

# The Study of Change Management, the Finnish Point of View and Experiences

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**Abstract:** The main purpose of this qualitative study is to give modern and realistic point of view, if change management is necessary in Finland nowadays. This study also explains different factors of change management and how managers should affect on that.

The aim of this study is to find out, if it is important for the organizations to put resources on change management or should they just skip it. There are different models used and when using this study, organizations may choose the most suitable one for their organizations.

The study consists of theoretical part, results of a questionnaire (made for Finnish employees and employers) and different kinds of thoughts about change management. There are also used the timely information about the situations of Finnish companies.

In the process of the study there is a look over the theory of qualitative study, and explanations for that.

The results found that change management is necessary to get good results from change situation. There are many situations where managers think they have been doing change management but it has not reached employees. The problem might be that there is not change manager, there are just managers who are “managing” change but not putting enough effort on it.

**Keywords:** Change, Change Management, Leadership, Management, HR.

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## I. INTRODUCTION

Change management is a current term, there are more and more research coming. This study finds out the importance of change management and how to do it successfully. The study has a Finnish point of view because it is an important thing in Finland nowadays because of economical problems in Europe. Although the study has a Finnish point of view, it can be used worldwide. It is important to understand that even it would be possible to block the change (which has started already), it has already affected in the work environment because always it causes feelings which affect straight to the work environment.

### 1.1 Objectives:

The first objective is to find out if change management is even necessary in the Finnish work environment nowadays. The second one is to understand how to pass it successfully because the majority of all the changes fail. That is why it is necessary to learn how to do successful change management and understand its influence to the whole organization.

## II. LITERATURE REVIEW

The literature review highlighted the various studies in this field and the methodological approach. At the beginning the point was to find out if the change management was necessary but the result was found quickly and there were so many other spots found from the literature review and questionnaire so the study also finds out the reasons for some (or most of changes) failures. This study differs from other studies with that. It finds out the main reasons for failure in change management. In this study main references are Internet articles but there are some lecture material used from courses of Human Resources Management, Organizational behavior and Leadership and Change Management of Siam University. Head of Research Petri Heiskanen gave his opinions and experiences about change management. Also books of change management were used.

## 2.1 Hypothesis:

Literature review and questionnaire so the study also finds out the reasons for some (or most of changes) failures. This study differs from other studies with that. It finds out the main reasons for failure in change management. In this study main references are Internet articles but there are some

## III. METHODOLOGY

This is a qualitative research study. It focuses on expert opinions, historical data and academic journals. The information used in the literature review found from people who have been working with change management like an interview with a Head of Research Petri Heiskanen. In addition there are literature found from Internet, academic journals and books. All this data is correlated with the hypothesis to illustrate that by not doing change management; the results in work environment can be negative. Also there are really high expectations to immediate managers. Usually immediate managers are not the professionals of change management but they are the closest managers to employees so they should be ready for it. The study also explains different models of change management.

## IV. RESEARCH FINDINGS

<b>Enthusiasm:</b> Helping to learn new things and watching things in different point of view	<b>Other expectation:</b> What can it be?	<b>Prophet:</b> Prepares and solves everything ready for the employees and telling what to do	<b>Messenger:</b> Telling facts and keeping employees updated about the situation	<b>Stopper:</b> Calms people and takes the team together to think about the situation
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The role expectation for managers in change management

<b>Helper:</b> Helps employees to think about the situation and see the positive impacts	<b>Executor:</b> Makes the changes	<b>Listener:</b> Listens people and answer for the questions	<b>Caretaker:</b> Makes sure that the main job will be done and customers are getting what they want	<b>Protector:</b> Protectes employees in the change situation
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### The role expectation for managers in change management:

Usually the change managers are on higher management and they are “empowering” change management to lower level, to immediate managers. Immediate managers are the closest managers to employee so they must be ready to answer all the questions employees are asking. The hypothesis is that immediate managers are not change managers but they must be ready for it. It is a problem because they do not know how to do it or they do not have enough time to put effort on it. In many situations it affects negatively to work environment. That is why it is very important, that change manager puts all his effort on change management and he is the one who is answering to the questions. In case he is not putting enough effort on change management or he doesn’t know how to do it, it usually has a negative impact and it has been useless.

There are also lots of people (managers and employees) who do not know what change management is. It would be also very important to share information about change management, that everyone knows what does it mean and if there is a change manager or a team, that employees would know who to contact in the situation. Sometimes managers think they have done change management but it has not reached employees, then managers think that they have done it well but employees have a negative feeling about the situation. It means that the change management has failed.

Terminations of work and lay-offs are very common nowadays in Finland. On the list above it is possible to see the biggest lay-offs in Finland at the 2000s. This results show that there are huge changing happening in big Finnish organizations. That is why it is also important to understand how to manage them.

The Company	Year	The amount of redundants
Nokia	2012	3000
Microsoft	2015	2300
Nokia	2011	1400
Puolustusvoimat	2012	1200
Perlos	2007	1132
Microsoft	2014	1050
Stora Enso	2007	1013
Nokia	2012	1000
Metso	2009	907
UPM-Kymmene	2009	830

## V. CONCLUSION

It has been found out in the study that change management is necessary in the changing work environment. If it has been managed right way and using the right methods, it will effect positively in the work environment. Change Management has risks also, it is necessary to have one person who has knowledge about change management. The role of change management is not a tiny task to do while doing other work. It needs all the effort of the change manager to manage it. Change happens with an example not with an opinion.

If the person who is leading the change does not have knowledge about the subject or the change manager is not putting all the effort on change management, the whole process is unnecessary. In these situations, the change management does not reach its main goal, leading employees (and managers) in the change situation.

However, the results of change management are not encouraging because about two out of three organizational changes fails. That fact and people's natural resisting change make it difficult. There are changing times ongoing in Finland at the moment. Regulations, rules, new contract and many other things keep the business changing. So based on the theory and the questionnaire, it can be said that change will be a big part in future. It is what is going now and what it is going to be.

Managers are getting high expectations on change situation, sometimes there are not right people doing it. It may cause negative results and these negative results may influence on the change of future also. That's why it is important that there is one person putting effort on change management, instead of sharing it to others. Change is the most permanent factor in business life. That is why it is necessary to but effort on it."

Through the analysis of this data, change management is necessary but still a majority of changes fails. Also if the change manager does not put enough effort on change management, it fails. So it is very sensitive. This study helps companies to understand the importance of change management; it also gives ideas and advices how to do successful change management. There are many situations where managers think they have been doing successful change management but employees have totally different point of view. This study may also help managers to pay attention to communication in change management. The work environment must be ready for the change, usually there is a new change coming before the company gets over the old one.

In the process of the study there is a look over the theory of qualitative study, and explanations for that. The results found that change management is necessary to get good results from change situation. There are many situations where managers think they have been doing change management but it has not reached employees. The problem might be that there is not change manager, there are just managers who are "managing" change but not putting enough effort on it.

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