has never been greater, and because marketplaces change overnight, mastering strategies for managing change has never been as important as it is today (Moran and Brightman, 2015). Change is a never-ending story and an ongoing process. It can be major and fundamental changes affecting the core of an organization such as being acquired by another company, but it can also consist of small scale changes that only affect a part of an organization. However, Rowland and Higgs (2009) say that companies, still today, do not know how to approach change or sustain change to make it improve performance. Furthermore, Van de Ven and Sun (2011) explains that organizational change does not always go as expected, even though one would like to be able to predict, control, and explain the process. The definition of sustainable change is according to Brännmark and Benn (2012), when a change becomes the new norm or that it is stuck within the organization.

Companies will undergo organizational change in a lot of different ways. It could be by changing the structure of the organization, change the way of working, cultural change, and more. However, the most common goal with organizational change is to cope with, and stay competitive in a successful new market environment. Some companies manage the organizational transformation better than others, but the majority of transformations fall into the lower half of the success spectrum (Kotter, 2007). The outcome of an organizational change can have devastating consequences for the company. A change initiative will cost a lot of time and money before the change starts paying off. If the implementation or the sustainability of the change is lacking, the change can be done all for nothing, resulting in unnecessary spending of resources. This is the reason why change management has become a well-established subject. The field of Change Management regards to the activity of trying to manage and facilitate a successful change process, regardless of the nature of the intended transformation (Kotter, 2007). Change can often be viewed merely as the implementation of change and in the case of a successful implementation, the whole change

is viewed as successful. Hughes (2011) means that change needs to be viewed as a process over time with strategic differences that changes over many years. It is therefore, paramount to understand how organizations implement changes, and how the sustainability can be increased.

Change Management is a well-studied area which had its break-through in the 1940s with Kurt Lewin's three-stage process of change. Since then, the subject of Change Management has evolved, and different views on how change is initiated and managed have emerged. However, one part of Change Management that is less explored is sustainable change. According to Schneider, Brief, and Guzzo (1996), the organization's culture, what values the organizational members have, is strongly connected to the sustainability of change. To understand what a change requires for it to be sustainable, different aspect of Change Management needs to be explored, for example how to implement a change, how the culture affects the sustainability and what makes it sustainable. Literature or research on the topic of sustainable change and how to sustain it, is scarce. Therefore, this thesis therefore, aims at providing an expansion on the research on sustainable change by taking an empirical perspective to add to the empirical research material within the subject.

1.2 Aim

This thesis aims is to understand how and what an organization needs to consider when implementing a change to make it sustainable. This includes research on what a sustainable change is, how the organization's culture can affect sustainability, as well as investigating, how the implementation of the change can affect its sustainability.

1.2.1 Research Questions

From the aim, three research questions have been determined.

How does an organization implement a new method of working?

How does an organization sustain change?

How does an organization's culture affect the sustainability of change?

1.3 Delimitations & Limitations

This section covers the delimitations and limitations of the master's thesis.

Delimitations

This thesis is delimited to investigating how an organization implements a new method of working and how the organization sustains the new way of working. This thesis does not include investigating the selection of the new working method. Fur-

thermore, the thesis is delimited to only study one company, Company A, and one change within the company.

Limitations

Due to a global pandemic, another limitation consists of not being able to observe meetings after March 13th, 2020. After March 13th, 2020, the researchers were asked not to enter the facility of Company A. Due to this pandemic, the employees at Company A were temporarily on leave and the amount of time spent on additional activities, such as answering questions regarding the master's thesis, was limited. The time limitation for this thesis is, full time, from January 2020 to June 2020.

1.4 Reading Directive

This section has the purpose of supporting the reader with the outline and reading directives of the master's thesis.

Chapter 1 - Introduction

This chapter introduces the reader to the topic of change management and the reason for this master's thesis being written. It begins with an introduction of the topic for the master's thesis, goes into the background of the topic, and then discusses the aim and research questions of the report. Lastly the delimitations and limitations of the master's thesis are presented.

Chapter 2 - Theoretical Framework

This chapter consists of the theoretical framework. The chapter begins with an overview of Change Management and what it is. It then moves on to introduce different aspects of change and how these have changed over the years. Change agents and their role in Change Management are discussed thereafter before resistance to change is brought up. The last section in the theoretical framework is sustaining change and what is required to do so.

Chapter 3 - Methodology

In this chapter the methodology of the master's thesis is presented. The chapter presents the research design and strategy, the data collection methods, analysis, and validation of the data collection before the ethical aspects of the report are presented. Lastly a company description is presented.

Chapter 4 - Results

This chapter consists of the gathered and analyzed data obtained from the observations and interviews at Company A. The results are presented in two groups: implementation process and culture.

Chapter 5 - Discussion

In this chapter the discussion of the master's thesis is given. The discussion is based on chapter 2 - theoretical framework and chapter 4 - results. The discussions are also based on the research questions of the master's thesis.

Chapter 6 - Conclusion

The last chapter of the report consists of the conclusion of the master's thesis. Here the research questions are answered as well as further recommendations to the case and for future research.

2

Theoretical Framework

This chapter presents the theory read, and is divided into different sections, all with connections to Change Management, successful and sustainable change.

2.1 Planned and Emergent Change

There are two different ways change are performed; planned or emergent change. Depending on the way change arises, the following processes can turn out differently. The planned and the emergent changes are described as different ways change comes about (Todnem By, 2005). According to Bamford and Forrester (2003) the planned and emergent approach are the two dominant approaches for describing this. Furthermore, Bamford and Forrester (2003) argue that the planned approach has been the dominant approach and is founded, more or less, on the work of Kurt Lewin in the 1940s. Lewin's approach characterizes change as a planned sequential step process within an organization that moves from a 'fixed stage' to a new 'fixed stage'. (Bamford and Forrester, 2003). According to Burnes (1996), Lewin argues that his planned model was the one best way for organizational change. Emergent change on the other hand appeared in the 1980s, and completely rejected the planned approach. The perception of emergent change can be labeled as an open-ended approach where organizations try to align and adapt themselves to the evolving and changing circumstances and conditions (Burnes, 1996; Todnem By, 2005). Burnes (1996) says emergent change is a continuous improvement and not a linear event within a specific time frame.

Emergent change suggests that change is so rapid that it is effectively impossible for top management to identify, plan, and implement the needed organizational responses to the new environment. The responsibility for organizational change therefore, needs to be increasingly devolved (Todnem By, 2005). In contrast to planned change, the emergent change is more bottom-up driven in both control and implementation, where planned change is more top-down driven (Bamford and Forrester, 2003). According to Bamford and Forrester (2003), it is the environmental uncertainty that makes emergent change more pertinent than planned change. It is suggested that organizations should become open learning systems to cope with the uncertainty and the complexity of the environment. The change and strategy development could emerge from the way an organization acquires, interprets, and processes information about the environment (Todnem By, 2005). According to the

emergent change supporters, the model should promote an in-depth and extensive understanding of culture, style, people, systems, structure and strategy, and how these can promote and block an effective change process (Burnes, 1996). Burnes (1996) compares and reviews different authors' views on emergent change, e.g. Pettigrew and Whipp (1993) and Dawson (1994). Burnes (1996) concludes that the advocates of emergent change are not in agreement about everything within emergent change, however, there are five similarities. There are several other authors who describe a similar structure for how change develops. Kanter, Stein, and Jick (1992) describe ten commandments for executing change and Kotter (2007) argues that there are eight steps for a change to be successful. These ten commandments and eight steps are very similar to each other as they start by stressing the importance of understanding the change and how it is adapted to the organization. They then move on to making a clear separation from the past, setting and communicating a common vision for the change, and creating a sense of urgency. Involving the majority and setting and celebrating goals along the way are some of the following commandments/steps. Lastly, the commandments/steps say to incorporate and anchor the changes in the organization to secure the change.

The similarities of organizational change described by Burnes (1996), are, firstly, organizational change is an adaptive and experimental continuous process that intends to match the organization's needs to its capabilities. Second, the best way to achieve this is mainly by many small changes that in time can aggregate to a major transformation. Third, managers' role is to create or foster an organizational climate or structure which encourages experimentation and risk-taking, and to develop a workforce that can identify the need for change and will take responsibility to implement it. Fourth, managers should develop a common vision or purpose, which will give a direction to the company, and proposed changes should be aligned accordingly. Fifth, to facilitate the previous points, information about the external and internal objectives and capabilities, needs to be gathered. There needs to be adequate communication regarding the transmission, analysis, and discussion of the information. The organization should have the ability to develop new skills and use knowledge from one another's actions to identify appropriate responses (Burnes, 1996).

2.2 Evolution of Change Management

According to Worley and Mohrman (2014) there are different ways of viewing change, since change has evolved over the years. In early days change was seen as a necessity to cope with changing markets, technological advances, or different expectations from the society (Worley and Mohrman, 2014). Change initiatives started as incremental and then moved on to becoming big improvements for the whole organization. In the old view, two main theories were developed; *change process theories*, that describes what triggers, affects and what the expected outcomes of the change are, and *the implementation of change*, that focuses on "the activities change agents should perform to ensure the success of a change effort" (Worley and Mohrman, 2014,

p. 215). One of the most well-known change process theories is the model by Larry Greiner (1972) where he looked at the change process from beginning to end, from initiation to maturity. Other well-known theories that were used in the old perspective were, for example Tushman and Romanelli (1994). In the implementation, names like Lewin (1947), Kotter (1992), and The Positive Model by Cameron, Dutton, and Quinn (2003), were common. Worley and Mohrman (2014) say all these theories have common ground. They are all initiated by senior management, have a structured start and end, and they focus on certain systems. All this to sustain successful changes, strategies, and gaining competitive advantages. Todnem By (2005) supports this by saying that the early approaches regarding Change Management said an organization could not stay competitive or improve performance if the organization was in constant change.

The more recent perspective explained by Worley and Mohrman (2014) does not allow companies to only make incremental changes, but instead they need to make both incremental and fundamental change at the same time, and let it eventually spread and affect the whole organization. Change today needs to happen fast, at the same time as the organizations are ensuring that they 1) are still performing today's goals, 2) making use of their capabilities and developing new ones, 3) making sure customers are getting what they ask for, and 4) actively working to reduce their environmental impact by making processes more efficient. In the new research, the older theories by Kotter (1992) or Lewin (1947) are not mentioned at all. The newer view can be connected to discontinuous change described by Todnem By (2005), where change is viewed as brisk changes in an organization's strategy, culture or structure, or the three. Worley and Mohrman (2014) say it is because these old theories are too incremental, and in organizations today, the change that is performed is transformational and makes for a fundamental change within the organization. Worley and Mohrman (2014) present a model for the new theory of change, The Engage and Learn model, shown in figure 2.1 below. The authors explain the model as being "a descriptive model of changing along with a set of organizational change routines - the recurring processes that characterize an organization - that allow an organization to change itself continuously" (Worley and Mohrman, 2014, p. 217). The steps of this model are adapted to suit an organization to be effective in a disruptive, uncertain and violent climate, but are no less effective when the climate is more stable.

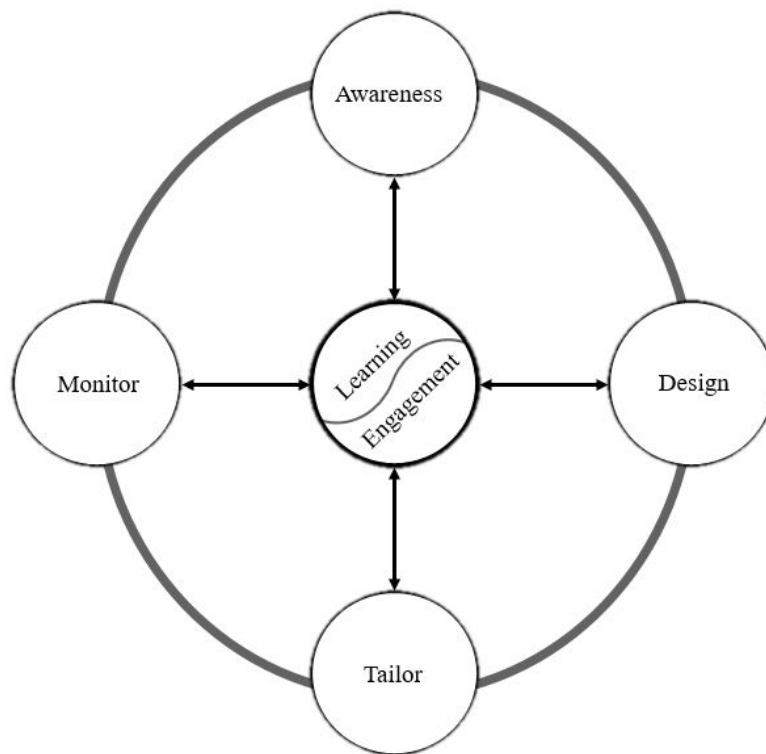


Figure 2.1: The Engage and Learn model by Worley and Mohrman (2014, p. 217).

The Engage and Learn model by Worley and Mohrman (2014) does not have a starting or finishing point, hence why there are no arrows in the outer circle of the model. The authors mean that change might just as easily start with design or tailoring as it can with monitor or awareness. The authors mean that the elaborate types of change that are required today cannot be executed without an organization's self-reflection and emergent change. The model's center consists of two modes of operation to motivate people in the organization to enable change to happen. These two are engagement and learning. Engagement is any initiators first motivation for a change to occur (Worley and Mohrman, 2014). Without engagement there will be no change.

2.3 Change Agents

Change agents are important for organizational change since they are the ones who steer and manage change. Therefore, the outcome of the change process can be dependent on the change agents' ability to navigate the change. Change agents can be defined as "an internal or external individual or team responsible for initiating, sponsoring, directing, managing or implementing a specific change initiative, project or change programme" (Caldwell, 2003, p. 139). Also Lunenburg (2010) describes the role of the change agents as being the individual or group who takes on the initiation and/or managing of a change within an organization. However, Lunenburg (2010) mentions despite a change agent being very skilled and having the ability

to facilitate, coordinate and sustain change, no change agent can work for a change without a close relationship with the key decision-makers of the organization. There is a need for strong negotiation between the change agent and the leadership, which is also supported by Cameron and Green (2020). There are both advantages and disadvantages of having change agents who are internal and/or external. Lunenburg (2010) argues that the benefits of having an external change agent, a consultant, is that they do not have to abide by the organization's rules or culture. The disadvantage is that the change might not sustain in the long run due to no understanding of the history, operations, or culture of the organization.

Caldwell (2003) stresses the importance and the key role change agents have in an organization experiencing change. The author continues saying that change agents often are perceived as a one-dimensional role that is neglected and forgotten of its importance and complexity when it comes to Change Management. Caldwell (2003) therefore put together four models describing the roles a change agent can have. The Leadership model, the Management model, the Consultancy model, and the Team model. The Leadership model characterizes change agents as leaders or senior executives at the top of the organization's hierarchy, who initiate, envision, or sponsor strategic change of a transformation or far-reaching nature. The Management model characterizes the change agents as functional specialists and middle-level managers who carry forward, adapt, or build support for strategic change within key functions or business units. The Consultancy model characterizes change agents as internal or external consultants who operate at a process, task, operational or strategic level within an organization, where they provide expertise, advice, project management, process skills in facilitating change or change program coordination. The Team model characterizes the change agents as teams that may operate at a process, task, operational or strategic level within an organization. The team may include employees at all levels, functional specialists, managers, and/or internal and external consultants (Caldwell, 2003; Cameron and Green, 2020). Caldwell (2003) says these models encompass a greater part of the existing research on change agency. According to Cameron and Green (2020) Caldwell's model emerged when Caldwell recognized that there was a shift in the approach of change, from a planned approach, that usually came from a top-down approach, towards an emergent approach, that organizations adopted to meet unprecedented levels of change. Based on Caldwell's model Cameron and Green (2020) say there could be another model, a meta-model, where all Caldwell's models are aligned to get the most benefits of the four by Caldwell.

2.3.1 Change Agents Success Factors

Change agents have an important and significant role in Change Management for a change to become successful (Balogun, 2003; Battilana and Casciaro, 2013; Furnham, 2002). Battilana and Casciaro (2013) mean that it is the network and relationships a change agent has that can make a change successful, whereas Furnham (2002) means it is **courage** a change agent needs to have, the courage to fail, to en-

able a successful change. According to Furnham (2002), the most important change agents are the middle managers of an organization and the success of the change exists in their courage. Balogun (2003) says middle managers are often neglected when it comes to change, but means that these have a more significant role than most think. In fact, Balogun (2003) says middle managers as change agents often act as the initiators of change and can help with strategic contributions.

There are many different roles a change agent can take on during a change to make it more successful. Battilana and Casciaro (2013) mean that a change agent does not have to be an appointed person, but can be an informal leader that takes on the change. Balogun (2003) means that a perfect change agent that has the kind of informal network Battilana and Casciaro (2013) talk about, is the middle manager. A middle manager is the bridge between the strategic level and the operational level within a company.

Battilana and Casciaro (2013) describe three factors that can determine the success of a change agent and the change. The first is the need for the change agent to have a central role in the organization's informal network, regardless of hierarchical position. Balogun (2003, p. 70) talks about how middle managers can be used as "strategic assets". By this the author means that middle managers have often been viewed as solely operational and therefore miss the strategic capabilities of a middle manager. A middle manager's role is being in the middle of the organization and spreading the word of the senior management and by so playing a vital role in the implementation of change (Balogun, 2003).

The second success factor by Battilana and Casciaro (2013) regards how substantial the change is and the authors say there are two types of networks a change agent can have. When a change agent's network is a bridging network, and individuals or groups are not in contact with each other, it is more likely to effectively implement dramatic changes compared to a change agent's network where the network bridges people who already have a connection with each other, i.e a cohesive network. Bridging and cohesive networks are shown in figure 2.2 below. Battilana and Casciaro (2013) mean that this is due to, resistors who are disconnected are less likely to form an alliance that can oppose the change. Balogun (2003) means it is important to understand how middle managers understand and experience change for it to be successful. The middle manager's perception of the change will determine the nature of the outcome. The other view Battilana and Casciaro (2013) make on a change agent's network is change agents with cohesive networks, networks where people are connected with everyone in the network, are more likely to effectively implement minor changes. Employees with skeptical views on the change are more likely to be overruled by the group with cohesive networks. Balogun (2003, p. 70) discusses the fact that the middle managers have been viewed for a long time as "a block to communication, both upwards and downwards. They constantly underperform". Furnham (2002) says the reason for underperforming is simply that people have not been trained in the area. However, today they are more often viewed as the 'implementators' of change due to the communication across the organization.



Figure 2.2: Bridging and cohesive networks explained by Battilana and Casciaro (2013, p. 5).

The third success factor Battilana and Casciaro (2013) describe is having change agents work closely with people who are yet to decide on their opinion on the change, the so-called 'fence-sitters'. These people will be reluctant to disappoint a friend and good communication is therefore key. Furnham (2002) says the advantage of having managers as change agents is that it gives the manager the skills of negotiation and counseling, and to motivate an underperformer is an important role of a change agent.

2.4 Resistance to Change

Resistance is a commonly discussed topic when it comes to Change Management due to the sensitivity when implementing a change. Some authors believe that resistance can hinder the change becoming successful and must, therefore, be dealt with beforehand. According to Thomas, Sargent, and Hardy (2011, p. 35), the conventional view of resistance is that, "...resistance is an inevitable and natural reaction..." that comes from misunderstanding the benefits of the change, thus making individuals fearful or having resistant personalities. According to Ford and Ford (2010, p. 24) there is no agreement behind the definition of resistance, however, it has been characterized as 'push-back', 'criticism', 'foot-dragging', etc. The behaviors connected to the different characterizations can be almost anything from small negative facial expressions to sabotage. Thomas and Hardy (2011) explain that seeing resistance as something negative and problematic, that has to be managed, is the dominant view both in theory and in management practices. Even though a lot of theories strive to avoid or overcome resistance, some researchers do not see resistance as something negative. Ford and Ford (2010) argue that managers should stop blaming resistance to change as the reason for the failure of the implementation, since it can hinder the benefits of resistance. Furthermore, Ford and Ford (2010) argue that resistance can be seen as feedback, and as all feedback, it can be used to improve the implementation and the design of the process being implemented.

Van de Ven and Sun (2011) argue that managing resistance and taking corrective actions to silence resistance without reflecting on the people's opinions, and revising the implementation, can be a self-defeating strategy. According to the authors, change agents, in many cases, would be more successful if they were to reflect and revise their mental model to fit the organization during the implementation. This way of reflecting and revising the implementation can according to Van de Ven and

Sun (2011), be seen as a trial-and-error learning process. Similarly, Ford and Ford (2010) recommend that one should listen to everyone's worries and fears since it likely contains useful information that can be used to improve the implementation. Instead of trying to convince people - and by letting the resistors, to some extent, be a part of the planning and implementation of the change - the resistance energy can be channeled into supporting and/or inventing improvements. Cameron and Green (2020) also explain that the training and development of the employees are important. According to the authors, investing in training the employees, and allow for them to understand the change and new way of working does not only teach them the skills that they need to know but also shows that they are willing to invest in their employees. Furthermore, this training will, according to the authors, give the employees an understanding of the change and can therefore come up with solutions or opportunities for the change. The bottom line is to work **with** people instead of against them, and clarify their concerns to find areas that can be improved (Ford and Ford, 2010).

Van de Ven and Sun (2011) express further that, people prefer to implement something they have been part of planning rather than plans mandated by an external party. According to Cameron and Green (2020), it is also necessary for managers to "walk the talk", act as role models, and perform their role in the new change as it has been communicated. The authors explain that people will look for reinforcement of the new values and ways of working. If there is a lack of 'walking the talk', there will be resistance. Furthermore, the authors stress the value of communication about the change. It should have a clear purpose and all affected personnel should be involved in the communication.

2.5 Sustaining Change

Some change initiatives will undergo a long implementation process, only to, after some time, fade away and result in previous standards being followed per usual. The change initiative would thus have been for nothing and resulted in additional costs and a waste of time and effort. The definition of sustaining or sustainable change is described by Brännmark and Benn (2012) as when the change becomes the new norm or that is stuck within the organization. Hodges and Gill (2015) mean that for a change to become sustaining it needs not only the right support from people but also the support from processes within the organization. In the manufacturing sector this becomes vital to maintain standards and procedures after the implementation phase of the change (Hodges and Gill, 2015).

The objective with sustaining change is therefore, to make sure that the change does not fade away after the implementation. Hodges and Gill (2015) mean that this can be done by measuring change and the different aspects the change affects. What gets measured in a change is more likely to be managed and to have follow-ups, but is also more likely to affect how people act towards the change. Brännmark and Benn (2012) point out that, researchers have noted that the outcome of a change

program is not solely dependent on the change program concept, it is also very important to understand the management's intentions with the change. Therefore Brännmark and Benn (2012) argue that two areas that affect the sustainability of the change, the goals and intentions of the implementation as well as the implementation design of the change.

2.5.1 Goals and Intentions

One aspect for evaluating changes' sustainability is to evaluate the goals and intentions of the change. Depending on the goals and intentions of a change initiative, the sustainability of the change may be inhibited from the beginning. Brännmark and Benn (2012) explain different intentions by contrasting the implementation of an ISO 9000 quality management system for two different organizations. If a company intends to implement the management system to gain the ISO 9000 certificate, the result will probably be that they receive the certificate but miss the benefits from actually working with the philosophy behind the standard, and so the change is less likely to stick. In contrast, if a company intends to work with the ISO 9000 management system to improve their quality, and embraces the philosophy behind the standard, the company will more likely gain efficiency from the implementation. Buchanan, Fitzgerald, Ketley, Gollop, Jones, Lamont, Neath, and Whitby (2005) also argue that the purpose and goals of the change are key factors that affect sustainability. Similarly to the example by Brännmark and Benn (2012), Buchanan et al. (2005) also explain that the values and philosophy of the implemented change should fit the organization. Hodges and Gill (2015) describe a similar approach on how to sustain change. They mean that a clear aim needs to be established from the beginning. By collecting data before, during, and after the implementation of change it becomes easier to evaluate the results of the change.

Brännmark and Benn (2012) argue further that an organization that implements the Total Quality Management (TQM) concept to achieve legitimacy gains from customers, will less likely receive efficiency gains. However, an organization that implements TQM, gives feedback on how the concept fits them, and how they can adapt the concept to suit their goals and needs will probably be more likely to receive efficiency gains. Similarly Buchanan et al. (2005) have identified the fit of the implementation with regards to the organization as a key factor for the sustainability of the change. In conclusion, the reason why an organization launches an implementation is as important as which change program they initiate.

2.5.2 Implementation Process Design

Even though the goals and intentions are well suited for a sustainable change, the sustainability of the change may be inhibited by having an unsuitable implementation process. It is therefore important to also evaluate the implementation process to enhance the chance of sustaining the change (Brännmark and Benn, 2012; Buchanan

et al., 2005). Brännmark and Benn (2012) argue that a poorly designed implementation process could inhibit the chance of a sustainable continuous change process being created. The evaluation of the implementation design by Brännmark and Benn (2012) consists of four enablers for long term effects of change: management ownership of the change initiative, professional steering, competent leadership, and engaged participants. This evaluation is supported by both Buchanan et al. (2005) and Hodges and Gill (2015) who describe the need for commitment by the stakeholders and ensuring employees take ownership of a change for it to become meaningful to them. To have an active owner of the change implementation in top management to secure results, but at the same time having ownership further down in the organization, is key for a successful implementation (Brännmark and Benn, 2012; Buchanan et al., 2005; Hodges and Gill, 2015).

Buchanan et al. (2005) argue that there needs to be adequate infrastructure in the implementation, where the authors point out the importance of having a steering committee, facilitators, and procedures for problem-solving when problems occur. Brännmark and Benn (2012) also point out the importance of professional steering, to enhance the chance of a sustainable change. This can be done according to the authors through, a steering group, a group that overlooks the implementation process, that can allocate resources when and where it is needed, which can make sure that the ongoing needs of the owners and the implementations are met. It can also be done by appointing a change agent, a coordinator for the change process, to sustain continuous improvement activities.

Brännmark and Benn (2012) stress the importance of a continuing and competent leadership, since leaders can lead by example and therefore inspire the rest of the affected organization to adopt the change. Furthermore, the authors argue that the leaders are also important for networking, partnering, and creating a dialogue between everyone involved in or impacted by the change program, even the ones that represent the natural environment. Buchanan et al. (2005) on the other hand express the importance of right competencies, and training of competencies regardless of the rank of the employee. According to the authors, training is a prerequisite for competence, and competence is in turn a prerequisite for commitment, and therefore a key factor for sustainability. Learning and developing the competencies within an organization is about the capability to do something rather than just talk about getting something done. Engaging employees by training and practice throughout the organization allows for a better and more sustainable change (Hodges and Gill, 2015). Brännmark and Benn (2012) express the importance of engaged participants for sustainability since they can act as local motivators and ensure commitment and add momentum to the change. It is also important to allow everyone affected by the change initiative to participate in the implementation to enhance the engagement. People also need to be empowered to participate in the implementation by providing resources such as training, skills, and time (Brännmark and Benn, 2012; Hodges and Gill, 2015).

2.6 Culture

An organization's culture is something that has been discussed back and forth over the years. An organization is its people, and if people do not want to change, the organization will not either (Schneider et al., 1996). Organizational culture is the subtle and less conscious psychology within the organization (Schneider et al., 1996). Schein (1991) says, to be able to base a culture as a concept, its definition, how to measure it, and how to apply it to organizations, needs to be determined. "Culture is a pattern of shared basic assumptions invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid, and, therefore, is to be taught to new members of the group as the correct way to perceive, think, and feel in relation to those problems" (Schein, 1991, p. 246). Schein (1991) continues by saying that the concept of culture as culture is the property of a group of humans that all share a common behavior or attitude. Culture implies stability to a group. Groups can stay unchanged over centuries due to their unchanged culture. Culture does also emphasize conceptual sharing. This can mean sharing the same language, but to just have a common consensus within the group can be considered culture. Moreover, Schein (1991) says that only what is *shared* is what can be considered cultural for a group. Groups who have conflicts or disagreements do not therefore, have a culture within that area. A group might, however, consist of subgroups that share the same view. Another group with another view on a concept can therefore, have a different culture regarding the same concept. Also Schneider et al. (1996) say that organizations who have, as they call it, a *strong* culture, are the organizations where the shared perceptions are considerable. This is why it can be difficult to make a change at an organization with a strong culture. The old values and beliefs need to be changed to the new ones.

3

Methodology

In this chapter the methodology of the master's thesis is presented. The chapter presents the research design and strategy, the data collection methods, analysis, and validation of the data collection before the ethical aspects of the report are presented. Lastly a company description is presented.

3.1 Introduction

Research can be defined as a process people do when wanting to expand their knowledge and find things out (Saunders, Lewis, and Thornhill, 2016). Performing research can then be described as following several steps to complete the wanted research. Saunders et al. (2016) say these steps can vary from time to time depending on what model to follow but lists the most common steps; formulating a topic, reviewing the literature, designing the research, collecting data, analyzing, data, and writing the report. This thesis follows the structure of Saunders et al. (2016) and their research process. This process includes forward planning as well as the backward stream of reflection and reflexivity. The model is shown in figure 3.1 below. The model calls for an iterative process to allow for time to observe the way things are done by oneself, but also observe and reflect over ways things were done before moving on to the next step of the process.

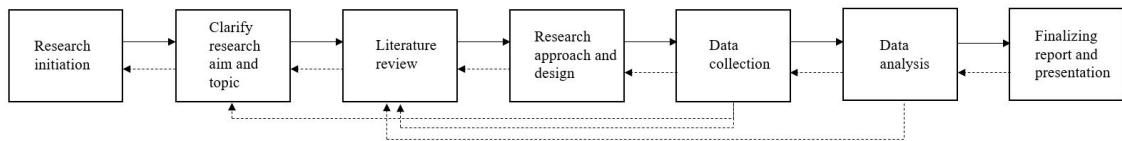


Figure 3.1: The Research Process by Saunders, Lewis, and Thornhill (2016, p. 12).

3.2 Theory Development

Theory development is explained by Saunders et al. (2016) to be the usage of theory in comparison to the data gathered. There are three main approaches to develop a theory: deductive, inductive, and abductive approach. Saunders et al. (2016) describe the inductive approach as the method of when data are first gathered and then compared to explore or identify a conceptual framework. An inductive approach is

used to generalize something from the specific to the more general situation. Saunders et al. (2016) say the benefits of using an inductive approach over a deductive one is the fact that theory follows the data and not the other way around. That permits alternative explanations at the same time as an inductive approach considers the context of the situation. The authors say inductive approaches are more likely to use qualitative data and use a broad variety of data collecting methods to get different views on the theory. The reason for choosing an inductive approach for this master's thesis is due to the investigating nature of the research. There was no set framework of the study and Company A had no previous underlying studies that could support this master's thesis. It became apparent at the beginning of the research that the data collected would be the main source of where the study would lay the path for the theory researched. The data for the thesis was gathered early on in the process to get an understanding of the process and relevant theory was thereafter researched to complement the data.

3.3 Research Design

The research design of a study is the framework for how data collection and analysis are to answer the research questions (Saunders et al., 2016). The research for this master's thesis was chosen to be qualitative. This because the theory development is inductive and having a qualitative research design goes along the same lines as the inductive approach. Saunders et al. (2016) state that using a qualitative research design in combination with the inductive approach can give a deeper and richer theoretical perspective than the collected literature might give. Qualitative research is often correlated with interpretation and non-standardized data collection (Saunders et al., 2016).

3.4 Research Strategy

The research strategy is said to be the general plan for how the research questions are to be answered (Saunders et al., 2016). There are several different strategies one can choose from based on Saunders et al. (2016). There are many different research methods one can use, and for this master's thesis a case study has been chosen. Yin (2009) says a case study is one of the hardest research methods there are, but also one of the best when it comes to understanding a complex phenomenon. Due to its investigating nature, the case study research method was chosen for this thesis since the studied case had no previous investigations into it. A case study can give an in-depth analysis of a real-life experience and give an understanding of why, how, and what outcome a certain decision taken can have (Yin, 2009; Saunders et al., 2016).

3.5 Data Collection Method

The data collected for this master's thesis was done by using observations as well as semi-structured interviews. Observations and semi-structured interviews are explained more in detail below.

3.5.1 Observations

Observation has become a more neglected method for collection data according to Saunders et al. (2016). However, it is more common to do without realizing it. Saunders et al. (2016) describe observation as a systematic viewing, recording, or describing of people's behavior. There are two main types of observations: participant observations and structured observations where participant observations are qualitative and structured observation is quantitative. Schensul, Schensul, and LeCompte (1999) describe participant observation as a method for collecting data where the researcher is involved and present in the situation of the setting observed. The authors continue by saying observations are good as they allow the researcher to collect data without it being noticed and the people observed will, therefore, act more naturally.

Observations for this master's thesis was not chosen to perform per se, but rather came as a result of attending meetings and talking to employees at Company A. Attending the meetings was from the beginning a necessary step for the researchers to understand the new way of working that had been implemented. The observations were done by following the meetings of the departments of Company A. This meant attending meetings from level one, where a meeting could last sometimes no longer than five minutes depending on if there were any topics to bring up to the next level or not. The first level meetings consisted of one to two managers and their employees. The second level meetings consisted of a department manager and his/her middle managers. The third level meetings consisted of the top managers and the CEO of Company A. During these meetings issues/escalations that could not be solved further down in the meetings were brought up. The observations included, as mentioned, each department's meetings, but the third level meetings were the same for all departments. An example of the Daily Management meeting structure at Company A is shown in figure 3.2 below.

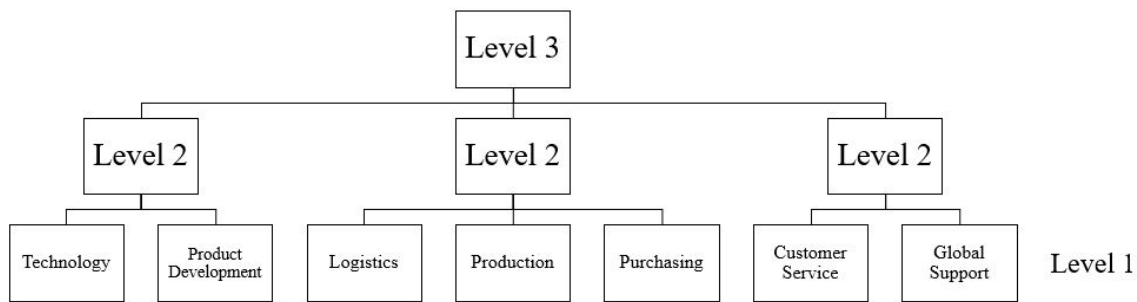


Figure 3.2: Example of general Daily Management meeting structure at Company A.

The first meeting attended was held at the end of January 2020 and the last meeting attended was held at the beginning of March 2020. In total, 13 meetings were attended, with three first-level, three second-level, and seven third-level meetings. The first-level meetings were on average ten minutes long, the second-level was on average 20 minutes long and the third level meetings lasted on average for 27 minutes. During the first observation of the third level meeting about eight people with different positions at Company A attended. The meeting was based on a whiteboard with safety and quality as the main focuses. Any escalations brought up who needed to be investigated further were written down manually on the computer by the leader of the meeting. At the last meeting attended by the researchers, about 15 people within Company A attended and the whiteboard had moved from analog to digital with a large TV-screen where the meeting team could all view it. The escalations reported were then also viewed on the TV-screen. All attended third level meetings were held at the production site in an area designated for meetings.

During the observations, the researchers attended different meetings where most of the data about how the escalation meetings were conducted, were obtained. The observations gave data on who attended which meeting, the layout of the departments' meetings but also what was said about the implementation during breaks by the coffee machine. The data collected from just informally talking to people who were curious about the master's thesis gave an early indication about what the general opinion of the implementation was.

3.5.2 Semi-structured Interviews

Semi-structured interviews, or non-standardized interviews, are often referred to as qualitative questions where the researchers have a set of themes they want to have answered, but no made questionnaire except for a few questions (Saunders et al., 2016). The benefits of using semi-structured interviews, Schensul et al. (1999) describe as being flexible and easily adaptable to the situation like unstructured interviews, but at the same time give the directionality of a survey. Using semi-structured interviews in this master's thesis was done due to the adaptability of the interviews to each participant, but at the same time have some structure in the data

that were collected.

The questions asked during the interviews were from the beginning set but worked more as a guide to get the interview started and then questions based on the participant's answers followed. The majority of the questions asked were of what Saunders et al. (2016) describe as open questions, meaning that they are designed to allow the interviewee to open up and answer more extensively. Open questions are good to use when wanting to understand a person's opinion or attitude towards something. There are also a few closed questions as described by Saunders et al. (2016) functioning as introduction questions to a new topic within the interview. A complete list of the guiding questions are found in Appendix A.

To receive a wide range of answers, people from different levels within Company A were interviewed. There were in total twelve interviews, where five of the interviewees were from top management, four people had manager roles and three people were employees without a managing role. A figure of the interviewed people can be seen in figure 3.3 below. The sampling of people interviewed was done in consensus with the chief executive officer (CEO) at the first interview and then each supervisor was asked about employees of theirs that could contribute to a broader understanding. With this selection technique, the suggested participants can be people who have a similar view on the topic. This was avoided to the best ability by asking for participants from different departments and with different opinions on the topic. By having a wide spread of people, both high and lower levels of managers, as well as employees working hands-on, the data gathered from the interviews, had a broad variation and different perspectives. The reason for interviewing the lower managers and employees was to understand the spread of information down in the hierarchy of Company A.

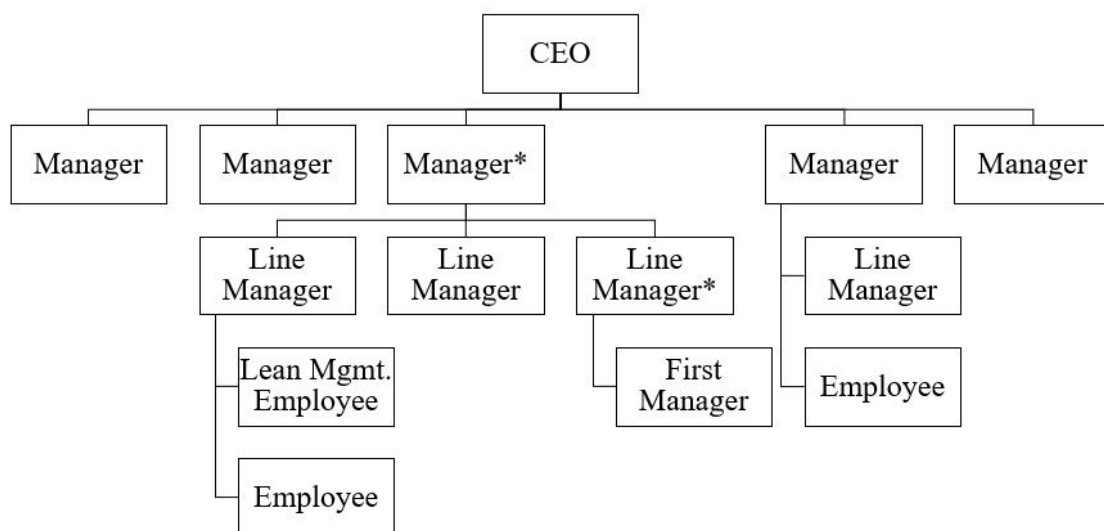


Figure 3.3: Interviewed staff at Company A.

**People not interviewed, only in the picture for the hierarchy.*

The interviewees were asked to participate through a personal email where the topic of the interview was explained. No one declined the invitation to participate. The interview questions were not sent to the interviewees beforehand, but the invitation explained roughly what the interview was about and if there were any questions before. All interviews were recorded to be able to focus on asking follow-up questions instead of taking notes during the interview. The average interview lasted between 40 and 50 minutes, where the shortest was 25 minutes long and the longest 63 minutes. All interviews except one were held in Swedish as it was the first language for the interviewees and interviewers. The one not held in Swedish was held in English as that interviewee did not speak Swedish.

3.6 Analysis of Data Collection

After data were gathered, the data have to be analyzed before these can be used (Saunders et al., 2016). Qualitative data are usually made up of words or images and not numbers which makes qualitative data more prone to interpretation. When using an inductive approach, Saunders et al. (2016) say it is important to analyze the data as these are collected to ensure a framework that suits the data and research process. The interviews and their data were analyzed simultaneously as the interviews were being held. This indicated what relevant theory to look more deeply into.

The analysis of the data consisted of listening to the recordings from the interviews and taking notes of each answer. From there the data were grouped with similar answers based on each question. This gave similar themes grouped as the areas covered in the theoretical framework. A sectioning was made to be able to include all the collected data. The divided areas are: Implementation process, Sustaining Change, Culture. These areas were chosen due to the explaining nature of the data collected. The theme implementation process explains the implementation of the change, what was done, and key factors and people. The theme sustaining change describes how Company A was working towards sustaining the change and aspects that affected the sustainability. Culture highlights Company A's organizational values and perception of change.

3.7 Validation of Data Collection

When conducting semi-structured interviews there are a number of issues needed to take into consideration (Saunders et al., 2016). These issues are different forms of bias: reliability and/or dependability, cultural differences, generalizability/transferability, and validity/credibility. Different forms of bias such as interviewer bias can occur when the interviewer uses different comments, tones, or non-verbal behaviors to different interviewees. Another bias Saunders et al. (2016) describe is the response bias. This can occur because of the interviewees' perceptions of the interviewer or subject of the interview itself.

The first issue of reliability/dependability and the combination of using it with semi-structured interviews is that the interviews are used since they are flexible and can explore complex topics. This type of investigation is not per se intended to be replicated without the risk of undermining the flexibility of semi-structured interviews (Saunders et al., 2016).

The second issue, cultural difference, Saunders et al. (2016) describe as plausible when there is any type of cross-nationality or multicultural settings. Saunders et al. (2016) stress the importance of minimizing this by being aware of bias and threat to reliability.

Saunders et al. (2016) present the third issue, generalizability, as the ability to generalize depending on research. The issues with generalizability and qualitative research are that they often only use one or a few number of cases. However, if used correctly generalizability does not have to be an issue.

The last aspect of issues Saunders et al. (2016) bring up is validity/credibility. By ensuring questions are carefully asked during an interview, collecting data from different angles and standpoints as well as discussion findings to get different ideas Saunders et al. (2016) mean one can achieve a high level of validity and/or credibility.

To not have these issues affecting this master's thesis, or to minimize their effects, the interviewers made sure to stay as neutral as possible during the interviews and not make comments or other remarks that could affect the interviewee. The cultural difference issue is hard to avoid since the researchers of this master's thesis do not work at Company A and therefore is not used to their customs and values. However, it was managed to the best extent possible by spending time at the company before the interviews. All people interviewed had therefore seen the researchers before the held interview. To ensure more consistency of the interviews, one of the researchers was responsible for all the interviews, and the other followed up with questions if felt necessary. Regarding reliability/dependability the interviews were held with the intent of being flexible and that was not compromised in order to be able to duplicate the research. This leads to the next issue of generalizability. Since a case study with the main data collecting method of semi-structured interviews was used, the generalizability could be questioned. However, since the interviewees came from different departments, had different roles and backgrounds the generalizability was considered to not be an issue as many different aspects of data were collected. The intent for this master's thesis was neither to be able to generalize the conclusions to more than solely on this thesis. To assure validity and credibility from the data collected, the twelve interviewees were from different departments of Company A, had different levels in the organization, and had worked at the company from between two months to 20 years. To ensure that the answers given at the interviews were not biased by the researchers', citations and quotes from the interviews were used in the presentation of the data.

As mentioned, the majority of the interviews were held in Swedish. Quotes used in the thesis have therefore been translated into English. The original meaning of the quote could be compromised due to the interpretation by the researchers, however, this has to the researchers' best ability, been avoided.

3.8 Validation of Literature

All literature used for the thesis has been critically reviewed and compared with each other. Saunders et al. (2016) say it is necessary to understand why being critical towards literature is important since the literature is most often what the results are being compared against. When reading the literature as part of the literature review, all articles, books, or publications have been critically reviewed to guarantee minimal bias. Models and theories used are also reviewed and argued for if being used. No model or theory was therefore chosen by random but had an objective.

3.9 Ethics

Saunders et al. (2016, p. 726) define ethics as "the standards of the researcher's behavior in relation to the right of those who become the subject of a research project, or who are affected by it". According to Bryman and Bell (2015), there are four ethical aspect needed to take into consideration when performing a research which involves participants. The first is harm to the participant, and to ensure no harm was done to the interviewees an explanation of the aim of the interview was given as well as the option not to participate at all. The second ethical aspect is the lack of informed consent. As mentioned, the interviewees had the opportunity not to participate in the interviews and were told before the interview that if there were questions they did not feel comfortable answering they did not have to. The third aspect by Bryman and Bell (2015), concerns the invasion of privacy. No names are mentioned throughout the thesis, no interviewees nor the name of Company A. This is to ensure the privacy of these. The interviewed people were not discussed within the company either to assure their privacy within the company. Peoples' opinions about a change could lead to consequences for them or the company. Deception is the fourth ethical aspect, and this was avoided by not using the information for anything else than what it was said to be used for. Saunders et al. (2016) have similar views as Bryman and Bell (2015) as they say that ethical concerns occur when involving people in research and it requires regular reflection and evaluation to validate the ethical concerns.

During the interviews, all participants got asked whether or not they allowed the interview to be recorded. This was done to protect their identity. No one said no to having the interview recorded.

3.10 Company Description

Company A started as a small entrepreneurial company about 25 years ago and has over the years grown into a small to medium enterprise with about 250 employees today. In 2016 an American company acquired Company A and they have grown even more since then. During the time of the acquisition, the company also hired a new CEO. This was part of the transition for the company, from being a start-up entrepreneurial company, who tried out different technological solutions to their market problems, into becoming an organized established company focusing more on managing strategy and operations in the company.

In the fall of 2019, the company decided to enforce structured stand-up meetings throughout the company with the goal, amongst others, of being able to solve deviations more quickly. Similar stand up-meetings were to some extent already used in some of the departments. The new way of working was called Daily Management (DM), and is commonly used as a tool within Lean Management and Total Quality Management (TQM). This new way of working, Daily Management, could be seen as an escalation process for problems through a pyramid of meetings where, at the lowest level, every department brought up problems that they had encountered. The problems that could not be solved in their meetings got escalated to the next level, which was a cross-functional meeting, where the departments which were closely linked got together to discuss the problem, depending on if the problems could be solved by just a couple of departments discussing it, it could either be resolved or escalated to the top-level meeting. The top-level meeting was a cross-functional meeting where every department was represented in order to discuss the big problems which affected many different departments at the same time. Although not all problems could be solved during the escalation process, the stakeholders for the problem could be identified and arranged to solve the problem together and afterward report the solution back to escalation meetings.

Company A has from the beginning had a working method on the production level where stand-up meetings were held a few times per week to quickly go over potential problems needing quick fixes. Company A has now broadened these stand-up meetings to involve the whole company with all its departments. This was done with the desire to work more cross-functionally and have a set number of meetings where problems can be brought to attention. The goal of these meetings was to be able to quickly realize what actions were needed and the level of seriousness of these problems. When this new way of working was implemented, little to no pre-work was done by Company A and there was no set end goal what this implementation ought to achieve. No measurements to guide the company on the right tracks, nor any key performance indicators (KPIs) to compare before, during and after the implementation had been set.

4

Results

The data and results presented in this section were obtained from observations and interviews. The results are divided into three main areas: Implementation Process, Sustaining Change, and Culture. The section 4.1 Implementation Process presents the company's implementation of the change, from the initiation until the introduction of Daily Management, change agents, and success factors. Section 4.2 Sustaining Change includes how Company A works towards sustaining the change and aspects that affected the sustainability. The section 4.3 Culture presents the cultural transformation of the company, as well as resistance to change, peoples' views, visions, and experiences of the change.

4.1 Implementation Process

Before the interviews, the information received was that the implementation was a big change for the organization, where a new way of working had just been implemented. This new working method was called Daily Management and would work as stand up meetings every Monday, Wednesday, and Friday morning as well as an escalation method.

4.1.1 The Initiation

From the interviews, it became apparent that this new way of working was, in fact, not as new, or at least not the principles behind it. When interviewing one of the line managers, it became evident that when the line manager first became an employee of Company A, four years prior, there was a lack of structure and control in the production department. Since the line manager had experience of Daily Management from previous employment, the line manager sought approval from executives and started to implement a small-scale version of Daily Management within the production department. It was according to the line manager, his/her experience with Daily Management, which helped mitigate the structure and control problems within production. The line manager also mentioned that he/she was the first to introduce the meeting structure to Company A. The production line manager said during the interview that production's meeting structure had been the guidance for the meetings set up now as more and more departments within the company saw the benefits of working this way.

4.1.2 The Implementation of Daily Management

The CEO of Company A felt that this structured way of working had begun to grow within the organization, and more and more departments had their own version of it. The CEO therefore, felt a need and an advantage to connect all functions and make the system more structured. The CEO said during the interview that, in addition to the need for structure, he/she felt that there was a large number of meetings, and it was difficult to plan meetings with all the employees needed, due to their busy schedules. Furthermore, the CEO explained that “Lean Management” had become the new slogan within the organization. The CEO also said that there was a need to bring the whole company together again, due to large expansion in the workforce. "Discussions and problems that arose could previously be discussed during a coffee break where the whole company gathered. This has become impossible due to the growth of the company". He/she therefore, saw the opportunity to connect these driving forces by doing a retake on the meeting structure and introduce Daily Management. He/she explained the implementation of Daily Management as a "wider approach instead of just an expansion", of the meeting structure, to the whole company. The CEO further explained the wider approach as adding new aspects of the DM system to the production's meeting structure. Even though the CEO had a vision for how the company could benefit from using Daily Management, no measurements were made to see the impact of Daily Management. The CEO then, together with key personnel, put together the information about Daily Management that was going to be presented to the managers within Company A.

All personnel with any kind of managing position were in December of 2019 summoned to top management's introduction of the implementation of Daily Management. During this meeting, managers were informed of how the new method of working was alleged to be rolled out. During this meeting there was also room for questions, feedback, and revision of the original plan. It was then the managers' responsibility to spread the information themselves further down to their respective functions. Based on this it became clear during the interviews that not all managers had spread the information to their department, or at least not to the same extent. The people interviewed who did not have a managing position had little to no knowledge about the implementation or why it was being done. One manager who attended the meeting with his/her superior thought the information at the top management meeting was great. He/she explained that during the meeting they put a lot of effort and time into explaining what the new concept meant and how it should be handled. After the meeting, the interviewee sat down with his/her superior and the superior explained more in detail what the concept meant for their department in specific. According to the interviewee this meant that he/she got the general strategic information from the manager meeting but also got a filtered version applied to his/her department from their superior. The interviewee explained that he/she got a general picture and a more detailed picture of what the implementation meant for him/her. According to another interviewee who helped to implement Daily Man-

agement, he/she got basic information in order to start and structure how their department meetings should be set up, but needed to search for more information in order to create the meeting structure by him-/herself. The interviewee explained it as, "...I had to read up on the subject, ask some questions, discuss and review with different people". The CEO said that if he/she had to perform the same process all over again today he/she would have made sure to spread the information and background more thoroughly for departments to be better prepared and complete the preparatory work beforehand. This possible improvement was also in line with other interviewees' opinions, one said that the broader team, "they saw and heard about DM, but they probably didn't have as good of an overview of why it was done, what the expected outcome was and their involvement in it and what they should participate in". Furthermore, one interviewee said, when talking about the information meeting, "it was a very short introduction, but it wasn't like we went through the theory or background behind DM, some goals were brought up and it was said that this could reduce the amount of meetings we have. However, whether or not this has happened or not, I don't know. It doesn't feel like it. Not yet at least".

4.1.3 Change Agents

When asked about if they had any change agents or other people that helped drive the implementation forward, the answers were mixed between the interviewees. The answers were; "The CEO", "the manager who presented the information package together with the CEO", "the line manager that first implemented it in production", "the manager who lead the highest escalation meeting", "everyone who lead a meeting in the escalation pyramid" and "the two employees working with Lean Management". Some interviewees motivated their answers with for instance, "the CEO is the project owner and is in charge of the implementation being done", "the production line manager who first implemented it since he/she has deep knowledge and can help out". Similarly, one interviewee who answered that every manager that leads a meeting is a change agent, motivated his/her answer with, "we all need to take this change in and make sure it gets implemented in our own functions". Furthermore, when interviewing one of the employees who works with Lean Management, he/she explained that their role is to help out around production and to obtain knowledge in Lean Management tools and how these can be applied. He/she could assist different functions with questions or help them get started with different Lean Management projects such as DM implementation. When asked if they could be seen as in-house consultants, the interviewee agreed that it was similar. One of the line managers mentioned that he/she was one of the managers who early on adopted this new working method and therefore had been able to share his/her information about the method and spread it in the organization. The line manager clearly said that he/she had not had an appointed role to do so, but the fact that his/her enthusiasm for the method helped others working similarly. The line manager said that the organization has two employees working with Lean Management and that they could act as educators for the new working method. This could work well with spreading the information about the benefits of Daily Management, but

only to some extent. Many of the line managers, as well as the top management, meant that for this type of working method to be successful people themselves need to act and understand the role of the method.

4.1.4 Success Factors

During the interviews, the participants were asked about Daily management and how it was perceived to be implemented. Many of the managers and line managers believed the adoption of Daily management not to be an implementation but rather a new version of the old way of working. That was one of the reasons many said the implementation had gone so smoothly, because they already knew what was coming. Another reason why the new way of working became part of the day to day work was, as many managers pointed out, because it started on a small scale with one department and then spread throughout the organization and adopting the Daily Management concept.

Many said during the interviews that they liked this new method and that they in fact themselves had promoted the implementation. Many line managers also mentioned their department's involvement in the implementation. The implementation was therefore welcomed as many believed it to bring more structure to the organization as well as a natural escalation path. Furthermore, many interviewees said that they had previous experience from a similar management system from previous employment and according to them, this helped with the implementation. This contributed to the feeling of "it is not a new system", according to one of the interviewees. Even the interviewees who did not have previous experience with DM thought that, the new system was not in fact new, since a similar system had emerged in their functions.

The interviewed employees had both similar yet very different experiences to the questions asked. One of the employees said that his/her department had been involved from the beginning with structuring the meetings and the whole department felt they could share any types of ideas or concerns about the structure. The other employee interviewed said he/she had not really reflected over the change in working methods but that it worked well with the new. "There hasn't been any drastic changes over the last months. We had meetings before, they are just more structured now".

4.2 Sustaining Change

When asked about how they are working in order to sustain the change, most interviewees said that the time for Daily Management that is scheduled in their calendar is prioritized. There were therefore no excuses to not participate in the meetings, and if someone cannot attend a meeting, that person needs to find a deputy to fill

their spot. Another aspect many interviewees brought up was that the top management's commitment and that top management lead by example were key factors for the change to remain. This was also confirmed by the CEO since he/she said the key to success was to "walk the talk" and that "management's presence" had enabled communication of what they wanted to achieve. Furthermore, many interviewees articulated that they had a sense of "other people were dependent on them", and that they "felt like they were representing their function on the different meetings". Also, that their function depended on them to escalate problems and to bring information back from the higher-level meetings. These two examples were success factors for sustainability.

One of the interviewed employees said that they want to be able to follow the whole escalation process, but that they sometimes do not see the whole picture with issues brought up from their department, or that they do not get feedback on the issue. "We want to see the whole picture, or at least have the possibility to". This was answered when asked if he/she thought that the implementation was successful or not. The employee said he/she understands that maybe they do not need to know every detail of each case, but at least know where to search when wanting to get more information.

What was said during many of the interviews was that being the leader of, and owning your own project, was a success factor in order for the implemented working method to become a part of everyday tasks. One line manager said "It can be beneficial to have a change agent or other people promoting this way of working, but it cannot just be copied from one department to another and then be expected to work in the same effective way there". Many of the interviewees said that Daily Management was not a new and drastic change, but rather a way of fine-tuning and aligning the flow of information and that this could only be done if each department took control over their own implementation of the method.

Other topics that were mentioned in many of the interviews were that there existed no scheduled time for reflection about the new method. However, the same people said that if they felt they wanted to bring up feedback or any kind of improvements about the new method of working, there were plenty of gatherings with different groups where these kinds of topics would be brought up and no one would feel it being awkward. The CEO on the other hand said they were going to reflect, review, and revise the implementation after 30, 60, and 90 days. Even though this was the CEO's plan, the majority of the interviewees did not mention these planned reflection meetings. Many of the interviewees did, however, claim that it is important to have follow-up meetings regarding the implementation, in order to review and revise, what works and what needs to change. Some interviewees also said that in order to have a successful implementation, "you have to think through different steps before you start, gather as much information as possible before starting, then you avoid too many changes afterward". However, another interviewee said, "one good thing about the implementation was that, it got started as it was communicated, even though it wasn't 100% finished".

When asked about the future of the implementation, the CEO described the implementation as "... a marathon and that they have just passed the 400-meter mark". He/she explained further that the implementation would take a long time. According to the CEO, "You can't just implement, you also need to, review, adjust, listen to your co-workers, and so on. It will take a long time before the system is somewhat stable. After six months we might be generally happy with the system, but it will take years before it works really well". Furthermore, the CEO stressed that DM and the management team should only help remove problems, and not to help solve them, since the employees usually have the solutions themselves. The CEO also viewed the continuous work as an anticipated gain from working with the new system in order to become a learning organization.

Many of the line managers said they wanted their department to be just as involved or even more involved in the Daily Management process as when asked. One line manager said "MORE, that is what makes it last". The employees that did not have a managing role, answered with more uncertainties about this, as some of them did not fully understand the concept of Daily Management, and one employee said "maybe it is good as it is, but I don't know what it would mean to be more or less involved".

4.3 Culture

During the observations and interviews, it became clear that Company A has a culture that allows for openness when it comes to change, and they are not afraid to try new ideas out. The people working at Company A are perceived to be used to change, taking on big responsibilities as well as having a desire to change and make progress. One employee stated that the people that join Company A are aware of the journey and hard work ahead, and want to take part in the company's many upcoming challenges. Due to the big changes Company A and its employees faced when being acquired in 2016 as well as the big move from one facility to another, any changes that would usually be recognized as significant, became shadowed by the major change Company A faced within the last five years.

From one of the interviews, a line manager said "...the worst thing that could happen is to get a no". This was said when the topic of experience was brought up. The line manager meant that to get a change going, one needs to try it out and see what happens, the worst thing would then be to get a no from higher management. "This goes for trying new things but also being the spokesperson for something new. You can invite other people and departments to your meetings".

During the interviews it became apparent that there was a shift in culture during the time of the acquisition and hiring a new CEO. The culture and vision for the company changed from being a startup company driven by entrepreneurs to becoming a more established small to medium business focusing on long term strategies

and goals. One of the line managers pointed out that the resistance he/she had met came in the beginning when the department had started working with this new method and not all top managers understood the importance of attending meetings at this department. This was however reduced significantly when the new CEO started working. He/she came to the company with a new vision for Company A and a focus on growth and structuring the company, in contrast to the old CEO, who focused on starting a company. The new CEO communicated his/her vision for the company and recognized the benefits of the new working method. The resistance was further reduced when more departments understood the benefits of using this method of working and attending other departments' meetings.

4.3.1 Resistance to Change

One subject that reappeared during the interviews, when asked about resistance or hindrance with the implementation, was that many interviewees explained their organizational culture. One interviewee stated, "we are a relatively new company that has transformed from an engineering workshop to a workforce of 250 people. This means that we are changing all the time and people accept it and are positive towards change". Another interviewee described the culture as a workplace where the organization invests in you if you show them that you want to develop. According to the interviewee the workplace gives you a lot of freedom to handle your own work and encourages trial and error. The same interviewee also explained that his/her lack of resistance might come from the mindset that, "it's not a problem, just a potential improvement".

The general information from the interviews was that the majority of the company saw this implementation as a good thing. There was no outspoken resistance to the implementation of the new way of working. This became apparent when the majority of managers and line managers interviewed said this way of working had more or less been performed within their departments already, but not in the same structured way. Another statement from the interviews was that many departments saw and felt an immediate change in the effectiveness of the newly implemented meetings. Meetings were only held when needed to be, and otherwise ended after the necessary topics had been held. This made the employees feel like they were not stuck in meetings the whole day. However, many of the interviewed managers pointed out that they felt their calendars were very booked. Based on the new schedule where escalation meetings were booked every Monday, Wednesday, and Friday mornings, many line managers felt they had no time to reflect and only attended meetings. Three managers mentioned the meetings, the new way of working, was supposed to replace previously set meetings but these were still in their calendars and the workload was perceived to have increased since the implementation. By this, one of the managers meant that the company has a tendency to add new methods and ideas but are reluctant to remove outdated ways of working. Another interviewed manager said that the hindrance for implementing the DM structure was that he/she and many of his/her line managers felt that the same topics were brought up at many different

4. Results

meetings. The manager meant that with the new structure of escalation meetings, there were still meetings held where the same topics were brought to attention due to the fact that several people differed at the meetings. The majority of attendees heard the same topics over and over again. "There are overlaps and repetitions on what is said at different types of meetings".

5

Discussion

This section discusses chapter 2 Theoretical Framework and chapter 4 Results. The discussion is divided into themes that discuss the implementation of the change that was made at Company A, and, according to this thesis, affect the sustainability of change.

5.1 Implementation

A small-scale version of Daily Management was first introduced to Company A by the production line manager when he/she started working at Company A, as said in 4.1.1 The Initiation. It was then a way to structure the current meetings and be able to follow deviations in the production line in a more efficient way. When more and more departments saw how well the structured meetings worked at the production department, the working method spread through the company. It was then not referred to as Daily Management. Bamford and Forrester (2003) and Todnem By (2005) describe this type of change as a bottom-up driven change, where the change is too rapid and self-evolving for top management to stop it. They call this type of change emergent change.

Kanter et al. (1992) and Kotter (2007) talk about how to manage change when it grows from the bottom up. Their eight steps and ten commandments, can be seen as having a prepared way to manage the change. However, having steps that need to be taken to manage emergent change can be seen as the opposite of emergent change. Burnes (1996) describes emergent change as an open-ended dynamic change that adapts to changing conditions and circumstances. Furthermore, Burnes (1996) explains that the emergent change supporters do not have the same view on emergent change. However, Burnes (1996) found similarities that most supporters of emergent change agree upon. Burnes (1996) first point says an organization needs to adapt to the change after what is needed at the moment and allow for continuous improvements. At Company A this is exactly what was being done. The production line manager made use of the meetings the production department had and changed them to be more suitable for their needs. The fact that Company A, four years later, revised and improved the meeting structure, by implementing Daily Management, makes this a continuous improvement. However, there is one department that has adapted the change without, they themselves, felt the need to be involved. This shows that even though the majority of the company has a need and wants to

implement Daily Management to their everyday work, there are still departments who have to adapt, without necessarily needing the concept of Daily Management. Burnes (1996) second point argues to allow small changes to, over time, become major, profound changes. At Company A, the production department started the implementation of a structured meeting method and as more departments followed, top management could not avoid transforming this small incremental change into becoming a bigger change for the whole company to implement. This is when the unstructured meeting at each department had been introduced became structured into Daily Management as it can be viewed today at Company A.

As the change grew from the bottom up and spread through the organization it can, therefore, be viewed as emergent change. It later became similar to planned change as it was decided by top management, as mentioned in 4.1.2 The Implementation of Daily Management, that the whole company was to introduce Daily Management. Bamford and Forrester (2003) say the planned approach of introducing change comes from Lewin's 1940s model of going from a 'fixed state' into a new 'fixed state'. This is argued to be an outdated way of viewing change by Worley and Mohrman (2014), as no company of today can allow themselves to move from a 'fixed stage', changing themselves to a new 'fixed stage', and then come back without compromising goals, capabilities, customers' wants or environmental aspects. Both Todnem By (2005) and Worley and Mohrman (2014) argue, that for companies today to stay competitive they need to make fundamental changes at the same time as smaller incremental changes occur. This allows for constant improvement of the company as well as radical changes to steer into the right market. At Company A, this combination of smaller changes at the same time as big extensive changes occurred, happened on and off. The introduction of Daily Management can be viewed as both an emergent change, as well as a big change. If viewing it as an emergent change it can be argued that Company A at the same time had other major changes occurring within the organization, such as the relocation from one facility to another or being acquired by another company not many years ago. It is more difficult to view the introduction of Daily Management as a major change for Company A. As mentioned, many of the interviewees did not view it as a change whatsoever. However, viewing the introduction of Daily Management as a major change to Company A is not completely off. DM affects most parts of the company and brings them together in one forum. It is also the backbone for dealing with cross-functional problems within the company. Given the major importance of handling these problems and the amount of people it connects, the change could arguably be viewed as major.

Whether or not the change was planned or emergent can still be discussed. On one hand, the first meeting structure setup in production, has a strong correlation with emergent change. On the other hand, the implementation of Daily Management, can be seen as a planned implementation, but it can also be seen as professional steering of the emergent change. Since the implementation of Daily Management came from the top management and that people were more or less forced to start using Daily Management, the implementation could be seen as planned. However, due to the fact that the first emergent implementation was widely spread in the

company and the changes to Daily Management was seen as incremental, one could argue that the emergent implementation spread all the way up to top management. When the top management then got involved, they started to participate and steer the implementation by reviewing and revising the emergent change and branding the new version as Daily Management.

5.2 Goals

Brännmark and Benn (2012) argue, the reason why an organization implements change will affect the sustainability of the change. In the case study, when the change first emerged from production, the reason was to structure and control the production. The reason the emergent change spread, was because more departments saw the benefits of working with the system, and therefore implemented a similar system at their departments. It can, therefore, be argued, that their starting goal with the emergent change was in fact similar to how Brännmark and Benn (2012) explain a goal should be in order to have a sustainable change. Furthermore, when the system spread to the different departments, it was clear that they did not just copy production's meeting structure, but instead took the idea and adjusted it to fit their specific department. By reflecting on each departments' goals and needs with the system and adjusting the system to fit them, the sustainability of the change should therefore increase, according to Brännmark and Benn (2012).

Buchanan et al. (2005) and Hodges and Gill (2015) state that it is important to have clear goals and a clear vision with the implementation from the beginning in order to have a sustainable change. However, from the interviews, it can be debated what the goals of the Daily Management implementation actually were. Some interviewees explained, that the goal was to limit the number of meetings, some said that it was to faster solve cross-functional problems. Some even said that the implementation was needed to structure and align all the different departments' meetings with each other. The confusion could be due to a lack of clear communication about the goals, or the fact that the implementation did not have a specific end goal. Without an end goal, it might be hard to understand the reason why some goals are set. Even though the researchers perceived confusion about the goals this might not be the case, since, none of the questions asked during the interviews explicitly regarded the goals of Daily Management.

Having a determined end goal for an implementation like this, might hinder Company A to adapt to potential changes along the way. As Company A is a dynamic and learning organization it lies in their nature to continuously improve. It also goes against the concept of emergent change, as emergent changes do not have a planned structure to follow. End goals are often seen as fixed and something that must be achieved to be successful. A vision for the implementation of Daily Management could be more suitable for Company A. A vision allows for work to strive towards, but without there being a paved way to follow, and a vision could also collect the understanding and appreciation of the change made.

Hodges and Gill (2015) argue that to have a sustainable change, one ought to measure the change in order to more easily manage and follow up on it. Giving the nature of the change initiative by Company A, that it affects different KPIs indirectly, it is hard to find a measurement that directly applies to the implementation. As a result, Company A does not, as of today, measure the change in any way. This might have contributed to the lack of follow up meetings. Some interviewees did express that there were no follow up meetings regarding the implementation. Perhaps there would have been follow up meetings if there were measurements to be compared and discussed. The lack of follow up meetings might also be because that some interviewees saw the Daily Management meetings as a forum where to follow up and discuss the implementation. The follow up would then be continuous during the DM meetings instead of separate meetings. Since the employees use DM to also discuss the implementation, it can be argued that, DM in itself can be seen as the infrastructure for the implementation. Furthermore, the leaders of every meeting that escalates the concerns and comes up with solutions, can be seen as the steering group. It can be argued, whether or not there should be a separate infrastructure or assigned steering group in order to fulfill what Buchanan et al. (2005) call adequate infrastructure. However, due to the lack of resistance it can be further argued that the DM infrastructure works well as the infrastructure for the implementation as well.

5.3 Change Agents

When spreading the information about Daily Management, top management first held a meeting with all managers at Company A to give them an understanding of the new method of working about to be enrolled. By doing so, one could argue that this meeting made all managers informal change agents. These results are presented in 4.1.3 Change Agents. Caldwell (2003) says a change agent is a person who steers and manages a change and that change agents are very important for organizational changes. By giving all managers a more thorough introduction on the subject, it gave the managers incentive to spread the information to their respective departments. Spreading the information through the managers can be viewed as both positive and negative. Positive as the managers got an understanding of the benefits of Daily Management and could, therefore, work as change agents who could counteract towards any resisters. Battilana and Casciaro (2013) say change agents can work as strategic assets due to their formal and informal networks. A manager will likely spread information to both formal and informal gatherings if the change is something the manager/change agent believes in. The negative aspect of only giving the information to managers of Company A is that it requires the manager to actually spread the information further. At departments such as production, supply, or service where the stand up-meetings were more or less enrolled before the introduction of Daily Management, it was easier for managers to introduce the new structure as it was something very familiar to what had been before. However,

other departments where the meetings had not been enforced previously, and had no real need for them even today, managers did not take the same responsibility informing their employees. This made some employees not fully understand what was meant with Daily Management and the purpose and goals of it. Furnham (2002) says, middle managers are an organization's best change agents, and Battilana and Casciaro (2013) describe the change agents as the linkage between the strategical and operational levels, it is shown how important middle manager are in order to spread information in the organization. Managers therefore, still need to spread the information about Daily Management, even though they are less involved in the meetings. During the interview with the CEO he/she mentioned this as a phase of the implementation that he/she would have changed if done today. More information should have been spread to the whole company for everyone to understand. It could still have been only for managers to attend, but more general information could have been sent to all employees. By allowing more people to understand what is going on at the company it gives a sense of importance that benefits the company in the long run.

As argued by Balogun (2003), Battilana and Casciaro (2013), and Furnham (2002), change agents have an important role when it comes to sustaining change in an organization. At Company A all managers who themselves introduced the concept of Daily Management acted as change managers due to the fact that they spread and managed the transition. When the whole company was to introduce Daily Management, the managers who attended the information meeting acted as the link between the operational and strategic levels of the company. This made the information less complicated and more applicable to the employees across Company A. However, as mentioned not all managers spread the information to their employees, or at least not to the same extent. Brännmark and Benn (2012) point out, that for a change to become sustainable it is important for the people involved to understand the intentions of the change. The fact that not all managers delivered the information about the implementation of Daily Management the sustainability of the change could, therefore, have been compromised.

Company A has two employees that can be viewed as Lean Management specialists and are therefore well updated on the concept of Daily Management. These employees helped out different departments who needed help introduce the Daily Management concept, by giving advice and provide expertise. By receiving the knowledge needed to implement and making sure that the implementation suits the department, the sustainability of the implementation will increase (Brännmark and Benn, 2012). Although, these Lean Management specialists were not assigned to be change agents, they can be recognized as informal change agents since they more or less took on the responsibility. Given their expertise, it can be argued, that they are similar to a change agent as in the Consultant model described by Caldwell (2003). Since only a few interviewees pointed out these Lean Management specialists as change agents, it might have been more efficient to actually assign them the role of an internal consultant change agent. This would have spread awareness of where one could find the resources if needed. Since not every department had started with

their meetings yet, this might indicate that there is a need for advice and expertise to get going.

Battilana and Casciaro (2013) bring up two types of networks a change agent can have, bridging and cohesive network. See figure 2.2. At Company A managers have both bridging and cohesive networks. The cohesive network lies within each department, also between some adjacent departments, and the bridging network exists primarily between departments. The manager often acts as the linkage between different departments by attending the escalation meetings. They play a vital role in sustaining the implementation of Daily Management just by attending the meeting and therefore allowing the forum to stay vital. The manager can also make sure that 'bad-mouthing' at one department does not reach another department with the bridging network the manager has. The type of network change agents has can affect the sustainability of a change (Battilana and Casciaro, 2013). By having only bridging networks the change agent can work more independently and smoothly when introducing a change. Furthermore, there is less risk of alliances forming that are opposed to the change. Since most of the departments have bridging networks, they, according to Battilana and Casciaro (2013), mitigate the resistance.

5.4 Success Factors for Sustaining Change

As presented in 4.2 Success Factors, the implementation has a structure of ownership by nature, as everyone who leads a meeting has the natural ownership of that meeting. At the same time, the CEO is assigned the ownership of the whole implementation. To have top management as an owner for an implementation, but also to have ownership further down the hierarchy is according to Brännmark and Benn (2012), Buchanan et al. (2005), Hodges and Gill (2015), and Lunenburg (2010), key for a sustainable implementation. By having top management owning the change initiative, they can enforce the change and make sure that the changes that are needed will occur. Furthermore, the owners further down the hierarchy can be empowered to make their own decisions when needed. The ownership further down the hierarchy also enhances the meaningfulness of the change for the employees. Together this results in a more sustainable change.

According to Brännmark and Benn (2012), it is important to have engaged participants that can act as local motivators, ensure commitment, and add momentum to the change. The authors also express the importance to allow everyone affected by the change to participate in the implementation in order for it to be a sustainable change. Since everyone affected by the change, together with their department, sets up and implements their department's meeting, everyone has the opportunity to affect and participate in the implementation. It can however, be discussed if this level of participation is enough to create commitment. One could argue that at least one person from every department should have been present when the draft of DM was put together with the CEO. The representative from each department could then become the local motivator for their department.

At Company A, top management attends all assigned meetings. This is enforced by sending a deputy in the case of not being able to attend. By attending all meetings the top management leads by example which, according to Cameron and Green (2020), reinforces the values of the change and the new way of working, which results in a more sustainable change. Furthermore, top management also sets the guidelines for what is relevant at the Daily Management meetings, what needs to be resolved after the meetings, and enforces the criticality of the topics safety and quality that DM revolves around. This creates a sense of importance around the meetings and the topics. By having the top-level meeting openly in production, the top management shows how important the meetings are and that the departments' concerns are being handled.

One aspect that leads to a more sustainable change is according to Buchanan et al. (2005), Cameron and Green (2020), and Hodges and Gill (2015), training and development of competences. Training can lead to more committed employees since the company demonstrates that they invest in their employees. At the same time, training can also lead to more competent employees regarding the change itself. The employees can gain a better understanding of the change initiative and their concerns and feedback on the change might be more applicable (Cameron and Green, 2020). Hodges and Gill (2015) also say that developing competences are about the capability to do something, and will take an idea from just the 'talking stage' to actually taking actions. Since Company A has not had any explicit training regarding Daily Management, the effect that training could have had, might have been lost. However, as said in 4.1.4 Success Factors, many of the department managers had previous experience with similar escalation structures from previous employments. These competencies were arguably enough to take the change initiative from an idea stage to an implementation stage. Some interviewees even expressed that the best thing was that they actually started the implementation without too much planning and just did it. Having managers with previous experience of the concept and allowing them to start their own department meetings and spreading their knowledge, could be seen as the employees are 'learning by doing'. The managers could then guide and discuss the concept with their employees during the implementation. Even by first letting the change emerge from production and letting them try it out until they found a meeting that suited them, a best practice emerged. The rest of the departments could watch and learn from the production's mistakes before starting their own meetings. Even though the lack of training might not add to the commitment and sense of investment in the employees, top management's confidence in letting the change emerge from the employees, could be a factor that adds to the commitment. The way this happened can be linked to the Engage and Learn model by Worley and Mohrman (2014), see figure 2.1. They say companies cannot change without self-reflection and emergent changes. Learning from other departments as a form of self-reflection that helped Company A adapt the change to suit its needs.

5.5 Culture

One aspect that can be discussed is the culture at Company A. The culture is presented in 4.3 Culture. Both Schein (1991) and Schneider et al. (1996) say that culture is what is shared within an organization. Schneider et al. (1996) say that an organization with a strong culture might have a harder time changing due to the values and beliefs are needed to be substituted for new ones. However, the fact that many managers said during the interviews that the people who come to Company A are people who are not afraid to change and are willing to continuously improve. This can be seen as a strong culture, but the shared values originate in the willingness to improve. This could be the reason why minimal or close to no resistance was observed during the implementation of Daily Management.

One aspect that defines Company A's culture is the fact that the employees are given the freedom to improve their work environment and their everyday work tasks. This leads to a trial-and-error process where the employees try a new concept, reflect, and revise this new concept. According to Van de Ven and Sun (2011), this reflection and revision mindset can improve the chance of success and the sustainability of change. By being used to try, reflect, and revise, it shows that the employees are used to taking other people's opinions in to account in order to revise and improve a concept. This aligns with recommendations by Ford and Ford (2010) and Van de Ven and Sun (2011), that one should listen to everyone's worries and fears since it can contain useful information for improvements, and can thereby improve the sustainability of the change.

The freedom also gave each department some level of autonomy to change their meetings to fit them and, therefore, also take part in the implementation. This will, according to Brännmark and Benn (2012), ensure commitment, add momentum to the change, and result in a more sustainable implementation. Since every department had some autonomy, many departments started conducting similar meetings before the implementation. It can be seen as the department themselves came up with the implementation. Through their autonomy, the departments also had been able to help plan the implementation. According to Van de Ven and Sun (2011), people prefer to implement something they themselves have planned rather than plans made from external parties. Since departments had set up similar meetings before the implementation, they saw the implementation as a revision of their work instead of a new implementation. This helped reduce the amount of resistance and therefore, improved the chance for a sustainable change. Furthermore, the freedom and belief in the employees at Company A might have lowered the courage that it is needed for initiating a change. According to Furnham (2002), it is the courage of a change agent that enables a successful change initiation. However, since Company A has the culture of believing in their employees and acceptance for the trial-and-error process, the amount of courage needed to initiate a successful change might be lower due to the forgiving culture at Company A.

One aspect of Company A's culture that can explain the high level of commitment and lack of resistance to change is the fact that the company was undergoing

other major changes at the same time. In 4.3.1 Resistance to Change, the results are presented. Two of these changes were, for instance, the move from their small start-up facility to a new and bigger facility and the adaptation after the acquisition that was made four years earlier. This has made the company used to change and their 'normal way of working' is continuously changing. Furthermore, it was said during the interviews that the people that apply to join the company, are aware of the journey the company is doing, and wants to be a part of it. An organization that has more experience with changes will less likely face resistance to the same extent as an organization that is not used to changing. Though it cannot be confirmed by theory, it is the researchers' opinion, that these cultural factors may improve the commitment of the employees and reduce the resistance to change within the company, and thereby raise the chance of a sustainable change.

Since Company A has, as of today, not faced any outspoken resistance, it could be debated whether or not they have managed their implementation well, and any outspoken resistance has been carefully reviewed and used to change the implementation. It could also be that Company A successfully has silenced the resistance in accordance with older theories. It is however, more likely that the lack of resistance is due to the company's culture and view of resistance, not as a problem but as a potential for improvement. This view of resistance also follows Ford and Ford (2010) and Van de Ven and Sun (2011), who describe resistance as valuable information for improvement. The company's willingness to adapt and their trial-and-error mentality could contribute to the fact that there was minimal resistance when implementing Daily Management. The employees might therefore, try to help each other to revise the change before they start criticizing the change. The organization is used to change and having to adapt, and management is good at using potential negativity to adjust changes to suit the organization, which results in resistance never is perceived as just that, resistance. Whether or not resistance affects the sustainability of change can be discussed further as there are different views on how resistance should be handled.

6

Conclusion

This chapter includes answers to the master's thesis research questions as well as recommendations, including potential further research.

6.1 Answers to the Research Questions

How does an organization implement a new method of working?

An organization can implement a new way of working in many different ways. In the discussion in previous chapters the main focus revolves around planned and emergent change, the spread of information regarding the implementation, and change agents. From there, it can be concluded that a change can emerge from the bottom of an organization with little to no help from the top management and spread throughout most of the organization. However, a change process can in itself be changing with no clear start or end, where the implementation is revised and evolves several times in order to improve the change. Middle managers are important for initiating change as they connect the operational level to the strategical level. They can therefore, initiate changes that both mitigate problems at the operational level and at the same time is in line with the company's strategy. Furthermore, it can be concluded that the change can spread even more, and become a core part of an organization when the top management gets involved and takes on ownership of the change. This can be seen both as emergent change and then as planned change, or it can be seen as an emergent change that is, after a while, professionally steered by the top management. It can also be concluded that the emergent change can spread without much formal information about the implementation. As the change spirals and becomes bigger and bigger, more people might take on a driving role for the change and become change agents which helps spread and implement the change. By having multiple change agents with cohesive networks between them, and bridging networks between groups, the change agents can spread correct and useful information to everyone, and at the same have more resources to listen to everyone's concerns. It can be concluded even further that, the information about an implementation can be forwarded to a different extent depending on the individual.

How does an organization sustain change?

There are many ways an organization can work towards a sustainable change. One

crucial part of a sustainable change is to make sure that the goals and intentions of the change suit and actually help the company achieve its overall goals and vision. If the organization does not understand why something is being implemented, the change will most likely fade away. It can therefore, be beneficial to have some kind of measurement for the change in order to demonstrate if the change is working or not. These measurements can be used to demonstrate the benefits of the implementation and also to reflect and revise the implementation so that the company will benefit from the change. Also, to make sure that an implementation does not fade away, top management, and managers should lead by example and demonstrate the change. Furthermore, everyone affected by a change, should be engaged and/or empowered so that they have the ability to influence the change to suit their needs, rather than just copying an already existing implementation. By spreading knowledge to the employees before and during the implementation, the engagement can be enhanced and the understanding and competence of the change will be elevated. Furthermore, by initially implementing the change on a small scale, the rest of the organization can learn from the mistakes and difficulties that the small-scaled test encountered. These aspects can all enhance the chance of a sustainable change.

How does an organization's culture affect the sustainability of change?

That an organization's culture can affect the sustainability of a change has been discussed in previous chapters. The conclusion is that the culture of an organization does in fact affect sustainability in many different ways. How the change is being viewed from the beginning can affect sustainability greatly as it sets the tone of the organization. If the organization's culture allows employees to feel trusted and being able to take action and try out a new concept, with the acceptance and awareness that the concept might fail, and feel that they are supported, changes are more likely to sustain. This is because people who have some sort of self-autonomy, are more likely to want to change for the better, and the level of engagement is greater if people can affect the change. Furthermore, by viewing resistance as opportunities for improvement or feedback on the change, there is less of a risk of personal clashing and trying to defend the concept. Instead, a more open and productive dialogue where everyone's concerns and ideas are taken into account, can be used. This will also improve the sustainability of a change since, everyone can affect the change and thereby letting people be more engaged and also mitigate everyone's concern about the change.

An organization's experience with change can also affect the sustainability. An organization that continuously changes, is used to change and promotes change, will more likely experience less resistance to changes that arise.

6.2 Recommendations for Company A

As a concluding part of the case of Company A some recommendations on how they could enhance the sustainability of the change, are presented. Though some of the interviewees liked the filtered information from their managers, it was apparent that

some employees, had little to no knowledge of the intentions of the Daily Management implementation. Since knowing the reason for a change is paramount for the sustainability of the change, the recommendation is to determine what the goals are and to communicate the company's vision and goals. This could also make it easier to measure the change along the way, as well as knowing if the goals are being fulfilled.

Having measurements for the change can enhance the sustainability, since it will be easier to follow up on the implementation and to demonstrate the benefits of the change. This will even further, increase the engagement and understanding of why the change should and is being implemented. The second recommendation is therefore that Company A should start measuring the change.

There were some concerns about e.g., the amount of time during a workday that was booked for the DM meetings. Another concern raised, was that some topics were being brought up on the DM meetings but also on different forums, which made some meetings repetitive or even redundant. These concerns are directly related to the goal of reducing the number of meetings. These concerns should therefore, be dealt with, in the next revision, to make sure that Company A is working towards their goals and gets a sustainable change.

Company A had some informal change agents, which were Lean Management experts. By assigning these individuals time and resources, and also to recognize them as experts and communicate that they can help with guidance or expertise, people would know where to look for help. The third recommendation is then to continue working with change agents.

Furthermore, it is important to acknowledge the importance of Company A's culture. By allowing for a trial-and-error process, giving freedom to their employees to try new things, and believing in the employees, it becomes easier for the employees to implement useful changes within the company. This allows for further continuous improvement within the company. The last recommendation is therefore to keep encourage change and to not lose that part of their culture.

6.3 Further Research

Based on the research completed, future research on the same topic could involve measuring and follow up on the effects of a change over time. This could give more data on the change itself and how it affects an organization over time. This could also include understanding how the change sustained over time, since that is usually the goal when implementing a change, for it to become the new normal. Future research could also include organizational culture and how an organization's culture supports change and affects its sustainability. Lastly, future research could involve different approaches on how to sustain change in an organization.

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A

Interview Questions

- What is your role at Arcam, and how long have you been at Arcam?
- How would you define daily management?
- What are the benefits of daily management?
- How does your department use daily management on a day-to-day basis?
- What are the success factors?
- Have you come across any hindrances?
- What is your role within daily management? Both regarding the implementation itself and the daily work process.
- Do you have any “sit-down” meetings reflecting about what works/not works about daily management or the implementation and if how does this reflection come about? Implementation process
- Please describe the implementation process of daily management, How was it executed?
 - Education on implementation
 - Do you have a change manager or other roles with regards to the implementation?
 - Do/did you have a workshop in order to define the implementation?
 - How are you working to sustaining the implementation?
 - Was the implementation performed step-wise or all at ones.
 - What worked well in terms of implementation and what didn't?
- How did you receive the information about the implementation of daily management?
- How did you receive communication about the implementation? (Before and during)
 - Was it adequate or not?
 - What could have been done differently?
 - Before/during?
 - Is information communicated both up and down? (are problems “descended down?)
 - Is it necessary for information to flow down, does everyone need to know everything?
- How do/did you know what to implement?
- How have you been able to customize/affect the implementation in order to fit your department?
- How has that affected the implementation? (positive and negative aspects)
- What has changed since the implementation?
 - Responsibilities?

A. Interview Questions

- Roles?
 - Processes?
- How would you define success within an organization?
 - How you do know when something is successful?
- How would you define a successful implementation?
 - How would you say you and Arcam work towards this?
- Would you say this implementation has been successful so far?
 - Why?
- Do you and your department want to be more or less involved in the daily management implementation?
 - Why/why not?