UNIVERSITY OF GOTHENBURG
SCHOOL OF BUSINESS, ECONOMICS AND LAW

Leadership in Organizational Change

The leader's role in an organizational change : a case study at Lantmäteriet

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Author:
Ida Rosén

Supervisor:
Ewa Wikström

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Abstract

In today's society organizational changes have become more and more common. Organizations need to change or die and the only constant is change. That is what caught my attention before this study and made me curious. I wanted to make a study of leadership in an organizational change and wanted to study this in real life. The purpose of the study therefore became to examine and study a manager's role in organizational change at Lantmäteriet and how their experience has affected their view on how one should handle a change in order to get a successful result. Subsequently three research questions were formulated:

- How does a change process operate?
- What is the leader's role in an organizational change process at Lantmäteriet?
- How should a leader manage an organizational change at Lantmäteriet?

Since I wanted to make a study in real life I contacted an authority called Lantmäteriet who gave me an opportunity to perform a case study. They wanted me to study a specific change process performed 2011 and make a complete study by interviewing all involved managers at different levels. Thus, the methodology used is a qualitative study with semi-structured interviews. Further I used a descriptive approach as well as a deductive approach since there was plenty of existing literature already and I made research of this in advance to compare my empirical findings with.

To increase my knowledge in this field before the interviews research of appropriate theories was performed within the fields of change process, managing change/change management and leadership. After doing this research I performed 11 interviews with mangers at Lantmäteriet. I interviewed the initiator of the change process, second line managers and first line managers and the result differed between the different management levels. The initiator had a more positive picture of the change process than the managers who were closer to the employees. Further some managers also had a different view of the process since they were not as affected as other managers situated in Gävle. The result I found was then compared to the theoretical framework. I analyzed the empirical findings with each theory presented in the theoretical framework to see if the change process at Lantmäteriet differed from suggested theories. I found rather soon that the change process at Lantmäteriet had several similarities to the literature, but was lacking some elements. Consequently I realized that the existing literature is an excellent foundation/framework for a change process.

My conclusion from this study resulted in a few elements that could have been improved to reduce resistance and confusion in the change process. There were a lot of good elements in Lantmäteriet's change process and you could tell that the initiator had experience from change processes and was aware of some critical aspects. Nevertheless, there were some elements missing that could have facilitated the process. I found that the critical aspects influencing the most were too little time, too little involvement, lacking plan and a huge change for the managers affecting their ability to handle the implementation.

Keywords: leadership, organizational change, change management, change process, management.

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1 Introduction

In this chapter I will give the background to the chosen topic. Further a problem discussion, the purpose, research questions, limitations and disposition will be presented.

1.1 Background

"Our iceberg is melting" (Kotter & Rathgeber, 2006:1). A penguin realizes that the iceberg is melting and understands immediately that this will evolve into a disaster. This is a story that Kotter & Rathgeber (2006) tell as an allegory for change. At first none of the other penguins believe him but he does not give up and the reader is able to follow the brave penguin's way of practicing change management. There are plenty of melting icebergs out there in different forms and shapes that we have to become better at handling. Change is happening and it cannot be ignored.

Organizations constantly have to undergo change (Nadler & Tushman, 1990). Today organizational change has become more and more common in all organizations and forces them to change or die (Jacobsen, 2013:20-21). The only thing that is constant is change and Kihlgren (2013) shows that the only thing we can be certain about is that everything changes. Kihlgren (2013) argues that not long ago your business career was secured by one company which was the rule rather than the exception. However, this is not the case today which is one example of change that is occurring in today's society. Organizations have a dominating role in today's society and have become more complex and thus harder to manage (Bolman & Deal, 2005:42)

Even though we are dealing with constant change, the failure rate for change programs shows an extreme number of 70 percent (Keller and Aiken 2000, Lomberg 2012, Senturia, Flees & Maceda 2008). Bolman & Deal (2005:454) claim that the reason for this is too much focus on reason and structure while ignoring softer human aspects like feelings, motivation and commitment. Kihlgren (2013) states that what is problematic with change is that they are not acknowledged before it is too late. No matter the cause of this high failure rate, changes are obviously problematic for an organization.

As a result, it is important for companies to focus on the ability to have good change management, i.e. the ability to manage and perform a change (Jacobsen, 2013). By (2005) says that leading organizational change is the most important task for a manager in today's society. This emphasizes the importance of the leader's role in organizational change which is the main topic of this thesis. As Normann (2001:269) writes in his book, leadership could be seen as the art of guiding an organization through structural change. Structural change can be seen as a reorganization that according to Bolman & Deal (2005:103) is performed with the hopes of an improvement, however they do not come without risks. To illuminate this problem I will examine a specific reorganization for an authority called Lantmäteriet starting 2011. I will discuss the involved leaders' role during this reorganization and examine the main elements for how a leader should manage a change process.

1.2 Problem Discussion

In today's society we read and hear about organizational reorganizations constantly. The fact that an organization is performing a change is nothing unusual, it is rather very common. The statement by Jacobsen (2013:20) that organizations have to change or die is confirmed by companies constantly changing or closing. Although it is very common the question is what we know about it. What is reorganization? How extensive is it? What effects does it have? What does it demand of the leaders? What is their role in a change process? How does a change affect the leaders? These are questions that at least I asked myself which made this topic an obvious choice. From Kotter and Rathgeber's (2006) allegory we see that change is happening and it cannot be ignored. The fact that changes are this common makes information regarding the topic necessary, we cannot ignore the fact that changes happen and we need to continue to discuss the topic.

Bolman and Deal (2005:42) express that organizations have a dominating role in today's society and have become more complex and thus harder to manage. Large organizations are today extremely important for a lot of cities. Since they are harder to manage it is extremely important to highlight issues like these due to the fact that they have such an important role in today's society. We have to address these issues and highlight them to make it easier to handle. Changes are problematic for an organization and difficult to handle which makes it crucial for us to continue addressing the topic. In order to become successful in managing changes we have to continue to do research and try to propose solutions for managing them. Leading change is the most important task for managers today (By, 2005) making the leadership perspective extremely important for this thesis. Managers do not only control production, they have to handle change processes that implicate a turbulent environment. Hence, more knowledge regarding the topic is required.

Today there is already existing literature in this field. However, the failure rate of change processes is still 70 percent (Keller and Aiken 2000, Lomberg 2012, Senturia, Flees & Maceda 2008). Considering this I wanted to study a specific case to see what really happens out in real life. I wanted to see what a change really means and how it affects the leaders in real life. I believe that this could give me an idea of factors influencing change processes and compare it to the existing literature. I wanted this to give me an idea if the existing literature is too narrow, too complicated or what the factors for this high failure rate are. Since current theories provide general "guidelines" for change management already I wanted to make an in depth research and study how a change process works in reality. Therefore I chose to contact an authority to study a real case.

With this in mind, a general contribution to the field is limited. However the purpose with this study is to examine a specific and extensive case for Lantmäteriet to see what was done, how it was done, how this corresponds to existing literature and if any suggestions or advice can be given to Lantmäteriet to consider in the future. Since a case study makes generalisation difficult the focus is to see if the result can help Lantmäteriet in the future. Nevertheless, this research could provide clues and suggestions that should be further investigated to see if they could contribute to the general guidelines.

1.3 Purpose

The purpose of this study is to examine and study a manager's role in organizational change at Lantmäteriet and how their experience has affected their view on how one should manage a change in order to get a successful result.

1.4 Research Questions

- How does a change process operate?
- What is the leader's role in an organizational change process at Lantmäteriet?
- How should a leader manage an organizational change at Lantmäteriet?

1.5 Limitations

The aim with this thesis is not to present general guidelines on how to handle a change but rather to examine a specific change process and compare it to already existing literature in the field from a leadership perspective. This thesis will therefore focus exclusively on a specific case; a change process that occurred at Lantmäteriet.

1.6 Disposition

Introduction

In the first chapter you will find the introduction. In this chapter I will give the background to the chosen topic. Further a problem discussion, the purpose, research questions, limitations and disposition will be presented.

Methodology

In the second chapter you will find the methodology where the choice of authority and methods for this thesis are presented. Further you will find a discussion of the chosen sources, validity, reliability and trustworthiness.

Theoretical Framework

In the third chapter the theoretical framework will be presented. I will start with presenting previous literature within the change process itself and then continue with how to manage change and lastly present literature regarding different leadership styles.

Empirical Findings

In the fourth chapter you will read about the empirical findings from the 11 interviews. I will start by writing a little regarding the authority and the case before continuing with the driving forces behind the change, the change process itself, the implementation and then end with discussing leadership in change.

Analysis and Discussion

In the fifth chapter an analysis and discussion of the empirical findings will be presented. The empirical findings will be compared with previous literature presented in the theoretical framework.

Conclusion

In the sixth chapter a conclusion of the analysis will be presented. Here the main results will be highlighted and presented to clarify the main findings. Further, suggestions for further research will be presented.

2 Methodology

In this chapter you will read about the methodology where the choice of authority and methods for this thesis are presented. Further you will find a discussion of the chosen sources, validity, reliability and trustworthiness.

I chose to write my thesis regarding leadership in organizational change since change is occurring constantly, it has become very common to perform changes within your organization. However, even though we hear about this constantly we might not really know the meaning of an organizational change and what it implicates. Therefore I wanted to make my research on this topic and see what an organizational change implies for a leader and their role in the change process. Below you will read about the choices made regarding authority, approaches, data collection etcetera.

2.1 Choice of Authority

I realized relatively soon that I wanted to write my thesis regarding a real, existing case for a company/authority to make the thesis more substantial. Thus I chose to contact an authority to see if they could offer me this opportunity. I started to explore different opportunities and decided to send a request to an authority called Lantmäteriet. The reason I chose them was that they make constant changes which makes them a perfect target. The fact that their headquarter is situated in my hometown Gävle and I have a positive picture of them also contributed to my choice. When I contacted them the first time they told me that they make constant changes which made them suitable for my subject. The HR-manager investigated the matter and shortly thereafter I got a positive response, they had a specific case they wanted me to study.

2.2 Scientific Approach

According to Patel & Davidson (2011:23-25) there are three different scientific approaches; deduction, induction and abduction. These are all different ways to relate empirical data with theoretical framework.

Deduction: Theory → Empirical Data
Induction: Theory ← Empirical Data
Abduction: Theory ←→ Empirical Data

Patel & Davidson (2011:23-25) describe the deductive approach as aiming to demonstrate something by considering previous research in the field and making conclusions in a specific case. This is considered a very objective approach however it could limit the creativity. The inductive approach is aiming for discovery of something new and creating a theory. A study without any background knowledge is performed and then a new theory is proposed. This approach is a little subjective. Lastly, the abductive approach is a combination of the mentioned approaches where a theory is formulated and tested on a new case which then enables development from the existing theory. This is an open approach however there is a risk of creating the first theory from previous knowledge.

Starting this thesis I had no previous knowledge regarding my chosen topic, leadership in change. Hence I started reading previous literature in this specific topic to gain knowledge. This is considered a deductive approach since I collected theories in advance of my data collection. After that I made interviews in order to collect my empirical data. Afterwards I made comparisons between the previous literature and my newly collected empirical data to see if my specific case corresponded with existing knowledge or not. Hence, my chosen scientific approach was a deductive approach.

2.3 Research Approach

According to Patel & Davidson (2011:12-13) there are different types of research approaches where two of the most common are called explorative and descriptive. The explorative approach is preferred when there is knowledge missing in a specific field and the goal is to explore and gather as much information regarding the topic as possible. The descriptive approach on the contrary is preferred when there is already existing knowledge in the field and the goal is to describe a certain aspect such as past experiences. For this latter approach only one method is used for the data collection.

Approaching this research I had no previous knowledge in the field, hence I began this thesis by exploring existing literature regarding my chosen topic. Doing this I realized that there was rather much existing knowledge already. My aim with Lantmäteriet was also to consider a past organizational change and do research regarding that specific past case. Considering this my research approach is descriptive since there was already plenty of knowledge in the field and the case I was about to study was a past experience.

2.4 Research Method

2.4.1 Qualitative Method

Blumberg et al (2011:144) make a distinction between qualitative and quantitative methods where a qualitative method is based on qualitative information such as narratives and a quantitative method is based on quantitative information such as numbers. Patel & Davidson (2011:13-14) discuss these two types of research methods, qualitative and quantitative, where they state that a qualitative approach focuses on soft data such as interviews whilst a quantitative approach focuses on measurements and statistics. Kvale (2007:x) state that a qualitative approach aims to explain the world out there. It is supposed to understand a phenomenon through for example analyzing individuals' or groups' experiences.

My thesis aims to understand a leader's role in an organizational change. The best way to learn this is to interview different managers who have experienced a change process. It is the managers' experiences that are interesting in understanding their role. Thus, I have chosen a qualitative method for my thesis and focus more on soft data from the interviews since I found it more appropriate for this thesis.

2.4.2 Case Study

Blumberg et al (2008:374) state that case studies are an effective tool within the field of management research. A case study explores a phenomenon in its real-life context and is suitable for questions like why and how (Blumberg et al, 2008:375). As stated by Blumberg et al (2008:375) the results from a case study are compared with previous theory and are by that able to evaluate the literature. One advantage is that case studies are able to combine different sources such as interviews, documents & archives and observations (Blumberg et al, 2008:377).

The chosen field for this thesis is management which made it appropriate with a case study. Therefore I contacted Lantmäteriet whom I will perform this case study for. The aim is to study a specific organizational change to see how the managers acted and what was required by them, i.e. study a phenomenon in its real-life context. After collecting the empirical data from the managers it will be compared to previous literature within this field which makes it suitable to perform a case study.

2.5 Data Collection/Empirical Material

2.5.1 Interviews

According to Travers (2001) there are five methods within qualitative research which are: observation, interviewing, ethnographic fieldwork, discourse analysis and textual analysis. For this study I have chosen to perform interviews for my data collection. My aim with this study is to learn how leaders work with organizational change in real life and hear their perspective and for this interviews are, according to Travers (2001), the best way to do it.

Interviews are a way of learning about other people's experiences, feelings and world (Kvale, 2007:1). One advantage of individual in-depth interviews is that there is no risk that the respondent will be influenced by other respondents which is a risk with focus groups (Blumberg et al, 2008:389-390). One threat to this approach is according to Blumberg et al (2008:378) that the researcher relies too much on a few informants which could affect the validity of a study since the informants could be biased.

In qualitative research there are three types of interview structures that can be used which are structured, semi-structured and unstructured (Blumberg et al, 2008:385-386). The structured means that a detailed interview guide is followed, the semi-structured starts with specific questions but allows for some free thoughts and the unstructured may not have any specific questions or topic but rather starts with the respondent's narrative. However, Patel & Davidson (2011:77) state that it is extremely important to start and finish with neutral questions such as background information and further comments.

Since the purpose of my case study is to learn about the managers' experiences of organizational change I chose interviews as a tool for the data collection. All interviews were performed individually which reduced the risk of influence from other managers and made it possible to answer honestly all questions. I performed 11 interviews to include all involved managers which made the response more reliable. All informants were included which increased the validity of the study.

Performing the interviews I chose semi-structured interviews. I had prepared an interview guide with different themes to start with but then let the respondents answer freely and discuss what came to mind. I started the interviews with questions regarding their background to make them feel comfortable and reduce possible nervousness. All interviews were also performed at Lantmäteriet which I believe made them feel more comfortable since they are familiar with that environment. After the neutral questions I continued by asking a question regarding the first theme and then the interviews took different directions.

2.5.2 Choice of Interviewees

For this thesis I wanted to interview managers only since the thesis is written from a leader's perspective. My supervisor at Lantmäteriet told me that they wanted me to interview all 10 involved first and second line managers in order to make a complete study. This would result in a more thorough data collection. Consequently she helped me get in contact with them all to book meetings for the interviews. After performing a couple of interviews she also mentioned that the initiator was still working at Lantmäteriet if I was interested in interviewing her as well. I believed that it would give me a deeper understanding of the purpose and decided to interview her as well. Hence, I interviewed 11 managers all involved in the change.

All 11 respondents are managers at Lantmäteriet where four were men and seven women. Today, 10 of them are department managers for production or competence and one is manager at information technology. Their previous positions were one initiator, two second line managers and eight first line managers. They all have different backgrounds and previous tasks and are situated in three different cities; Gävle, Karlskrona and Luleå. Their employment at Lantmäteriet varies from 6 to 39 years with an average of 24 years.

2.5.3 Anonymity/Confidentiality

For an interview it is very important to try to motivate the chosen respondent since they do not always see the benefit of participating (Patel & Davidson, 2011:74-75). This is made through explaining the purpose with this study and that the respondent's contribution is important for the result. It is also important to discuss if the respondent's answers will be handled anonymously/confidentially. Patel & Davidson (2011:74-75) explain the difference between the two, where anonymity implies that no identification of the respondents is possible and confidentiality implies that I will know their identity, however exclusively.

In the beginning of my interviews I always explained the purpose and ideas for my thesis. I stated why I was writing this thesis, why I chose this topic, why I chose to perform a case study, why I chose Lantmäteriet and the purpose with the thesis. The reason for this was to gain their trust and make them realize that their contribution was important. I believe that this made them more motivated. During my interview I also always asked the respondent if they wanted to be confidential or not and received varied answers where some wanted to and some did not care. Hence, I decided to make all respondents confidential in my thesis to respect their wishes. I would know their identity throughout this process but they would not be exposed in the thesis. Since I was performing interviews face to face it was impossible to make the respondents anonymous, hence I chose to make them confidential.

2.5.4 Performing the Interviews

All interviews were performed in Swedish since all respondents are from Sweden. Since we all are native Swedish it might have been uncomfortable to perform the interviews in English. The interviews were recorded and then transcribed, still in Swedish, before they were collocated and translated by me. I also made the interview guide in Swedish before translating it as well to be able to present it in the appendix in my thesis.

All interviews were made at Lantmäteriet in meeting rooms individually. Four of the eleven interviews were however performed thorough a video call since the managers were located in three different cities; Gävle, Karlskrona and Luleå. The other seven interviews were performed face to face in meeting rooms that they chose and booked at Lantmäteriet. I believe that the possibility to have the telephone conversations with video instead of a regular telephone call was helpful since we could see each other's facial expressions and body language. This was the second best solution to a face to face conversation.

Kvale (2007:93-94), writes that if the interviewer records the interview it enables him/her to concentrate completely on the interview, dynamics and topic. Through this it is possible to listen to the interview several times afterwards for analysis. Taking notes could be disturbing which one avoid through recording the interview. Furthermore remembering formulations is very difficult while remembering body language is easier. Kvale (2007:93-94) lastly states that listening to the interview again enables you to select the important meanings.

All my interviews were recorded to enable me to focus on the interviewee throughout the whole interview. This made me able to focus on the questions, interviewee's body language etcetera. Listening to the interviews again after the interview enabled me to compile the result more analytically and selectively. Listening to the interview and transcribing it enabled me to process it before selecting the most essential parts.

According to Kinnear & Taylor (1996:510) there are some probing techniques that could be used to get as thorough answers as possible. They mention six different techniques; repeating the question, pausing expectantly, repeating the respondent's reply, reassuring the respondent, asking neutral questions or making neutral comments and asking for further clarification. I used the following:

- Repeating the question – asking the question again to get a more thorough answer.
- Pausing expectantly – making small pauses in order to give the respondent more space to answer a question or add more information.
- Repeating the respondents reply – repeating a response in order to reassure I have understood it correctly and to encourage further comments.
- Reassuring the respondent – reassuring that their answers are good.
- Asking for further clarification – asking questions to really understand what they mean.

2.6 Source Criticism

For my thesis I have used different sources such as books and scientific articles. Through the university library in Gothenburg I have had access to several databases where I have been searching for articles in my field. The library has access to databases such as Business Source Premier where I have been searching a lot for articles within my field. I have been searching for articles discussing both leadership and change in order to suit my chosen topic. In order to ensure a good quality of the chosen articles I have searched for peer reviewed articles and considered the number of citations. Hence, I have actively not chosen very recently published articles. I have been reading these articles critically to ensure that my theoretical framework is as reliable as possible. Several different articles have mentioned the same authors that appear to be important in this field which made their articles an obvious choice.

2.7 Validity and Reliability

For a qualitative study validity is to interpret and understand phenomenon (Patel & Davidson, 2011:105). To ensure validity Patel & Davidson (2011:107) suggest using triangulation. This can be achieved through for example using different sources like interviewing different people and using different places. This enables interpretation of variations. Further, Patel & Davidson (2011:108) suggest increasing the validity through communicative validity which implies sharing the result with the respondents for feedback. Thus, misinterpretations etcetera can be corrected. Blumberg et al (2008:378) also state that the validity can be risked if one relies too much on a few respondents.

To ensure validity of my thesis I made a complete study interviewing all involved managers, I have interviewed multiple people on different management levels. This has given me the opportunity to understand their role in the change process and compare their responses. Triangulation was used both through interviewing different people, as stated previously different managers at different levels, as well as interviewing them in different meeting rooms. The managers were free to choose the location for the interview in order to make them feel comfortable with the environment. Through this I could see if there were variations through different management levels or depending on other aspects. Furthermore I also sent the result of the transcribed and processed interviews in order to include the respondents and give them the opportunity to correct any misinterpretations.

Reliability is according to Patel & Davidson (2011:103-104) achieved through reducing the risk of error. One way of ensuring reliability is through for example recording since this enables re-listening to reassure ourselves that we have understood correctly. To ensure reliability for my thesis I therefore chose to record all interviews to make it possible for me to listen to the interviews multiple times. This made it possible for me to make sure that I understood the interviews correctly. Since I write this thesis by myself I found that this was a good way for me to ensure reliability and avoid possible errors.

2.8 Trustworthiness

To ensure trustworthiness of this thesis I have made different attempts. To begin with, I have sent my interpretations of the interviews through the empirical framework to all respondents. Patel & Davidson (2011:108) suggest increasing the validity through communicative validity which implies sharing the result with the respondents for feedback. Thus, misinterpretations etcetera can be corrected. This increases the trustworthiness of the results. Additionally all interviews were more or less face to face enabling me to see their facial expressions, body language and gestures which made me able to interpret this as well as their words. I believe this contributed to more accurate data increasing the trustworthiness of the thesis.

This study is based on a case at Lantmäteriet and performing a case study involves both positive and negative aspects. It is beneficial since you can concentrate and really investigate one situation thoroughly. However, a case study makes it difficult to create general contributions to the field since it is too specific, it is difficult to apply the result on a broader mass. The result is very limited to the investigated case which is very beneficial for them but not for other companies/authorities. Hence, the results in this thesis are directed towards Lantmäteriet. Nevertheless, it might contribute to ideas for further research for more general conclusions.

This case study was performed through interviews with managers at Lantmäteriet. One important aspect to consider is that they could be bias and provide me with beautified information. They might answer in a way they believe the authority would want them to. Additionally I only interviewed the managers and not the employees which also could give biased information. To avoid this I mentioned that the mangers could be confidential in the thesis, enabling them to provide a more accurate answer. I believe that the confidentiality enabled them to be more honest. I also believe that the first line managers closest to the employees knew pretty well how the employees felt regarding the change process since they were handling the employees during the process.

3 Theoretical Framework/Literature Review

In this chapter the theoretical framework will be presented. I will start with presenting previous literature within the change process itself and then continue with how to manage change and lastly present literature regarding different leadership styles. In the first section you will find theories that contain three similarities that they all include as the base of their models; planning/diagnosis, transition and stabilizing. The theories will though be presented separately to declare the differences between them. In the end of this chapter you will find a summary of these theories.

3.1 Change Process

Before this thesis I found the change process a little diffuse. Starting to read previous research I soon realized a change process is operated through different steps and involves different stages. There are of course different definitions of these, however all imply that the focus of these steps is different and need to be operated in different ways. The research question "how does a change process operate" refers to how a change process really works and which steps that need to be handled. Therefore this section will discuss the change process itself and the stages that a change process implies.

3.1.1 Types of Changes

According to Nadler and Tushman (1990) there are different types of organizational changes that all require different types of leadership. These different changes are presented in the figure below.

	Incremental	Strategic
Anticipatory	**Tuning**	**Re-orientation**
Reactive	**Adaptation**	**Re-creation**

Figure 1: Types of Organizational Changes. (Nadler & Tushman 1990, p. 80)

They talk about four different dimensions; incremental, strategic, anticipatory and reactive. Incremental changes only affect selected parts of an organization but not the framework with a goal of reaching more effectiveness. Strategic changes on the contrary impact on the entire system. Reactive changes are forced changes as responses to external events while anticipatory changes are anticipations of future events and a more proactive approach. These four dimensions then contribute to four different changes; tuning, adaption, re-creation and re-orientation. Tuning are changes of specific components made from anticipation of the future while adaption are changes of specific components made from reactions to external events. Re-creation is changes of the entire system as a reaction to external factors while re-orientation is changes of the entire system as a proactive action. Nadler and Tushman (1990) further suggest that strategic changes are essential for an organization where re-creations are associated with more risk and re-orientations with success since the latter usually is performed during a longer time period than a re-creation.

A change process is complex unless you divide it into elements and aspects needed. Thus, a discussion of three ways to view a change process will follow. First you will read Jacobsen's (2013) vision of elements in a change process and a four step model of phases in a change process. Thereafter Lewin's view, explained by Alvesson and Sveningsson (2008), will follow where he has instead divided the change process in three steps. Lastly Kotter's (1995) eight steps of a change process are presented.

3.1.2 Model of Change

Jacobsen (2013:20-28) writes that changes have become very common in today's society and that some even say that organizations have to "change or die". He states that this increase in need for change puts more pressure on the ability of handling change and change management. A change needs a plan and structure in order to be successful, you have to manage the change instead of letting the change manage you. Jacobsen (2013:20-28) writes in his book regarding a conceptual model of change (presented in figure 2) where he thinks that an organizational change has happened when you see a change between different momentums which makes time a central dimension in a change process. A second dimension is a state or object since you need to compare for example an organization between two momentums in order to see if the organization really has changed. Below the different steps which should be seen as a framework in order to structure reality are explained:

- Time & phenomenon/state – one has to be able to declare an organization's state at time one and then compare the organization's state at time two.
- Process – the change need to be seen as a process that moves the organization from time one to time two.
- Context – the context in which the change operates needs to be considered.
- Driving forces – the initiatives of the change need to be stated.

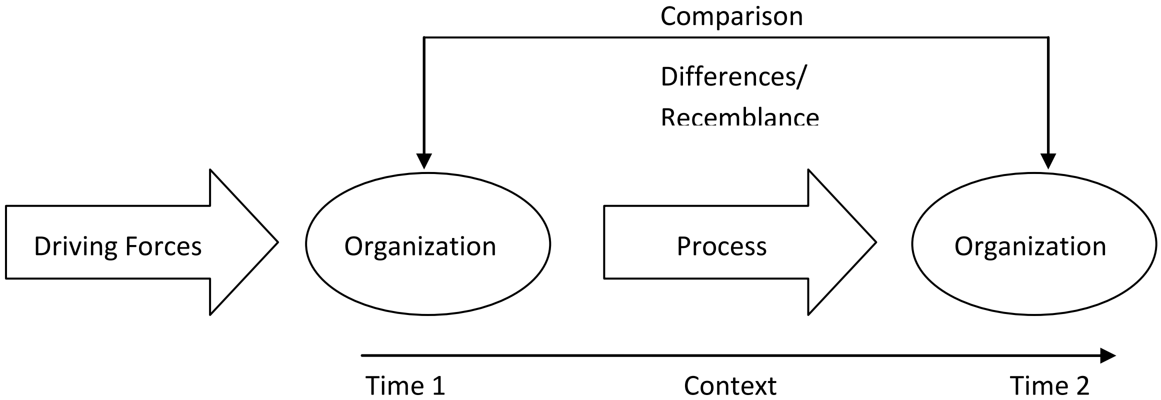

Figure 2: Translation of the conceptual model of change. (Jacobsen 2013:26)

What Jacobsen (2013:20-28) discusses is that you need to enable comparison between two different momentums. Further he thinks that you should consider change as a process which makes time important. Whether a change is performed during a short time limit or long time limit is extremely important since it influences peoples' actions. Context is also important since all changes are different and need to be considered in its context. For example, Jacobsen (2013:20-28) states that most organizations will face resistance in a change process, however different change processes will face a different amount of resistance. Lastly, what makes an organization perform a change are driving forces which are explained as internal or external. A change process is often initiated by for example the owner, a leader or an employee. Jacobsen (2013:20-28) also discusses the proportion of a change process; all changes are not equally extensive and dramatic. Some changes are narrow while others are very extensive where the latter are considered more difficult, painful and demanding than the former.

In his book Jacobsen (2013:55-56,58-62) discusses the problems with driving forces and them being subjective. He says that there is always someone or some people who initiate a change by looking at internal and external driving forces, interpret them and suggest a change. The driving forces can be interpreted in several different ways; a manager usually has a different comprehension than an employee. Driving forces become modified through different communication steps. This is a challenge for the initiators since different people interpret the demand for change in different ways, just because one group believes that there is a need for change does not indicate that the others in the organization do. The clarity of the driving forces affects their ability to convince the need for change.

Jacobsen (2013: 36-37) writes about an intentional change which means a change based on intentions or goals which he call planned change. A planned change has been considered by a group of people, analyzed, suggestions for solutions have been considered, it has been performed and after a while evaluated. There is a need for change which requires a plan. Jacobsen (2013:36-37) discusses four phases in a planned change.

1. Diagnosis – realizing that there is a need for change.
2. Solution – realizing what they want to accomplish and creating a plan.
3. Implementation – performing the plan.
4. Evaluation – evaluate if the problem is solved.

The first phase involves the realization that there is a need for change and then an analysis of it. This could be done through a SWOT-analysis which considers strengths, weaknesses, opportunities and threats. In this phase the analysis of the need for change should also include preparation with resources and time. Phase two involves developing goals for the strengths, weaknesses etcetera and also a best possible solution. In phase three the development of a plan should be made with a time schedule, activities and clear distribution of responsibilities. This phase also concludes the implementation of the change through for example a specific team or education. The last and fourth phase involves an evaluation of the change process to see if the outcome was successful and in that case institutionalize the change.

In the following, you will read Lewin's (1997) view of a change process where he divides the change process into three steps instead of Jacobsen's (2013) four.

3.1.3 Changing as Three Steps/Four Important Themes

According to Lewin (1997:330) three steps are needed in order to make a change successful. These steps are unfreezing, moving and freezing where he argues that you need to unfreeze the present level, move to the new, desired level and then freeze the new level.

Alvesson and Sveningsson (2008:35) discuss this three step model in their book as unfreezing, change, freezing for a change aiming towards changed behaviour to reach more efficiency. The first step – unfreezing – is the planning and convincing stage of the change process. It is important to make all involved believe that the change is necessary. It is beneficial to involve all employees in this stage in order to reduce possible resistance. This phase aims to destabilize present standards through for example inspiring lectures, projects or courses. You need to undermine the stabilizing forces through unfreezing to enable change. The second step – change – implies transition from the old level to a new and acceptable level. The last step – freezing – is the phase for making the new level stabile in the organization. It is essential to make sure that the organization does not fall into old habits, patterns or behaviours. Knowledge, commitment and learning are good tools in order to reduce resistance and convert it into positivism. Alvesson and Sveningsson (2008:35) write that Lewin's view of change was that management needs to cooperate with both employees and consultants for the sake of the organization. Furthermore Alvesson and Sveningsson (2008:36) discuss the importance of seeing change as a long term process. Open communication, cooperation, continuous learning and authorization for employees to act are norms that they address.

In their book, Alvesson and Sveningsson (2008:42-43) also discuss four extremely important themes for a change process.

- Visible, active and clear management is very important since management's actions have important symbolic meaning. Communication and meetings are good tools to establish the employees' attitudes and thoughts regarding the change.
- Allow all involved to be part of the planning phase. The participants can contribute to process improvements.
- Communication is very important to reach an understanding of the change initiative. It should be used as a tool to make all employees aware of why the change is needed.
- Developing new qualities. One manager should be responsible of the change and all details regarding it.

Lastly, Alvesson and Sveingsson (2008) wrote that communication by management is extremely important in a change process. It is also important that all managers are loyal and become role models of the new behaviour and eliminate the risk of falling into old patterns.

Next you will read about Kotter's view regarding the phases of a change process. Kotter divides a change process into eight different steps instead of the four or three steps previously mentioned.

3.1.4 Leading Change

The main goal for performing a change is to make fundamental changes in order to handle new challenges for the business (Kotter, 1995). Kotter (1995) says that a change process undergoes different phases that will need a certain amount of time. All these phases are essential and leaving some steps out could be detrimental and produce disappointing results since it would only lead to an illusion of speed. Kotter (1995) suggest 8 steps that are essential when making a change in your organization:

1) Establishing a Sense of Urgency – in this step it is important to examine the market but also to identify and discuss ongoing or potential crisis or opportunities.
2) Forming a Powerful Guiding Coalition – in this step it is important to assemble a group with powerful people that will manage to lead the change as a team.
3) Creating a Vision – a vision is important to help direct the change. It is also important to develop strategies to reach the vision.

4) Communicating the Vision – use all possible channels to communicate the vision and strategies and set examples for a new behaviour through for example the guiding coalition.
5) Empowering Others to Act on the Vision – eliminate obstacles and systems etcetera that threaten the vision as well as encourage new ideas.
6) Planning for and Creating Short-Term Wins – in this step it is important to plan and create visible performance improvements and reward involved employees.
7) Consolidating Improvements and Producing Still More Change – in this step you should use your increased credibility to change systems etcetera that do not fit the vision, develop employees who can implement it and reinvigorate the process with new projects.
8) Institutionalizing New Approaches – in this last step you should clarify the connection between the new behaviour and corporate success as well as develop means to guarantee leadership development.

Kotter (1995) identifies common errors made during a change process. Many do not emphasize the first step enough. Communicating information that this change is urgent is very important in order to make people motivated to help. Some managers underestimate the difficulties in making people leave their comfort zone and lack patience for this first step. Furthermore he claims that it is more difficult to convince the need for change if the current business is successful which makes it important to make the status quo seem more dangerous than change. You need to convince about 75% of the managers that this change is needed (Kotter, 1995).

For the second step Kotter (1995) says that it is necessary to form a good group of guiding coalition with powerful people in terms of titles, expertise, reputation and relationships. Without enough power in this group they might face opposition that stops the change, thus you should not underestimate how difficult it is to produce change. In step three Kotter (1995) emphasizes the need of a clear vision for a clear direction for the change. A lack of vision will create a lot of confusion. He presents a rule of thumb; if it takes more than five minutes to communicate the vision and receive response in terms of understanding and interest this phase is not finished. Furthermore communication of the vision, step four, is extremely important and you should use all possible channels to spread the vision. You should not underestimate trying to become a living symbol of the change either. Unless the employees believe in the change they will not make any sacrifices for it.

Kotter (1995) says that large obstacles need to be removed, step 5, whether or not you have time or power to fulfil it within the first half of the change. These obstacles can be people’s thoughts or a reluctant manager but somehow these need to be handled in a professional way and you need to convince people that there are no external obstacles to be concerned about. In step six Kotter (1995) stresses the importance of creating short-term gains and show that this change is producing results. This is an active approach where you cannot hope for short-term gains, you have to create them and reward the people who are involved. If this fails the sense of urgency will be reduced and may result in more people aligning with the resisting people. Furthermore Kotter (1995) explains step seven where it is important to not get carried away and declare victory too soon. If you become too enthusiastic from progress signs it can result in tradition taking over which stops the change. Instead you should use the increased credibility to handle other issues. It is important to realize that a change is a process that takes a long time. Last but not least Kotter (1995) stresses the importance of anchoring the change and making the new behaviour rooted to become institutionalized. To institutionalize the change you need to show how the new behaviour has helped improve performance but also making sure that new managers personify the new behaviour. In short, you need to set the stage, decide what to do, make it happen and make it stick (Kotter 2008).

3.2 Managing Change/Change Management

In a change process I have found that there are several crucial steps that need to be handled in order to get a successful change. A change process involves different stages that need to be addressed in different ways, thus the leader's role is changing. The research questions, "what is the leader's role in an organizational change process at Lantmäteriet" and "how should a leader manage an organizational change at Lantmäteriet" both refer to how a leader should act to manage a change process. Therefore this section will discuss what the leader's role is in different steps as well as how they should manage these steps.

3.2.1 Managing Change

Alvesson (2009:255) says that to be able to accomplish a change we have to start with changing people's values and ideas hence making people behave in ways they are not used to. He emphasizes that the cultural level is most important where symbolic means, such as the formulation of a vision, are what you focus on. For a cultural change there is often a charismatic leader involved (Alvesson, 2009:161). However, Alvesson (2009:255) states that sometimes the more material changes are emphasized since the change otherwise could be interpreted as unreal which makes the adaption temporally. Therefore, which one of these that is suitable or if a combination is the best solution depends on the topic of the change. This will be further discussed below when addressing Nadler and Tushman's (1990) article.

In the following you will read more regarding symbolism as well as how the leader should manage the previously presented three steps suggested by Lewin (1997).

3.2.2 Change Management

Jacobsen (2013:205-222) emphasizes the importance of making the executive team committed and supportive of the change since they have a great deal of formal power. The executive team also has possibilities for performing symbolically as a role model for other members in the organization. Leadership is extremely important during a change process since the stable environment is changing and a leader who can paint a vision is extremely important. A change process involves positive elements, driving forces, to activate change but also negative elements, counter-forces, to oppose change. Hence, managing change means being able to enhance driving forces or reduce counter forces. As presented above, Lewin (1997) discussed three steps in a change process – unfreeze, change and refreeze – and Jacobsen (2013:205-222) suggests that the first two steps are most important in change management. Since the first step – unfreeze – regards preparing for the change by creating a need for change, leadership is an important element already in advance of the actual change process, perhaps more important here than in the actual change phase. The second step – change – is when the actual change are proceeded and for this step the leader handle the transition from the current state to the wanted state. Jacobsen (2013:205-222) states that several authors mention the preparation as extremely important and enhance this by noting that Kotter's first four of his eight steps concern preparing for change.

In the first step Jacobsen (2013:205-222) stresses the importance of creating a feeling that the change is important, effective and good.

- Important – declaring the importance of the change by for example stating the consequences of not implementing the change.
- Effective – declaring that the change actually is a solution of a problem, show a connection between the change and the result which sometimes can be ambiguous and vague.
- Good – declaring that the change will result in an improvement.

These are all important, nevertheless it is also important to make the change seem manageable for the individuals making them feel secure about the goal and process (Jacobsen, 2013:205-222). Together, these should shape a mutual understanding of the change. Hence, the leader's task is to create an understanding through formulating and communicating a clear purpose for why the change is needed, how the process will be performed and what the outcome will be. This could be accomplished through making sense of the past and the future, creating a vision and then communicating it which are essential parts of change management (Jacobsen, 2013:205-222). The vision needs to be challenging however achievable and created through a dialogue between the executive team and other members. A picture of the desired state is important to inspire, however, the process of reaching the vision is equally important. It does not matter how well the vision is explained if the process of achieving it is too diffuse since that could make the effect of a vision counterproductive. Therefore the process and what contribution that will be needed is also important.

Jacobsen (2013:205-222) continues by expressing that the purpose and vision, when formulated, needs to be communicated through words or actions. If it is not communicated enough there is a possibility that the message does not reach everyone. Face to face communication is considered most efficient which makes it very important. However, communication through several different communication channels such as intranet and e-mail is preferable. Too much communication is better than too little, hence Jacobsen (2013:205-222) suggests a longer period of continuous communication by several people. The time aspect and amount of communication channels are extremely important. In addition, symbolic leadership is essential since the leader then become a role model that employees can imitate, thus making charismatic leadership preferable. In short, interpreting the past, paint a vision and plan and communicating it through both words and actions are the main elements needed in the first phase.

Thereafter the second step follows; change. For the leader this is also an important step where he/she has to make people change their behaviour through using different types of power. Depending on whether actors assemble or oppose the change two different styles of leadership should be used, leadership style E or leadership style O, which will be presented below. The first is a coercive style while the latter implies removing obstacles and providing necessary resources and time. (Jacobsen, 2013:205-222).

In summary, change management is important in creating a readiness for change with an aim to reduce resistance as well as enabling the change with resources and time needed.

3.3 Leadership

A leader is an important actor in a change process. They are the ones responsible for making the process as smooth as possible. One of the research questions for this thesis is "how should a leader manage an organizational change at Lantmäteriet", referring partly to the leader's characteristics.

One interesting aspect entering this thesis was regarding the leadership style, whether one style is preferable for a change process or not. Therefore the following section will discuss different leadership styles.

3.3.1 Theory E vs Theory O

In their article Beer and Nohria (2000) say that leaders need to crack the code of change in order to reach a successful result. They write that change previously has been two-sided, either a "hard" approach where you perform economic value quickly or a "soft" longer process where you focus on creating openness and trust. Two theories of change are presented, theory E and theory O; the first a harder approach with focus on economic value and the latter a softer approach with focus on organizational capability (Beer & Nohria, 2000). Theory E states that success can only be measured in shareholder value while theory O thinks that too much focus on economic values will harm the organization and suggest developing both organization and humans through learning and feedback. Combining these two is very difficult since shifting too much between them can create mistrust from employees. However, a combination of both theories can be beneficial and create great profit and productivity which will lead to sustainable competitive advantage (Beer & Nohria, 2000).

Leadership in theory E is more old-fashioned since it means managing a change from the top down (Beer & Nohria, 2000). The goals – to maximize shareholder value – are set by top management with little involvement from other managers and no involvement from lower levels. The focus is more on changing systems and structures with a process where there is a clear plan of action. Reward systems in this theory are primarily financial and external consultants are often used. Leadership in theory O on the contrary focus on getting employees committed to the change and encourage individual initiatives and problem solving from the bottom up (Beer & Nohria, 2000). The goals are primarily changing behaviour and increasing employee productivity through teamwork and communication. The focus is more on the organization through behaviour and attitudes from employees with a more experimental and evolving process. Leadership should encourage experimentation from the bottom up. Reward systems in this theory are primarily motivation through commitment and external consultants are not used as much as in theory E.

Both theories have their benefits and limitations; theory E distances management from employees to ease their guilt while theory O makes it difficult to make tough decisions (Beer & Nohria, 2000). In order to solve these issues management must combine both theories. One way is to sequence both theories where starting with theory E is preferable since the opposite could induce a feeling of betrayal which is hard to rebuild if already broken. However, simultaneous use is more difficult but more likely to lead to sustainable competitive advantage. Beer and Nohria (2000) suggest that management should confront the tension between both theories' goals. Further directions should be set from the top but engagement from employees should also be encouraged. Management should also focus on both hard and soft values; structure and systems as well as culture. Using both theories should also make management plan for and encourage experimentation and spontaneity as well as rewarding employees with incentives from theory E, however in the theory O way. They also mean that external consultants are experts who should empower employees and function as support for the management team. A brief explanation of both theories and a combination of both is presented in figure 3.

Dimensions of Change	Theory E	Theory O	Theories E and O Combined
Goals	maximize shareholder value	develop organizational capabilities	explicitly embrace the paradox between economic value and organizational capability
Leadership	manage change from the top down	encourage participation from the bottom up	set direction from the top and engage the people below
Focus	emphasize structure and systems	build up corporate culture: employees' behavior and attitudes	focus simultaneously on the hard (structures and systems) and the soft (corporate culture)
Process	plan and establish programs	experiment and evolve	plan for spontaneity
Reward System	motivate through financial incentives	motivate through commitment—use pay as fair exchange	use incentives to reinforce change but not to drive it
Use of Consultants	consultants analyze problems and shape solutions	consultants support management in shaping their own solutions	consultants are expert resources who empower employees

Figure 3: Theory E, Theory O and a combination of the two. (Beer & Nohria 2000, p. 137)

These leadership styles where theory E is considered a "hard" leadership style and theory O is considered a "soft" leadership style can be partially connected to two styles also considered as one more hard approach and one more soft approach that Bass (1990) discusses in his article. Below you will find a review of these different styles.

3.3.2 Transactional vs Transformational Leaderhip

Bass (1990) discusses in his article two types of leadership styles; transactional and transformational. Transactional leadership is a style where managers present a task for the employees with instructions on what they should produce and use reward or punishment to discipline them. The incentive to accomplish a task is mainly recognition or some type of reward. This style is seen as effective, however it is often mediocre and in the long run counterproductive if a manager for example only intervene when the employees are not producing what is expected by them. Further, Bass (1990) writes that transformational leadership on the contrary is more concerned with employees, making them accepting and a team player who puts the group's needs before its own. To achieve these results a transformational leader can be charismatic and inspiring, consider the employees' needs or stimulate them intellectually. Charisma is important in order to inspire and influence the employees since they usually trust the transformational leader which implies great power. Transformational leaders also consider all employees individually and recognize everyone for who they really are. Lastly they stimulate employees intellectually by helping them see possibilities instead of difficulties. Bass (1990) declares transformational leadership as more satisfying than transactional leadership. Employees would make an extra effort for a transformational leader but not for a transactional leader. Bass (1990) argues that transformational leaders can contribute to success. Both leadership styles are summarized in figure 4 below.

TRANSFORMATIONAL LEADER

Charisma: Provides vision and sense of mission, instills pride, gains respect and trust.

Inspiration: Communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways.

Intellectual Stimulation: Promotes intelligence, rationality, and careful problem solving.

Individualized Consideration: Gives personal attention, treats each employee individually, coaches, advises.

TRANSACTIONAL LEADER

Contingent Reward: Contracts exchange of rewards for effort, promises rewards for good performance, recognizes accomplishments.

Management by Exception (active): Watches and searches for deviations from rules and standards, takes corrective action.

Management by Exception (passive): Intervenes only if standards are not met.

Laissez-Faire: Abdicates responsibilities, avoids making decisions.

Figure 4: Characteristics of Transformational and Transactional Leaders. (Bass 1990, p. 22)

Bass (1990) emphasizes charisma as an important characteristic for a leader which leads us to the last article discussing leadership styles by Nadler & Tushman (1990). They also believe charisma to be an important characteristic, however they do not believe that it is enough to succeed. They believe that you need to move beyond the charismatic leader.

3.3.3 Beyond the Charismatic Leader

Nadler and Tushman (1990) begin their article by stating the executive team to be a very important actor in organizational change. That along with charisma is important however it is not enough on its own, you also need to address complexities of change. According to Nadler and Tushman (1990) there are different types of organizational changes that all require different types of leadership. What is common for the strategic changes is that they include a change in management which makes it difficult to rely on them in handling the process which makes the executive team's role more important.

3.3.3.1 Charismatic Leadership

Nadler and Tushman (1990) explain that it is important to have charisma and be a charismatic leader since it is a successful style for change. In their article they describe three types of behaviour that is characteristic for charismatic leadership; envisioning – painting a vision, energizing – creating motivation and enabling – being supportive. The first behaviour, envisioning, involves painting a clear and possible vision to the employees (Nadler and Tushman, 1990). Picturing a desired future state creates commitment and excitement assuming that the vision is possible to identify with. People must feel that it is possible to reach the vision in order to feel confident in it. The vision can also be communicated through different ways such as the leader modelling the behaviour requested by this vision or through articulated high expectations. Further, Nadler and Tushman (1990) explain the second behaviour, energizing, as involving generating energy and motivation among employees. To make this possible the leader should show personal commitment and excitement and become a symbol of the behaviour as well as addressing employees individually in order to disperse the excitement. The leader should also seek success in order to create a feeling of progress throughout the change. The third and last behaviour, enabling, involves supporting employees in accomplishing the task they are given Nadler and Tushman (1990). In order to achieve this, the leader should support employees individually as well as express confidence that they are able to accomplish their tasks. To enable the employees they should show empathy towards them and listen to their needs and feelings. If leaders behave like this they will contribute positively in a change process. They will become a role model that others hopefully will imitate as well as contributing to a focus on energy and hope.

The charismatic leadership does however have limitations regardless of their good qualities (Nadler & Tushman, 1990). Some problems they address are:

- Unrealistic Expectations – if the leader paints an unrealistic vision the energy can backfire if it is not achieved.
- Potential Feelings of Betrayal – if the visions are not achieved people might feel betrayed and frustrated which could be directed towards the leader.
- Limitations of Range of the Individual Leader – if a leadership process revolves around one person, time etcetera limits their possibility to solve problems. Competencies are therefore problematic in a change process since one person cannot possibly possess all required competencies.

From these characteristics and limitations Nadler and Tushman (1990) emphasize that charismatic leadership is necessary but not enough, they suggest moving beyond the charismatic leader.

3.3.3.2 Instrumental Leadership

In order to be an effective leader charisma is not enough, you also need to consider other aspects like role description, structures, processes and teams (Nadler & Tushman, 1990). You need to focus on reassuring that everyone acts according to the required behaviour. Nadler and Tushman (1990) describe in their article three different behaviours; structuring – creating well functioning teams and structures, rewarding – reward and punish behaviour and controlling – measuring behaviour.

The first behaviour, structuring, involves creating teams that have the necessary competence to manage the change and structures for desired behaviour (Nadler and Tushman, 1990). A detailed plan about what is expected from people is required. For the leader, setting goals, defining roles and responsibilities is necessary. The second behaviour, rewarding, involves handling rewards as well as punishment for the desired behaviour for the change process (Nadler and Tushman, 1990). The third and last behaviour, controlling, involves creating systems to enable measurements of behaviour and results and correct it if needed.

In summary charismatic leadership is required to inspire and receive commitment while instrumental leadership is required to ensure that everyone is acting correctly according to the new goals. Separately they are weak but together they are strong. Nevertheless one more step moving beyond the charismatic leader is necessary and presented below.

3.3.3.3 Institutionalizing the Leadership of Change

Nadler and Tushman (1990) imply that the charismatic individual leader is insufficient and suggest broadening and institutionalizing the leadership to other individuals and groups such as leveraging the executive team, broadening senior management or developing leadership within the organization. This should be made in order to make more individuals able to perform the leadership in a change process.

Nadler and Tushman (1990) suggest that leveraging the executive team is one, maybe the most natural, way to start expanding leadership since they report directly to the individual leader. In order to make this successful all members must have faith and believe that the team effort will outperform the individual leaders' actions. Nadler and Tushman (1990) suggest multiple necessary actions:

- Visible Empowerment of the Team – making it visible that the executive team is an extension of the leader through giving them resources to act effectively or making them communicate important messages.
- Individual Development of Team Members – develop the individual members of the executive team in order to practice the desired leadership with their own personal qualities.
- Composition of the Executive Team – in a change process different skills etcetera are needed which implies that a variation of the team is needed.
- The Inducement of Strategic Anticipation – a team is more efficient in scanning the environment than a single individual which implies that better anticipation can be made.
- The Executive Team as a Learning System – keeping the team open and receptive will make the team able to learn throughout the process.

The second way to expand leadership is according to Nadler and Tushman (1990) by broadening senior management which implies including managers some levels down. It is important to make these new individuals feel included and important in order to make them perform their best. This could be done through symbolic events, structures for contact, including them in the planning phase and continuous communication, all in order to make the new members feel included in the executive team.

The third way to expand leadership is according to Nadler and Tushman (1990) developing leadership in the organization which implies creating structures, systems and processes to enable development of leadership alongside the change. For this a couple of things need to be reconsidered like for example:

- Definition of Managerial Competence – necessary characteristics for leadership in the change process need to be determined.
- Sourcing Managerial Talent – recruiting new leaders from new sources could be required.
- Management Education – a change process may require new competencies, therefore education for managers should be performed.
- Career Management – having job experience from multiple positions is beneficial for leading change since it for example entail a broad network.

In figure 5 below you will find an outline of the leadership behaviours.

Figure 5: Outline of the leadership styles/behaviours. (Nadler & Tushman 1990, p. 88)

Nadler and Tushman (1990) conclude their article by emphasizing executive leadership as a very important factor in a change process, particularly for the initiation and implementation. Being flexible and including learning is also explained as important characteristics for management. Having the ability to incorporate all three, charisma, attention to details and structure and broadening leadership will lead to a successful change.

3.4 Summary

3.4.1 Change Process

According to Nadler and Tushman (1990) there are four different types of changes. Tuning is changes of specific components made from anticipation of the future while adaption is changes of specific components made from reactions to external events. Re-creation is changes of the entire system as a reaction to external factors while re-orientation is changes of the entire system as a proactive action.

To perform a change Jacobsen (2013) suggests a framework in which you should consider a change. A time dimension is important in order to compare the change between two momentums. The process between time one and time two should also be considered a process in its own context. Lastly driving forces need to be clearly stated. Alvesson & Sveningsson (2008) also address the issue of time and emphasize that a change need to be considered as a long term process. They also stress communication as very important as well as visible management, involvement of all involved in the planning phase and developing new qualities.

Changes have become very common and organizations are forced to change if they want to survive. Nevertheless several changes fail. To prevent this, a change process can be divided into different steps that should be followed. Below you will find a summary of three different classifications of these steps.

Table 1: Summary of three different classifications of the change process.

Jacobsen (2013)	Alvesson & Sveningsson (2008)	Kotter (1995)
Diagnosis – realizing that there is a need for change	Unfreezing – plan and convince that the change is necessary	Establish a sense of urgency – identify the problem
		Forming a powerful guiding coalition – create a powerful management team
Solution – realizing what needs to be accomplished and create a plan		Create a vision – create a vision and develop strategies to reach it
		Communicate the vision – use all possible channels as well as the coalition team
Implementation – performing the plan	Moving/Changing – move to the new level	Empower others to act on the vision – eliminate obstacles and encourage creativity
		Plan and create short-term wins – improvements need to be created and rewarded
		Consolidate improvements and produce still more change – use the gained credibility to perform more changes
Evaluation – evaluate if the change was successful	Freezing – stabilize the new level	Institutionalize new approaches – clarify the connection between the change and success

From this summary we can see that even though there are different amount of steps they are interconnected. In one way or another they all imply the same steps only differently elaborated. They all include the same base of their models; planning/diagnosis, transition and stabilizing. What differ the theories is how to perform these steps and what is most important. Nevertheless, you need to set the stage, decide what to do, make it happen and stabilize it (Kotter, 2008).

3.4.2 Managing Change/Change Management

Alvesson (2009) suggests that symbolic means, such as a vision, is important to perform a change and that a charismatic leader often is involved. Jacobsen (2013) suggests that the executive team should perform as a role model for the other involved in a change process and that it is very important that they are committed. During a change process leadership is very important since painting a future state is important. They need to enhance driving forces and reduce counter forces.

Lewin's three step model presented above is discussed by Jacobsen (2013) who states that the two first steps, unfreezing and changing are most important for a leader. Preparing for change, which is the first step, is important and the leader has to make the change feel important, effective and good. The leader should declare the importance of performing the change, declare that the change will solve the problem and state that the change is good and will contribute to improvement. They need to communicate a clear purpose and make the change seem manageable. However, Jacobsen (2013) further mention that the change process itself is also extremely important and needs a clear plan of achieving the vision. If the vision and plan are not communicated the message does not reach all involved, thus too much information is better than too little. The leader should act as a symbolic role model which makes charismatic leadership preferable (Jacobsen, 2013). Shortly, interpreting the past, paint a vision and plan and communicating it through both words and actions are the main elements needed in the first phase. Thereafter the change phase follows where the leader has to make people change behaviour through different leadership styles, theory E or theory O explained below (Jacobsen, 2013). In summary, change management is important in creating a readiness for change with an aim to reduce resistance as well as enabling the change with resources and time needed.

3.4.3 Leadership

Beer and Nohria (2000) state that a leader needs to crack the code of change in order to reach a successful result. They discuss two styles of leadership, a hard approach called theory E and a soft approach called theory O. Theory E focuses on economic value while theory O focuses on organizational capability. Combining these two theories is difficult since it can create mistrust if a leader shift too much between them but it can be very beneficial and lead to sustainable competitive advantage. The theory E style is more old-fashioned since it means managing from the top down (Beer & Nohria, 2000). Top management set the goals with no involvement from lower levels and the focus is on changing structures with a clear plan of action. Financial rewards are common as well as external consultancies. Theory O focuses more on making employees committed and encourages initiatives from the bottom up (Beer & Nohria, 2000). Teamwork and communication are important elements in this style. Rewards are the motivation and external consultancies are not that common.

To avoid the limitations of the two a combination is preferable and can lead to sustainable competitive advantage (Beer & Nohria, 2000). To do this management should set the goals from the top however encourage initiatives from the bottom. They should also focus on both hard and soft values such as structure and culture. Experimentation should be rewarded using theory E incentives in a theory O way.

Bass (1990) also discusses one hard and one soft leadership style, however he calls them transactional or transformational leadership. Transactional leadership is the hard approach where a manager gives employees instructions to perform a task and reward or punish them to discipline them. Transformational leadership is the soft approach and focus on teamwork and seeing the bigger picture. To achieve this, the leader can be for example charismatic and inspiring and it is important to recognize all employees.

Lastly, Nadler and Tushman (1990) discuss charismatic leadership and the importance of this style. However, they suggest that charisma is not enough and that we need to move beyond the charismatic leadership. They also stress that the executive team is extremely important since strategic changes often involve changes in management making it difficult to rely on them to handle the change.

Being a charismatic leader involves being envisioning, energizing and enabling (Nadler & Tushman, 1990). The leader paints a clear vision to achieve commitment by the employees, create motivation through for example seeking and achieving success and act supportively through showing empathy. Doing this will make the leader a role model. This style though has limitations which make Nadler and Tushman (1990) suggest moving beyond the charismatic leadership through instrumental leadership which implies structuring, rewarding and controlling. You need to create well functioning teams and structures, reward and punish behaviour as well as measuring this behaviour somehow. Charismatic leadership inspires and creates commitment while instrumental leadership ensures that everyone is adapting to the new behaviour needed.

Nadler and Tushman (1990) do however not settle there, they suggest broadening leadership to other individuals through leveraging the executive team, broadening senior management or developing leadership within the organization. The first way, leveraging the executive team, is probably the most natural since they report directly to the individual leader. To achieve this they suggest for example making it visible that the executive team is an extension of the leader. The second way, broadening senior management, implies including managers some levels down in the hierarchy. It is very important to make them feel included to ensure them performing their best. The last and third way, developing leadership within the organization, implies creating structures, systems and processes to enable management to develop alongside the change process. To achieve this they suggest for example management education.

Nadler and Tushman (1990) conclude their article by emphasizing executive leadership as a very important factor in a change process, particularly for the initiation and implementation. Being flexible and include learning is also explained as important characteristics for management. Having the ability to incorporate all three, charisma, attention to details and structure and broadening leadership will lead to a successful change.

4 Empirical Findings

In this chapter you will read about the empirical findings from the 11 interviews. I will start by writing a little regarding the authority and the case before continuing with the driving forces behind the change, the change process itself, the implementation and then end with discussing leadership in change.

4.1 Description of Lantmäteriet

Lantmäteriet is the Swedish mapping, cadastral and land registration authority (Verksamhet.se, 2013) who has been mapping Sweden since 1628 (Lantmäteriet, 2014). They are the ones who map the country, demarcate boundaries and help guarantee secure ownership of Sweden's real property (Lantmäteriet, 2014). They handle changes in land boundaries and control registration of ownership. The authority has about 2000 employees in 70 districts with its headquarter in Gävle (Lantmäteriet, 2014).

4.2 Case Description

In late 2010 the initiator realized that Lantmäteriet and the division of "collection" were facing new demands. There were demands such as cheaper data collection but also technology development and the age structure where 45% was 55 years old or older that was affecting the organization. They needed a more flexible organization to handle changes in production demand as well as to enable using resources more efficient. Hence, they decided to change to a matrix organization to handle all these demands January 1st 2011. A matrix organisation is a structure where the employees report to more than one manager (NE, 2014).

4.3 Before Change/Initiation

The initiator explained that there were new demands on the department that required a change. They made a SWOT-analysis of the department where the strengths were loyal and competent personnel, well functioning production and committed managers. Weaknesses were preservation of old operation methods and culture, difficulties with fluctuation in production demand, no coherent control and low competence within research and development. Opportunities were usage by society, coordination with the municipality, technology now enables visions and retirements opening up for new employment solutions. Threats were retirement and the risk of losing competence, difficult to find competence and recruit as well as new demands that lower revenue. Thus the initiator wanted to make this specific department more process-oriented since there are synergies between the different production steps. She wanted to enable the possibility of borrowing resources from each other in production to make it more efficient. Flexibility and efficiency were key factors driving this change, it was going to increase the operation methods and tools. Retirements were mentioned as a threat however she did mention that this also could be seen as an opportunity if it was conducted in the right way. If they made it possible to borrow employees across production they would not be required to recruit as many new employees. The change was therefore set into action and they created three departments in this new organization; production, competence and process & technology.

All managers mentioned roughly the same driving forces for this organizational change. The managers' ideas and interpretations did coincide with the initiators explanation.

"I believe that the background for this change is to become more flexible, to enable cutting peaks and declines in production..."

-First line manager

A majority mentioned a need for a much more mobile and flexible organization to face fluctuations in production demands. The previous organizational structure was stricter with a more blinkered view of the organization, there was no integration across the organization. Furthermore the average age of the employees was very high which meant a great deal of retirements in the near future that threatened a great loss of competence and working force. Thus they wanted this flexibility to enable employees to learn from each other and be able to increase knowledge in other fields as well to enable the use of knowledge and employees in a more effective way. One department manager said that she had interpreted one driving force as that the development in technical knowledge also required new competence. Furthermore a couple of department managers also explained that there had been a similar change at information technology that influenced the change at this department as well.

4.4 The Change Process

4.4.1 Time/ Length

"*We did this very fast*"

- Initiator

All the respondents stated that this was an extremely rapid organizational change that was planned and carried out during only a couple of months. One manager said that they speeded the process in the end to make it possible to complete. The reason for this was that they wanted the change to occur at the beginning of the new year, at January 1st 2011, since that would facilitate all changes in systems etcetera and make the transition as smooth as possible. The initiator of this change told me she believes in fast changes instead of an extended process since a long process can generate more uncertainty. She mentioned two approaches for a change, a long process with discussion beforehand or a short process with discussion afterwards, and the initiator prefer the latter. She believes that it is better to start the change even though everything is not in place rather than prolonging it. However, a short process makes it more difficult to get people to understand the purpose. It makes it harder to get all managers on board which also makes it harder to get the employees to understand but at the same time it shortens the time for uncertainty according to the initiator. She did admit that slightly more time would have been preferable since this was on the edge of too short.

Talking to the department managers however the majority thought that it was too little time for such an extensive process and would most definitely have needed more time. There is a clear distinction between the initiator and the managers' opinions regarding this topic. The managers felt that they did not understand the purpose of the change clearly and had too little information to handle the frustration and resistance from the employees. This short period also made them feel that they were not involved in the process and some managers expressed the opinion that they were only involved when the executive team faced problems with the process. Some managers felt that they were left to solve all practical issues regarding how to structure their new assignments and make the new organization function properly. Most managers did however say that they do not believe in a too long process either but would have preferred a little more time as well as a lot more involvement to improve the outcome. One of the second line managers though did say that she could see the benefits with a short process showing a clear distinction between different management levels. The higher in the hierarchy you are, the more positive you are. Another manager also felt that the time limit was positive in the sense that the change actually was executed and not only discussed. However this manager also mentioned that his group was not as affected and that the change was not as extensive for his employees.

4.4.2 Involvement of Managers

Talking to the first line managers I found that they were not involved that much in the change process. The majority felt that they were involved mainly in the end of the process when groups were being formed and then very much during the implementation with introducing the employees to the new structure and handling the change.

"I think that I was involved too late."
- First line manager

A few managers mentioned that they could express their point of view nevertheless all decisions were made on a higher level. Their main task was to discuss how to divide the old group formations into new formations with different areas of competence in each, however they did have specific directions to follow. They did not feel that they were involved in the initiation and planning process at all. The managers were also going to change roles with this new structure but they did not know what their new role was going to be until a month before the change was being implemented.

One of the second line managers however was involved from the beginning of the process and she could see the benefits with the matrix organization. Since she was included early in the process she could follow the initiators vision from the beginning and follow the thoughts all the way. The other second line manager, who also was involved in the executive team, mentioned his role as to implement the change with his groups to create an understanding, however he felt that he had too little information and felt insecure in his role due to that.

4.4.3 Inception

Talking to the initiator the process started with her discussing the topic with her manager. When they did decide that they were going to operate this change the next step was to have a meeting with the executive team so that they would be informed as soon as possible. After that she wanted to include all managers to explain why and how this change would be performed. For these different parts she presented information regarding role descriptions and responsibilities. There was a lot of discussion regarding the structure of the new organization which was carried out mainly by the executive team. Members of the executive team did get the opportunity to visit companies with an existing matrix organization such as Sandvik as well as their own IT-department at Lantmäteriet in order to get information about this specific structure. In November they then had a meeting with all managers to work on a mutual view of the organization, decide how to make a good closure of the old organization as well as an introduction for the new organization. All managers had the opportunity of expressing positive impressions as well as concerns and solution suggestions regarding the new organizational structure. They made an evaluation of the old organization and their journey for closure but also as inspiration for the new organization.

The initiator wanted this process to be as open as possible to make everyone aware of what was happening and therefore created for example a chat where employees could ask questions since the change was so extensive. They also posted information on the intranet and communicated through meetings where all employees participated. In addition, every function could send questions that were published together with a response on the intranet.

“*...we got continuous information...*”
- First line manager

When addressing the inception of the change a first line manager told me that they got continuous general information throughout the planning phase. One of the first steps was to rearrange employees into new formations and when the managers then received information regarding the formation of their new group it was their responsibility to find all their employees who were located in different parts of the building and gather them for a meeting in order to introduce themselves as the new manager. During the implementation of the change all previous first line managers then started working with the group in order to get an understanding of all different tasks that the employees performed since they did not know each other before. Due to this rapid change the implementation involved spending a lot of time to explain the purpose of the change since few understood why the change was necessary.

4.4.4 Vision

The initiator explained that they had a vision and goals that they communicated through a slideshow where they presented a plan for the following years, what this change implies and the importance of the leader helping the employee. They also demonstrated the SWOT-analysis, important considerations regarding an organizational change in order to understand that there will be a change, where they were heading and last but not least why the change was necessary. She did also mention that Lantmäteriet has a lot of committed, competent and loyal employees, however they have been working for a very long time and have strong opinions of how things should work which makes it difficult to communicate this vision in order to make them understand a new and improved structure.

On the topic of whether there was a vision or not all managers said that there was a vision, or facts as some called it, for why this change was necessary that was communicated through management meetings at first to engage the managers. After that there were meetings for everyone as well where this information was communicated. In addition to these meetings information was also communicated by the managers through the different management levels down to the employees. A couple of managers mentioned this second part as a little bit problematic since the information was sorted through each step so the information who reached those further down was filtered.

“*It is like the “whisper game”, you start and then in the end something completely different comes out*”
- First line manager

One manager explained it like the game called “whisper game”, the first person communicates the purpose, next step understands maybe half of it, the step after understands half of that etcetera so the ones back in line does not get all the information and does therefore not understand. He also mentioned the information as a lot of fancy words and expressions that is difficult to follow and contributes to the modified information in the back of the line. This differs from the initiator’s view.

Several managers claimed the information to be very diffuse and unclear which made it difficult to communicate it further down to the employees. One of the second line managers did though feel that they were rather open about the process and communicated it well. She did however say that it is a little difficult to communicate the purpose to the employees since the managers who have been involved from the beginning have had more time to process the ideas. Another first line manager said that they would have needed to hear this information for a longer period in order to understand and follow all ideas. Apart from these meetings there was also information posted on Lantmäteriet's intranet. Nevertheless, all managers claimed that the executive team tried to communicate a vision to both managers and employees although it was difficult to comprehend.

4.4.5 Main Responsibility

All respondents explained the responsibility in the same way. The manager who initiated the change was responsible for this process but then she had help from a smaller team. This team then involved the second line managers who were responsible for the implementation phase of the change process. Last but not least the second line managers then involved the first line managers who were responsible for handling the employees. Thus the initiator had the main responsibility and then delegated tasks to other managers.

4.4.6 External Consultancy

"...the initiator had good knowledge regarding this type of organization."
- First line manager

On the topic of whether they got any external help all respondents replied unanimously. This change was performed internally without external help, it was the executive team who was working towards the goal for this change. One manager said that the initiator had enough knowledge regarding this, therefore external help was not needed. However during the implementation managers had the opportunity to get external help with development of their new group. One manager did also mention that she thought this change was influenced by the information technology department.

4.4.7 Experience

The initiator of this change had experience of changes before she initiated this organizational change. She has somehow always been working with change which has taught her how important it is to create an understanding that there actually will be a change in behaviour and not only in structure. Extensive changes are better in that sense since everyone is more observant. It is also important with information, dialogue and trying to make everything as substantial as possible.

The majority of the managers did have experience of changes as an employee but only some did have experience of changes as a manager or both. Most managers said that changes occur almost all the time but they all agreed that this change was the largest they had experienced. However no one did have experience from a matrix organization in advance. One manager mentioned that change has become more and more frequent which has given her experience of handling employees and knowledge that a chaotic change process will eventually settle. The managers with previous experience felt that they could benefit from those in this change.

4.4.8 Involvement of Employees

According to the initiator all employees were informed a lot through for example an interview with her in October that was posted on the intranet and she explained that they were completely open regarding this change from the beginning. They informed about the change in an early stage when the details were not completed which she said opened up for feedback. Information was posted on the intranet, through the chat and also a meeting where she held a presentation for all employees in all three cities. Through this they held the process open and tried to explain the purpose.

Talking to the first line managers the majority claimed that the employees were not involved at all in this change process. The employees felt like they did not get to express their thoughts and opinions at all and had to accept the change whether they liked it or not. A couple of managers did however state that the initiator did inform the employees and tried to make them understand and see the benefits. One of these managers, who was a second line manager, did however say that the process was very rapid so the involvement of both employees and first line managers could have been handled in a better way. Another manager explained the situation like a kite, the initiator is first in line, after that is the executive team, then there is the third management line, fourth management line and last are the employees. So the information is supposed to be communicated through all these steps. However it takes a while for the ones back in line to reach the same understanding as the ones in front. He mentioned that they should have slowed down a little to allow the people in the back to get closer to the ones in front in order to reach an understanding of the purpose.

Several managers explained that after the change was launched they did find from an evaluation that the employees thought that they got too little information and therefore they formed a team of employees to work with these communication and information issues. One manager mentioned that if the executive team would have included the employees before the change was launched they could have made a structure for these types of questions in advance.

4.4.9 Resistance/Opposition

The initiator did not perceive a lot of resistance. She said that it depends on how far everyone has come in the reasoning when the change occurs. Some people did express negative feelings but they did accept the change when it was settled. She did however not register any resistance from the management team, only constructive criticism and support. They had a manager meeting in November where they discussed positive impressions and concerns before the change was being launched. Some positive impressions were; good to learn from each other, new colleagues, curiosity about the future, unequivocal structure and easier to recruit staff. Some of the concerns were how to; create cooperation between different positions, make the new competence managers' roles clear, create a good dialogue, make responsibilities clear and how to satisfy the employees' needs.

"There were a lot of resistance."
- First line manager

A majority of the managers told me that there were a lot of resistance, or uncertainties and questions as one manager addressed it, from the employees regarding this change. Most employees were critical and felt like they were not involved to express their thoughts and feelings. A couple of managers also mentioned resistance from some management levels, some mangers felt like they were not involved either which made it difficult to understand the purpose and by that difficult to influence the employees. They did not have any knowledge regarding a matrix organization and felt like they had to solve the task regardless. There was a lot of frustration which got more attention than the task they were meant to perform. Since the process was so rapid one manager mentioned that they did not have time to understand the purpose and therefore did not follow the initiators' thoughts. She had been considering this change for a while and had been able to process everything in contrast to the managers and employees which made it harder for them to accept and understand the change initiative. Some managers believe that the lack of involvement contributed to the frustration since they did not understand but also the fact that previous changes had been performed during a longer time period. One of the second line managers also mentioned that there had been a change not long before this one that was successful which made them feel like this change appeared too fast. He said that some resistance and discussions could have been avoided if more preparations were made.

Some managers mentioned that some groups in this change were not as affected as other groups and did not express as much resistance other than the purpose being vague. The change affected the employees in Gävle the most which made it more obvious there. In Gävle all groups were completely changed and very diverse while in Luleå and Karlskrona the groups were exactly the same as before. One of the other groups that were not as affected was very positive since this change was going to benefit them with opportunities to perform more tasks.

A couple of mangers also mentioned that the employees' average age was very high and that older generations are more resistant to change than the younger employees. A couple of managers also mentioned a resistance towards a parallel change that was performed where the employees moved from private office space to open landscape. The employees confused these changes and got even more frustrated. These two changes meant two "kites" which made information even more difficult.

One manager mentioned that she had new employees in her group which she finds beneficial since they are more positive and can question any negative opinions regarding this structure. If they are positive it affects more people which will be of great support for the manager. If someone is negative it affects others and therefore she found it useful to have younger employees who can balance this negativity and turn it to something positive. Another manager said that it is difficult to teach an old dog new tricks.

4.5 Post Change/Implementation

4.5.1 Evaluation

Entering this change the executive team had discussed evaluations to be performed in quarter one and three. However, one was completed before the initiator left this division which was a survey that everyone answered. This questionnaire discussed for example whether they thought this new structure enabled flexibility or not where a majority replied yes. Another question was what they thought of the contact with their closest manager which got a lot of negative reply. Some comments that came out of this questionnaire involved making the new competence managers' roles clearer, more information and communication, smaller groups as well as more visible managers which all were addressed and handled according to the initiator.

When considering evaluations of this change the managers were all a little uncertain. They all had some vague memory of a survey for all managers and employees but if there was a more overall evaluation of the change process however was a little unclear. One manager did mention that they did a survey online and that they were able to ask questions. The majority also mentioned an internal survey for the employees that is performed every second year and was performed during the autumn 2011 where a lot of resistance and dissatisfaction of the change was shown. This evaluation was not a specific evaluation for the change but a lot of opinions about it appeared on the survey. A couple of managers also mentioned that they discussed, but not documented, the result of the process at manager meetings regarding what was good and what needed improvement etcetera.

A couple of mangers also mentioned that discussion is good but it cannot go on forever, you need to start focusing on how to handle the new organization and not rehash all the negative aspects. Keep discussing the negative aspects will only make negativity appear all over again and take a lot of energy. He also mentioned that you cannot keep opposing the change when it is already performed and the new structure is set, you either accept the situation or not and if so you should perhaps move on to another employer.

4.5.2 Implementation

According to the initiator the implementation was mostly through the first line managers. There were manager meetings once a month and executive team meetings every week where they discussed responsibilities, transfers and support for managers when they wanted to work with their new group. For development of the group they could get external support if they wanted to. She explained the meetings as the forum for addressing and processing concerns, risks, what to do next, how to handle the transition, what the goal is, how to reach the goal etcetera in order to get support from each other in this implementation. The first line managers supported each other a lot.

During the implementation phase there were a lot of discussions which according to one manager resulted in a team that was working with methods to reach a better understanding of the purpose. Some managers also mentioned that one of the second line managers had meetings with all employees in smaller groups in all three cities on a more personal level to explain in more detail the driving forces for the change. There were also meetings with information through video chats with the other cities. One manager mentioned that they tried to communicate as much as possible to achieve acceptance. On top of that the competence managers had a lot of discussion together and supported each other on how to handle the employees. The competence manager role was a completely new position that no one knew anything about and those managers felt disregarded and ignored sometimes.

A couple of these managers explained that they had a blank paper and needed to discuss how they were going to handle their tasks in the best way possible, reinvent the wheel all over again. They did not get any support in this matter, they had to solve all issues themselves together as a team and how they were going to perform their assignments practically.

"Some thoughts on how to handle the situation would have been good but it did not exist, all we had was a blank paper."

- First line manager

One manager felt that there was a lot of planning for the change itself but not that much for the implementation of it and how to execute the change. She felt that a plan was missing, all they had was a blank paper. A couple of managers mentioned that they felt a lack of role descriptions as well. One of the second line managers also said that it was a little bit difficult to get this new organizational structure to function properly due to for example changes in responsibilities. Nevertheless she felt that you should not be afraid of trying and you should not give up too fast since implementation of an organization is time-consuming. It is possible to make corrections.

One of the second line managers also mentioned a closure of the old organization, a kick-off for the new organization as well as group activities for the new group formations as part of the implementation. The closure was a meeting where they summarized what was good, what they had done better and what they could improve with the old organization. They also arranged a kick-off where all new groups meet in order to acquaint themselves which demanded plenty of energy and focus from the competence managers. Several managers mentioned regular meetings one on one with their employees as well as meetings with the entire group as an important part of the implementation phase. Since they got larger groups after this change the individual meetings became more important to make everyone able to express their opinions. One manager explained that this was an effective way to make all employees feel acknowledged. She also emphasized regular dialogues with all managers to stay updated and collaborate.

Another part of the implementation that one manager mentioned was to find their new role and how to handle their new position. They had to realize new routines, new structure and clarity in their new daily work. The new production managers felt that their task was to control the production and be responsible for what the employees were performing. This was more comprehensible than the competence managers' tasks which were more difficult and unclear. Some managers mentioned that the change was bigger for the managers rather than the employees since they got completely new roles and positions. They also moved to open landscapes simultaneously as the implementation.

All managers expressed that the implementation phase is the most time-consuming phase. It took a long time to make people feel secure with this new organizational structure. A couple of managers mentioned that the age structure could be contributing to this. They thought that the younger generation is more flexible and does not find changes intimidating. One manager also mentioned that a contributing factor to this long implementation phase is the fact that there was another change at the same time; rebuilding as well as the organizational change.

4.5.3 Rebuilding

During this change there was a parallel change, a rebuilding and relocation. According to the initiator this was decided before the organizational change began however that process was not as far along. She felt that this parallel change could contribute to even more insecurity but at the same time it could be better to do all changes at once since the insecurity and feelings are already there. However this meant even more pressure on the first line managers who are closest to the employees with answering questions and dealing with concerns.

"There have been multiple factors that I believe have influenced that the process has taken so long."
- First line manager

A majority of the managers expressed a concern that there were too many changes simultaneously. Moving from your own office to an open landscape is a huge change for some individuals, therefore one manager said that you need to be humble towards our differences as human beings. Almost all managers were negative to the fact that there were two changes simultaneously while one was positive and claimed that it is better to do them all at once. She did though mention that it could be a contributing factor to the resistance from the employees which the majority of the other managers also mentioned. One manager also expressed that this change was even more ostentatious with architects desire to fulfil a vision. He mentioned that they were really good actors at meetings and made it seem like everyone could influence the rebuilding although all decisions were made. Nevertheless this change was necessary in order to make the new structure function properly but the managers felt like the process could have been handled better, one change at the time.

4.5.4 Lessons

"Communication is an important part..."
- Initiator

When addressing lessons learned from this process the initiator mentioned that the chat where employees could ask their questions as well as evaluations are good tools. She also believes that it was good that they actually made the change even though it was a little intense and difficult at times. Another lesson was that she should have had external help in some parts of the change process. Last but not least she mentioned that communication is extremely important and to involve everyone in the process which she felt that they managed to do.

A majority of the managers said that one thing to consider if there was to be a new change process is to have more time. They would want to be included earlier in the process than they were this time in order to understand the purpose better and have more information and understanding before facing the employees.

"Participation is something that should have been handled in a different way, involving more people."
- First line manager

Overall involvement of more people was addressed as a lesson by some managers since those who have been working with the change from the beginning has an advantage towards those who has not been involved as much in the process otherwise. It is easier to understand the purpose if you are involved at an early stage and thereby easier to implement.

A couple of managers also mentioned as a lesson that preparation for the implementation phase is important. You should consider the consequences and know how to handle them when they appear, set clear rules and create a plan for how to proceed. Who is responsible for what has been questioned throughout the process and the unclear roles were a bit frustrating. They had not considered all aspects of this organizational structure before they launched it, the process was too fast and there were too little navigation and direction from the executive team. One manager also mentioned that some involvement of the employees, either all or at least representatives, would have been good in order to reach a better understanding of the purpose that they can mediate to their co-workers. This would have been a great support for the managers.

"...you should have resources free to sweep or clean up along the way..."
- Second line manager

One of the second line managers mentioned that there should have been resources prepared to handle all problems during the implementation. He felt that they were not prepared for the wave of discussions and problems that occurred and therefore could not handle them. They did create a group for this after a while, however he felt that they should have prepared resources in advance.

Another manager also mentioned that he was missing information regarding the new type of organizational structure. A couple of managers also mentioned that it should be very clear whether employees and managers have a say in the matter or not. Is it possible for the employees to express their opinions or will they actually be able to influence the process? This should be expressed in the beginning in order to avoid confusion and disappointment. A majority of the managers also emphasized information as an important lesson, to keep everyone informed, be open and communicate. It is very important to explain the purpose in a clear and understandable way. Lesser information more frequent is better than too much information at fewer meetings. A couple of managers also mentioned that a closure of the old organization and a kick-off for the new organization is a very good tool.

In addition some managers mentioned that an organization cannot handle too much change and that the employees need recovery time in order to realize that the new organization functions well. Making too many changes is confusing, exhausting and stressful, therefore employees need stability and calm periods between changes. Hence several managers mentioned that dividing these two changes that happened simultaneously would have been preferable. One manager also mentioned that you should not change too much or make constant changes, then the organization never settles.

"We have a much more flexible organization now."
- First line manager

Regardless of these lessons some managers said that they believe that this change was necessary since the organization is much more flexible today than before the change. One manager mentioned that the change has helped them to see the production as a process. Furthermore, new employees do not have a problem with this structure and find it rather beneficial. Last but not least one manager also mentioned that this change has brought more job satisfaction since there is more to choose from for the smaller offices.

4.6 Leadership

4.6.1 Role

The initiator's role in the process was to personify the change since it was her mission. She felt that this change to a more flexible organization was necessary in order to succeed with the new challenges. Since it was her mission she is the one making all decisions and has to be confident, strong and also explain why the change is necessary. The executive team was very loyal, however she is the one pointing out the direction and has to be clear and explain the vision properly. Her role was also to control all details as well as finding the right person for the right position in the new structure.

When addressing the manager's roles during this change they all mentioned that they changed positions, all manager positions were being changed since one management level was being removed. A couple of managers as well as the initiator explained that the change actually affected the managers more than the employees and that the change was more difficult for them. The managers were assigned their new role about one month before the change was being launched.

One of the second line managers explained that their role was to work together towards the goal that the initiator had explained and communicated to them. They were given different tasks and one manager's responsibility was to divide the old groups into new ones which they then involved the first line managers in. They considered the current employees and discussed how they should be divided into new constellations with as much diversity as possible.

A majority of the first line managers explained their role during the planning phase as only being involved in creating new group formations. Their main work started after the change was done in the implementation of the change. After the change was launched they explained their role as working with the group and evolve an understanding for other people's job assignments. They were supporting the employees to understand why the change was made as well as getting the new manager team together which was difficult since they had troubles understanding the change too as well as adapting to their new roles they knew nothing about. Thus, there was little involvement before the change but very much involvement after the change.

"...trying to make the employees understand why we are doing this..."
- First line manager

Several managers also described their role in this process as a mediator/messenger who was responsible for informing all employees all information the managers received which according to the majority was very difficult since they did not completely understand all the information. Their task was to explain as detailed as possible the purpose and try to make the employees understand it and make them calm. Their role was to be very professional and loyal to the executive team. One manager also mentioned making all employees feel acknowledged as very important and also to paint a positive picture of the change in order to make the employees believe in it.

Several managers mentioned that their role has been two-sided; towards the employees they have tried to stay positive while in manager meetings they have been frustrated and confused. A couple of managers also mentioned that they felt very insecure in their role during this process due to the fact that they did not completely understand. One manager felt that they should have anchored the purpose with the managers much better so that they could communicate this to the employees better. The whole situation was a bit disorganized and confusing according to one manager, partly since their new role was unclear and completely different from before.

4.6.2 Managing

When addressing the topic of how they handled the change some managers mentioned trying to be flexible and listen to the employees' needs. Some had a lot of discussions and meetings with the employees to keep an open dialogue which they emphasized as extremely important. One manager had coffee meetings once a month to merge the group and arranged a group activity one evening.

"We have regular meetings."
- First line manager

One manager mentioned that they had to increase the employees understanding which they used communication to handle. All managers are assigned to have regular meetings where different topics are discussed which some mangers used to manage this change better. One manager copied another manager who had individual meetings with the employees in order to give them recognition. One of the second line managers also mentioned that they had to handle the change through explaining the purpose repeatedly and involve the first line managers in the process who were a little stressed by the time pressure which they therefore had to handle.

A couple of competence managers explained that since they got a completely new role they have been working together as a team to handle the change. They have been supporting each other a lot and tried to produce a coherent process to work with. A couple of managers mentioned that they had to reinvent the wheel, they had to search the internet for information on what their task really implies. A couple of managers mentioned that they were very frustrated and almost angry in the beginning since they did not have any tools to work with, however the support from the other managers helped very much. The frustration and anger did however transform into accepting and finally finding the change good and beneficial.

4.6.3 Actions/Leadership Style

When discussing how the initiator acted as a leader she emphasized leading through dialogue and talking to a lot of people in different ways to try to make them understand. She is also the one who lead the way and pointed out the direction. Her view of a leader is that he/she should give the employees the right conditions and tools to perform their best since the employees are the ones who actually deliver. Thus the leader has to give them the opportunity for it. During this change the initiator was working with five words; want, know, can, allowed, should. If all managers could answer yes to all these five words; yes I want to do this, yes I have the information I need, yes I can do this, yes I have the mandate to do this and yes I should do this, then the change will result in great achievements. Dialogue is the only way to examine this which makes it a very important tool. She also mentioned that it is important to take responsibility, involve as many as possible and be open.

Addressing what type of leadership style the managers practiced a couple of them emphasized a coaching leadership style for a change process. For this particular change process the managers preferred coaching the employees one on one since there was such a diverse group which made individual dialogue and coaching needed throughout the change. Thus, some managers had scheduled meetings with their employees. A majority also mentioned being supportive of the employees and encourage them as important features.

Other managers mentioned a flexible leadership to address all different situations that can occur, be a chameleon and adapt to what is needed at the time. Another manager mentioned that you have to act differently depending on who you are talking to; if you are attending a meeting with your employees you have to act in a certain way and if you are attending a management meeting you act in a different way. As a manger you represent the authority and have to act professionally towards your employees. One manager also mentioned that they work together in teams and support each other in this.

"I like making everyone feel acknowledged..."
-First line manager

Several managers really emphasized the qualities of being perceptive and listening as a leader at all times. One manager also mentioned that trying to inspire the employees and making them enthusiastic, in this case towards the change, is an extremely important feature in leadership. Some mentioned that a softer image; listening, feeling and keeping an open climate is important. A couple of managers also mentioned making the employees feel seen and involved as very important. If the employees are comfortable at work they will also perform better.

A number of managers mentioned that they have tried to act positively, be open and explain as clearly as possible. They also mentioned that they have tried to keep a soft approach with a lot of dialogue through meetings etcetera in order to create an understanding in the group. One manager thought that talking about issues often makes things easier even if it does not lead to adjustments. One manager specifically expressed a wish to make everyone feel involved, make them understand and accept instead of forcing someone by simply stating that this is the way it is now and you have to accept it. However, one manager mentioned that he believe that you need a little stricter approach during a period of change to point out the direction.

4.6.4 Requirements

"I had to be clear and positive."
- Second line manager

When addressing what was needed by the managers in this change process a majority of the managers mentioned being clear, honest and comprehensible. Clarity is a very important matter in an uncertain period that a change could be. Listening to the employees and welcoming opinions from them to address with the management team is also a requirement during a change process, being an intermediary. Another important quality that many managers mentioned is being positive towards the change. One manager said that in order to make a change successful you have to be positive and believe in it. If you start to hesitate as a leader that will not bring positive effects so being clear, goal-oriented and believe in the change is essential for a manager. One manager also mentioned that the most difficult part has been to avoid being frustrated when the implementation process has been slow and the mission unclear which has required patience.

Several managers also mentioned that their new roles and positions also required a change in focus. The competence managers had to relinquish focus of the production and details and start focusing more on the employees while the production managers had to do the opposite, relinquish focus on employees and only focus on the production and details.

4.6.5 Lessons

When asking the managers about lessons from their leadership during this process some mentioned individual coaching and individual meetings. They found this to be a very successful tool to move forward since you are open and honest. Short information very frequently is better than a large amount of information once according to one manager. Another manager also mentioned that the information should be communicated as soon as possible with a clear purpose of why this change is needed. She also said that a closure of the old organization and kick-off for the new organization is a good lesson since that makes the transition very comprehensible.

One manager mentioned that she has developed her knowledge of handling the staff and conflicts which has strengthened her confidence. She also mentioned the ability to make the choice of turning something difficult into a challenge which a couple of other managers also mentioned. You have a choice; either you find the change difficult and troublesome or you see the change as a challenge and something positive. Several of the competence managers also mentioned letting go of the control over production and focusing on the staff as a lesson and challenge. A couple of managers mentioned this as becoming a "contemporary" manager where you do not have expert knowledge, you learn from your employees regarding their tasks rather than the opposite.

"I would be better prepared..."

- Second line manager

A couple of managers also mentioned that if there would be a new change they would demand more information in order to feel more confident, prepared and secure in mediating the purpose to the employees. One manager would demand more from the executive team and her managers. She would want to be involved and not just accept what is given to her which several managers emphasized. If they cannot involve all managers in the process she at least would have wanted the process to be longer. Furthermore one manager mentioned access to resources in order to handle problems appearing after the change is launched as an important lesson.

4.6.6 Education

The initiator did not have any specific training in change management before this change but rather many different types of training. She also mentioned a lot of experience and tools from external consultants she has worked with in previous changes.

"I believe that what I used the most was myself."

- Initiator

However, she does feel that the first and foremost help in this change was herself, how she has developed to feel good and secure about herself. She believed that is the most important tool; experience and to mature yourself.

A majority of the managers said that they did not get any specific change management training before this change process. Some mentioned that they had other preceding management training where some had addressed the topic although very briefly. A couple of managers did however mention that they thought the topic was addressed before the change through manager meetings and discussions to prepare them for an emotional period. Own previous experience was also mentioned by several as educational and important in this topic. Your past experiences and whether you feel confident or not in your role are more important than any training by consultants according to one manager.

Some of the managers would have wanted specific change management training beforehand while some did not. The ones who would have appreciated training in the topic said that it would be good to know what type of reactions could occur so that they were prepared to handle it once they did occur. All managers did however express that information regarding useful tools, common reactions, how to handle a change etcetera would have been very useful to prepare and be proactive. Some also mentioned that a study visit or a lecture from a consultant would have been good.

5 Analysis and Discussion

In this chapter an analysis and discussion of the empirical findings will be presented. The empirical findings will be compared with previous literature presented in the theoretical framework.

Having a perspective on this change process it shows that all are satisfied now that the change has settled and everyone has accepted the new state. A majority of the managers felt that the ***change was necessary*** even though the process was a little intense. I interpreted the respondents' answers that they found the process itself stressful, rushed and a little ad hoc. Consequently, they are pleased and found the change necessary but they found the change process itself confusing.

5.1 Change Process

Asking the initiator regarding the initiation of the change she explained that there were new demands on the department that required a change. She wanted to make the department more process-oriented, make it more flexible and increase efficiency. Therefore she chose to change to a matrix structure. Nadler and Tushman (1990) discuss in their article regarding one type of change, re-creation, which is a reactive, strategic change. This implies a structural change affecting the system due to external events. Since the change process at Lantmäteriet was performed due to new demands leading to a structural change this is a re-creation change. Nadler and Tushman (1990) express that a re-creation is associated with more risk and is usually performed during a shorter time period than a re-orientation change. This implies that a re-creation process might be very rapid which is true in this particular case study. This could therefore have contributed to the intense process.

The change process at Lantmäteriet was initiated by a leader responsible for the entire department who experienced the change. She initiated the change and communicated the driving forces for it. This is similar to what Jacobsen (2013) states in his article that a change process is often initiated by for example a leader. The initiator believed that they communicated the driving forces to all involved at an early stage very clearly. All managers on the other hand explained the same driving forces for the change, however they expressed that they did not fully understand them. They knew what the driving forces were but they did not fully understand them, they were not clear. Jacobsen (2013) discusses this particular issue in his article where he emphasizes that the driving forces needs to be stated clearly. One problem that he discusses is that driving forces are subjective and can be interpreted in several ways. They go through different steps and are modified in each step (Jacobsen, 2013) which is exactly what happened at Lantmäteriet. The initiator was the one stating the driving forces and knew the meaning of them but the managers did not understand. The subjectivity of the driving forces is the contributing factor to the confusion. The initiator found the driving forces and vision clear but some levels down the vision was not as clear due to modifications through each step. The managers further down in the organization did not interpret the vision in the same way making it unclear. The further down in the hierarchy, the further away from the initiator you are, the more difficult it is to understand the thoughts and driving forces. One manager explained it in a very descriptive way, it is like a kite or tail, the longer the tail the more difficult it is to reach everyone and make everyone understand. Jacobsen (2013) also mentions that the importance of the driving forces is different to different people and the clarity of them affects the ability to convince people. The managers did not understand the driving forces and vision making it difficult to see the importance of the change. They did not see why the change was important making it very difficult to convince them. Hence, the result is exactly what Jacobsen (2013) discusses, unclear purpose of the driving forces make it difficult to convince other people. Unclear ***information*** creates confusion. This implies more confusion which results in more resistance, thus making the change process more difficult.

A majority of the managers thought that the time limit for this change process was too short. They felt that they did not understand the purpose and had too little information to handle the resistance from the employees. The short time period made people insecure and made them act through resisting the change process. The initiator mentioned that she believes in short change processes, nevertheless she also admitted that this might have been too short. This coincides with Jacobsen's (2013) conceptual model of change where he mentions time as an essential factor since it influences people's actions. The time limit made people's actions more negative in Lantmäteriets change process. Too little time made them confused and influenced the amount of resistance during the change process at Lantmäteriet. Jacobsen (2013) also discussed the proportion of the change and imply that more extensive processes are considered more difficult, painful and demanding. A majority of the managers mentioned that this was the largest change they have experienced which also influenced their, as well as the employees', actions. A more extensive process is more painful since you need to move out of your comfort zone. Hence, the extensive process in accordance with the short ***time*** limit and too little ***information*** contributed to a more resisting staff which coincides with Jacobsen's (2013) theories.

The change process at Lantmäteriet is very similar to the planned change model explained by Jacobsen (2013). His model involves four phases; diagnosis, solution, implementation and evaluation. Starting this change process the initiator made a SWOT analysis to discuss strengths, weaknesses, opportunities and threats. She did this to realize that there is a need for change which is the first step in Jacobsen's (2013) model. Jacobsen (2013) suggests a SWOT analysis for this first step which really coincides with the initiators actions. After that she realized what needed to be accomplished, performed it and then evaluated the situation. She made a new organizational structure, implemented it through the first line managers and then ***evaluated*** it through a survey in quarter one. However, interviewing the managers I found that some elements in Jacobsen's (2013) theory was lacking in this change. The first phase should according to Jacobsen (2013) include preparation with resources and time which according to some managers was lacking. They felt that there was no existing plan for the implementation phase as well as no resources prepared to handle the change. In the third phase Jacobsen (2013) states that a development of the plan with for example a clear distribution of responsibilities should be made which according to some managers was one of the major issues during the change process. They mentioned that who was responsible for what was very diffuse and unclear. The implementation should thereafter be performed by a specific educated team according to Jacobsen (2013) which will be discussed further down. Comparing Jacobsen's (2013) model to the change process at Lantmäteriet it is shown that the structure was very similar, however some parts were missing according to the managers who were the ones involved the most in the implementation phase. According to this model this is the contributing factor for the slightly chaotic change process. Thus, a more extensive ***plan/strategy*** as well as more obvious responsibilities would have contributed to make this change process smoother. In conclusion, following Jacobsen's (2013) model, a plan/strategy for resources and time as well as distribution of responsibilities were missing which contributed to a little intense change process.

All interviewed managers claimed that the executive team tried to communicate the vision to all employees and managers. One manager expressed that she found that they were open and communicated a lot. However, the managers mentioned that it was difficult to comprehend the information. In Lewin's change model explained by Alvesson and Sveningsson (2008) they discuss a three step model for change where the first step is unfreezing involving planning and convincing. This does not coincide that well since the confusion is a sign of not being convinced. If you do not understand the purpose it is impossible to be convinced that it is needed which makes you believe that the change is not necessary. This could also have been a result of too little time, they did not hear this information long enough before the change was implemented resulting in confusion. Even though several communication channels like meetings and the authority's intranet were used, it was used during a too short time period. Alvesson and Sveningsson (2008) also claim that the first step benefits from involving all employees to reduce resistance. According to the initiator she tried to involve the executive team and managers as soon as possible by informing them regarding the change process. This statement coincides very well with the idea for the first step of Lewin's model. Nevertheless, the first line managers in particular did not feel that they were involved at all in the process. They felt that they were only included in the end of the process and mainly during the implementation phase. The second line managers were involved earlier in the process but one of them did feel that he had too little information anyway. This implies the opposite of the idea of involvement presented by Alvesson and Sveningsson (2008) which has a negative impact. Regarding involvement of the employees the initiator explained that they informed them a lot through many different channels in a very early stage when all details were not completed which she felt opened up for feedback. She said that they kept the process as open as possible. Some managers did feel that they informed the employees a lot, nevertheless a majority of the first line managers claimed that the employees were not involved at all. The employees felt that they got too little information. From this we can see that the opinions regarding involvement differed a lot. The initiators' opinions coincide well with the first step explained by Alvesson and Sveningsson (2008), unfreezing, but the managers' opinions show that this first step was not as successful. The view whether the employees were involved or not differed between the managers too. The managers who did say that the employees were kept informed were second line managers or not situated in Gävle which I think affected this opinion. The most affected city was Gävle and the first line managers in Gävle all said that the employees were not involved. My conclusion from this is that these factors did affect the managers' perception of the situation. The more affected they were, the less involved they felt. Thus, involvement is a contributing factor making this step uncompleted. However, once again, the time limit too is a villain in this situation. The initiator claimed that she did involve the managers earliest possible in the process, nevertheless it was not early enough according to the managers. More time could have solved this problem. The managers or employees could not have been involved earlier than they were due to the time limit. Hence, lack of ***involvement*** and ***time*** as well as unclear ***communication*** made the managers and employees more resistant and less convinced.

The second step in Lewin's (1997) model includes moving from the old state to the new. The moving phase was performed through ***closure*** of the old organization and an ***introduction/kick-off*** for the new organization which is very good. Unfortunately the managers mentioned that they had to spend a lot of time explaining the purpose for the employees, once again since the change process was so rapid. Nevertheless, this transition from the old to the new state was performed very well in accordance to Lewin's (1997) model. They made the transition very clear which made everyone able to realize when the new structure was in place which results in reduced uncertainty and smoothens the process. The last step in Lewin's (1997) model involves stabilizing the new patterns. The last step was according to the initiator through the managers where they focused on developing the new groups. A lot of meetings were held to inform the employees and one second line manager held a meeting for all employees in smaller groups to explain the purpose in more detail. A majority of the managers also mentioned that they held individual meetings with the employees during the implementation to make them feel acknowledged and ***coach them individually***. These meetings were a way of explaining the new and avoid falling into old patterns which coincides with Alvesson and Sveningsson's (2008) theories. For this last step a plan/strategy for the implementation was though expressed as missing by the mangers. Alvesson and Sveningsson (2008) also mention learning as important in the last step to reduce resistance which they made a great effort for at Lantmäteriet through the meetings. Consequently, they made great efforts for the transition as well as the stabilizing steps but were lacking ***time*** and a thorough ***plan/strategy*** for the implementation. This resulted in confusion regarding how to proceed which made the implementation more time-consuming and chaotic creating even more confusion and resistance.

Comparing Lewin's (1997) three step model to the change process at Lantmäteriet the structure was once again rather similar, however they were missing some elements. Some steps were not fully completed. More ***time*** could have made the employees and managers feel more ***included*** in the process improving step one. Time would also enable everyone to understand the purpose better which would have made the work after the transition much easier since it would reduce the amount of effort the managers had to spend on explaining it to the employees and focus on the implementation. However, the transition with ***closure*** and ***introduction/kick-off*** is a very beneficial way to make a transition from the old to the new. Lastly, as previously stated, a ***plan/strategy*** for the implementation phase would have made the last step better and shorter. Alvesson and Sveningsson (2008) emphasize seeing change as a long term process which would have been beneficial in this change process. In conclusion, following Lewin's (1997) model, ***time***, ***involvement*** and a ***plan/strategy*** for implementation were missing which contributed to a little intense change process.

Alvesson and Sveingsson (2008) discuss four themes that are important for a change process; visible and clear management, involve everyone in the planning phase, communication and having one manager responsible for the change. The managers, both executive team and first line managers tried to ***communicate*** as much as possible which coincide with Alvesson and Sveningsson's (2008) first and third themes. The initiator was also the main manager responsible for the change process which coincides with their fourth theme. The only theme not fulfilled by Lantmäteriet is the second one, involving everyone in the planning phase. All first line managers felt that they were not involved until the end of the process and the employees did not feel involved either. Lantmäteriet included a lot of elements that Alvesson and Sveningsson (2008) emphasize as important, although missing one element. The lack of involvement is what contributed to a lot of resistance that the managers experienced. Both employees and some managers were resistant towards this change process due to the lack of involvement. Thus, more involvement would have reduced the resistance from managers and employees which would have contributed to a happier and more positive attitude towards the change. Positivism would have made the implementation and acceptance easier which would have shortened the implementation phase that the managers felt were very time-consuming. In conclusion, following Alvesson and Sveningsson's (2008) themes, ***involvement*** was missing which contributed to resistance which made the change process a little chaotic.

Lantmäteriet's change process follow all theories more or less, however Kotter's (1995) model is the one differing the most. He suggests starting with establishing a sense of urgency by identifying threats and opportunities. The initiator at Lantmäteriet started the process by performing a SWOT analysis which addresses both strengths and weaknesses. So far this coincides well. However, Kotter (1995) mentions that this step is more difficult if the current business is successful which was the case at Lantmäteriet according to the initiator. This was a contributing factor to the difficulties to convince everyone that the change was necessary and how it would benefit the organization. Step two in Kotter's (1995) model involves forming a powerful team to manage the change. During the planning phase the executive team was working with a plan for the change process. For the implementation however the responsibility was handed to the first and second line managers. Hence, a powerful team existed although changed throughout the process which could be confusing. If the managers would have been involved earlier or if the executive team would have been more involved in implementing the change the effect would have been better giving the team more power.

Step three in Kotter's (1995) model involves creating a vision for direction. The initiator at Lantmäteriet formulated a vision for the change with driving forces. However, the managers still expressed that they did not understand the vision, they knew the driving forces but did not comprehend them. Kotter (1995) presents a rule of thumb, if it takes more than five minutes to communicate the vision and receive response from the receiver this phase is not completed. This could be the case in this change process, maybe the vision was too long which made it difficult for the managers and employees to comprehend it. A too long vision and/or too short time period was contributing to this confusion making them more resistant. Further, Kotter (1995) states that there should be a ***strategy*** for reaching the vision which the managers felt was lacking. This could also be a problem in this step since it contributes to uncertainties about the future which results in a more reluctant staff and thus a more difficult change process. Further, Kotter (1995) states that step four involves ***communicating*** the vision through multiple channels. This was performed perfectly at Lantmäteriet since they used channels like meetings, intranet, chat, managers etcetera to communicate the vision. Nevertheless, the managers and employees felt that the communication of the vision was difficult to comprehend which, as previously stated, could be influenced by the short time period since they actually did use all possible channels.

In step five Kotter (1995) suggests eliminating obstacles and encourage new ideas. This was performed in the best way possible for the situation. The largest obstacles as I interpreted were reluctant employees which all managers cooperated to handle through meetings. The managers met and discussed obstacles such as resistance and cooperated to handle them through teamwork and a lot of support. When Lantmäteriet reached this step they handled it in the best way possible by reducing the obstacles and trying to create positivism. In step six Kotter (1995) suggests highlighting visible improvements and reward involved employees. This was not performed during the change process since a lot of focus was on explaining the purpose. I interviewed all managers roughly three years after the change was launched and the managers explained that it took a long time for everyone to realize that the change was beneficial. It might have been preferable if some short-term wins would have been addressed and highlighted to motivate the employees, however this was not the case. This step was not addressed at all in Lantmäteriet's change process making the employees more reluctant since they did not see the gains that the change brought which results in a more difficult change process.

In step seven Kotter (1995) suggests using the increased credibility for more changes. Lantmäteriet performed two changes simultaneously during this process, however they started the other change too soon. They should have ***separated the changes*** a little and waited for the employees to become more positive. The second change was started during the most confusing time contributing to more resistance. The multiple changes then rather had the opposite effect and made people more confused and thereby also more reluctant. In the last step Kotter (1995) suggests emphasizing the connection between the new behaviour and the success which was made too late at Lantmäteriet. The managers told me that it took a long time to make people settle and understand that this new ***organization was beneficial***. They realized it rather late when they saw that the new organization was beneficial and a lot more flexible than before. Thus, management should have been working more actively with highlighting this connection to increase positivism.

Comparing Kotter's (1995) model to the change process at Lantmäteriet shows that it is probably the model furthest away from reality of the three mentioned in the theoretical framework. There were a couple of steps not addressed in this model which according to Kotter's (1995) theory is detrimental to a change process. He believes that you need to go through all these eight steps in order to reach a successful change. The change process at Lantmäteriet was not in accordance to Kotter's model which thus implies the reason for a slightly chaotic process. In conclusion, following Kotter's model factors contributing to a little intense change process are; already successful business, change in guiding coalition team, too long vision or plan to achieve it, no short-term wins, additional change too fast and no clarification of the success.

Below a summary of all three models is presented compared to Lantmäteriet's change process.

Table 2: Summary of all models compared to Lantmäteriet's change process.

Jacobsen (2013)	Alvesson & Sveningsson (2008)	Kotter (1995)	Lantmäteriet
Diagnosis – realizing that there is a need for change	Unfreezing – plan and convince that the change is necessary	Establish a sense of urgency – identify the problem	Performing a SWOT analysis to explain the need.
		Forming a powerful guiding coalition – create a powerful management team	Involve as many managers as possible.
Solution – realizing what needs to be accomplished and create a plan		Create a vision – create a vision and develop strategies to reach it	Formulating a vision although not as thorough plan as needed.
		Communicate the vision – use all possible channels as well as the coalition team	Using all possible channels to communicate the vision.
Implementation – performing the plan	Moving/Changing – move to the new level	Empower others to act on the vision – eliminate obstacles and encourage creativity	Closure of old organization as well as introduction of new organization.

		Plan and create short-term wins – improvements need to be created and rewarded	
		Consolidate improvements and produce still more change – use the gained credibility to perform more changes	Performed another change while the first one was still in process.
Evaluation – evaluate if the change was successful	Freezing – stabilize the new level	Institutionalize new approaches – clarify the connection between the change and success	Evaluated the new organization and developing new groups.

The problems were that a strategy or plan was missing for how to reach the vision as well as too little time and too little involvement which could be contributing factors for confusion and resistance.

5.2 Manage Change/Change Management

Several managers explained their role in this change process as two-sided where they tried to stay positive towards the employees to motivate them. Nevertheless this task was difficult since they felt frustrated and insecure themselves. This is similar to what Jacobsen (2013) states that the leadership is important in a change process to influence others by their commitment. They really tried to motivate the employees by being positive even though they felt confused. The initiator explained her role as to personify the change and also mentioned that the executive team was very loyal and helped her a lot. This also coincides with Jacobsen's (2013) theory that the executive team is very important since they have a lot of formal power and also should be committed and act like role models to influence others. They were loyal and tried to communicate the vision to create commitment by the employees. Thus, the executive team and managers were committed and tried to stay positive towards the employees which is similar to Jacobsen's (2013) ideas. However, a couple of managers mentioned that they did not get any support during the implementation phase. Thus, more involvement and direction by the executive team would have been preferable during the implementation. If the executive team would have been involved in this phase, leading the way, the implementation could have been shortened and less confusing. The managers expressed that they had to realize new routines, new structure and clarity in their daily work by themselves. Therefore, involvement by the executive team in this stage too could have saved a lot of time and confusion. In conclusion, according to Jacobsen's (2013) theory, ***involvement*** by the executive team throughout the change process would have made the change process less chaotic.

Jacobsen (2013) states that leadership is very important in the preparing stages. As previously stated all managers mentioned that the executive team did communicate a lot through multiple channels. They tried to communicate that the change was important, effective and good which Jacobsen (2013) mentions as important in Lewin's (1997) first step. They tried to inform what, why and how the organization would change. The leader should create understanding through formulation and communicating a clear purpose according to Jacobsen (2013) which they obviously tried to do. They tried to communicate as much as possible which coincide with Jacobsen's (2013) theory that

communication is extremely important. However, the managers did, as previously stated, find the purpose confusing anyway. This could be the result of two things, time and/or lack of plan. The amount of time everyone had to process the purpose was not much which resulted in confusion. They did not have enough time to process it, hence they did not understand why the change was needed. The executive team tried to communicate and used all possible ways to communicate the vision, however the time limit was too short for everyone to grasp it. One manager mentioned that he believes in continuous information although in smaller proportions, less information more often which also could be an issue, they might have been given too much information at the same time. Further, some managers expressed a concern that a plan for the implementation phase was missing. According to Jacobsen (2013) the process to achieve the vision should also be clear. This does not coincide since the managers got nothing but a blank paper and had to figure out new routines etcetera on their own. Thus, since there was no plan or strategy to implement the change this could affect the purpose in a negative way. The vision might have been stated a lot since all managers mentioned the same, although the lacking plan might have made the vision confusing since they did not know how they were going to reach the vision. Therefore, a plan and what would be required by the managers and employees to perform the plan could have made the vision clearer. In conclusion, following Jacobsen's (2013) theory, no ***plan or strategy*** for reaching the vision, too little ***time*** and too much ***information*** at once were contributing to a little intense change process.

Another preparing stage, step two in Lewin's model - moving/change, is also an important phase for a leader where he or she should use different leadership styles to change people's behaviour (Jacobsen, 2013). This will be discussed below.

5.3 Leadership

Beer and Nohria (2000) discuss a "hard" and a "soft" approach called theory E and theory O. Comparing the initiator's and managers' characteristics with this theory it is shown that a combination have been used. Beer and Nohria (2000) mention that a combination is preferable since it can contribute to sustainable competitive advantage. The initiator explained that her role was to personify the change, point the direction and control all details. This coincides with theory E since that is an approach where the process is managed from the top down. Goals are set by top management with little involvement from lower levels. The initiator explained that she had to personify the change since it was her ideas, her mission that was going to be processed. She needed to be confident and explain the vision properly. All these characteristics indicate a theory E leadership style. She also mentioned being the one who points out the direction and take responsibility for the process. Further she mentioned that she believes in leading through dialogue, ***involving*** as many as possible and be open. Beer and Nohria (2000) explain theory O as focusing on getting employees committed, problem solving from the bottom up and increasing employee productivity through ***communication*** which coincide with the initiators previous statement. Thus, the initiator believes in a mix of the two leadership styles presented by Beer and Nohria (2000). Hence, the prerequisite for a successful change process was promising.

The managers explained their role as being involved the most during the implementation and only a little during the planning phase with creating new group formations. During the implementation their main task was to work with the new groups and handle the employees. Their task was to make all employees feel acknowledged and be positive. This coincide with theory O since that involves getting all employees committed, encouraging individual initiatives and increasing employee productivity through teamwork according to Beer and Nohria (2000). It is a little more difficult to relate their role to theory E since they were not involved in the executive team. My conclusion of this is that both theories were used, however through different management levels. The initiator was mainly using theory E while the first and second line managers were using theory O. This is rather natural since the first line managers are the ones closest to the employees. Beer and Nohria (2000) mention that the limitations with both theories are that theory E distances management from employees to ease their guilt while theory O makes it difficult to make tough decisions. This could be the reason for the division of leadership styles between different management levels. Doing this, top management could be seen as “the black sheep” and become the villain in the process.

Using both theories implies setting goals from the top but encouraging initiatives from the bottom up (Beer & Nohria, 2000). This should maybe have been handled in a different way since the employees felt like they were not involved. Doing this would have created commitment and more positivism from the employees which would have made the change process easier. Finally, Beer and Nohria (2000) suggest using external consultants as support for the management which was true for this change process. All managers had the possibility to use consultants in their group processes according to the initiator. Consequently, following this theory Lantmäteriet combined both theories but one situation could have been handled slightly better which is, once again, ***involvement***.

Bass (1990) discusses two different styles called transactional or transformational leadership. These could also be seen as one more “hard” and one more “soft” approach. After comparing the responses I got from my interviews to this theory it is shown that all managers used a softer approach which is the one called transformational leadership. What characterises this style is according to Bass (1990) considering employees and stimulate them intellectually, stimulate them individually and helping them see possibilities instead of difficulties. The leader should be charismatic and inspire the employees. Some managers mentioned making all employees acknowledged as very important and stay positive in front of the employees to make them believe in the change and try to inspire them. Further they mentioned being flexible and listen to the employees’ needs, have individual meetings to make them feel recognized, ***coach*** the employees ***individually*** and make everyone feel involved. This coincides perfectly with what Bass (1990) states as characteristic for a transformational leadership style; give personal attention, treat employees individually, coach and advise. The initiator also stressed this topic, she mentioned that the leader should provide the employees with the right conditions and tools to perform their best. Further, Bass writes that the transformational leader should inspire employees through communicating important purposes in simple ways. This coincides with the managers’ explanations since they mentioned that they had to increase the employees understanding through ***communication***, explain the purpose repeatedly, explain as clearly as possible, be honest and keep an open dialogue. The initiator also discussed being open and ***involve*** as many as possible as important features. Hence, the initiator’s and manager’s view coincide with the theory. Furthermore, Bass (1990) states that the transformational leader should help the employees see possibilities instead of difficulties which a couple of managers discussed. They meant that you always have a choice, you can see the change as a problem or as a challenge and they had to make this decision as well as try to inspire the employees by emphasizing the opportunity this change brings.

Considering all these different similarities one can conclude that the leadership style used in this change process was the transformational leadership style. A majority of the managers mentioned that you need to have a softer image where you listen, feel and keep an open climate which is exactly what the transformational leadership style is all about. One manager though, did mention that a change needs a little more strict approach although the majority highlighted a “soft” approach. Thus, the leadership style used in this change process was a transformational, “soft” style. It has become more important with softer values today, it is the current management trend.

On the subject of charisma Nadler and Tushman’s (1990) article discuss the topic too. They mean that charismatic leadership is important but not enough during organizational change, you need to move beyond the charismatic leader. In their article they begin with characteristics for charismatic leadership which is that a leader should envision, energize and enable. The first one, envisioning, implies that the leader should paint a clear vision that is possible to identify with (Nadler & Tushman, 1990). According to the managers, who tried to communicate this to the employees, this was not the case. The initiator did ***communicate*** a vision however it was rather difficult to understand. As previously discussed this could be the result of two different situations. First, it could be an effect of the short ***time*** period where the managers and employees did not have time to process the vision which made them unable to understand. Second, it could be an effect of a missing strategy for reaching the vision which made the vision unable to identify with. All managers who had an intermediary role during the change process explained that it was difficult to communicate the vision to the employees since they had difficulties understanding the purpose. The reason could be a combination of the two situations explained above or one of them.

The second characteristics, energizing, implies motivating employees (Nadler & Tushman, 1990). One suggestion that Nadler and Tushman (1990) discuss is to address all employees ***individually*** to motivate them which some managers explained that they did. Two other suggestions are made by the authors where they mean that the leader should expose personal commitment and excitement or seek and enlighten success. A majority of the managers explained that they tried to stay positive and committed in front of the employees, however it was difficult since they did not understand the vision either. They expressed a concern that their insecurity might have shown even though they tried to stay positive. The initiator however explained that she tried to personify the change and explain the vision which was performed through multiple channels. Consequently, all managers tried to use energizing but it was a little difficult since they were confused themselves. Lastly, charismatic leadership is characterised by enabling, be supportive towards all employees (Nadler & Tushman, 1990). To do this the leader should support employees ***individually*** as well as express confidence in them. They should show empathy towards them and listen to their needs and feelings (Nadler & Tushman, 1990). This was also as previously stated performed during this process. During the implementation some managers performed individual meetings with the employees to encourage them and make them feel acknowledged. In summary, the managers’ characteristics coincide to some extent with the theory. Nadler and Tushman (1990) express some limitations for this type of leadership style where one is unrealistic expectations which could be limiting the change process at Lantmäteriet. What Nadler and Tushman (1990) mean is that if the leader communicates an unrealistic vision it can create negative energy. The fact that all employees and some managers did not understand the vision could be the contributing factor for resistance and negativity. It might have been an unrealistic vision creating more negative energy than positive.

Even though charismatic leadership is important it is not enough in a change process according to Nadler and Tushman (1990), instrumental leadership is also required. The instrumental style considers aspects like role descriptions and structures where a team to manage the change should be created as well as a detailed ***plan/strategy*** for the process. Setting goals, defining roles and responsibilities is necessary (Nadler & Tushman, 1990). Goals for this change was set and defined although difficult to comprehend. Roles and responsibilities on the other hand were according to some managers missing. They felt that all they had was a blank paper and that they had to figure out routines etcetera by themselves without support. This made the managers feel uncertain and made them confused in the process. Thus, it could influence the employees tremendously since the managers themselves did not understand what the next step was making the employees even more confused. Confusion and lack of knowledge contributes to more negativity and resistance. Other characteristics for this leadership style are according to Nadler and Tushman (1990) rewarding or punishing behaviour and controlling if everyone is behaving in accordance with the desired behaviour or not. These two were not addressed during the interviews which show that they were not used during the change process. In summary, the instrumental leadership style was inadequate.

Further, Nadler and Tushman (1990) think that these two styles are not enough, you need to institutionalize the leadership of change. They suggest three ways to do this; leveraging the executive team, broaden senior management and develop leadership in the organization. To begin with, Lantmäteriet used the first way, leveraging the executive team. Nadler and Tushman (1990) suggest that if you use this way you need to make the empowerment of the team visible through for example making them communicate important messages. Both second line managers were included early in the process and communicated the vision to the first line managers as well as the employees. Lantmäteriet also used the second way suggested by Nadler and Tushman (1990), broadening senior management, where you ***involve*** managers some levels down in the organization, in this case the first and second line managers. If this method is used it is important to make all feel included and important for them to perform their best by for example including them in the planning phase (Nadler & Tushman, 1990). Considering the second method it could have been handled in a better way. The mangers further down in the hierarchy did not feel included at all, they felt disregarded during the planning phase of the process. This is the major factor contributing to them not understanding the purpose of the change which made all other steps difficult too. They did not feel included in the executive team which made them feel less informed and confused.

Lastly, Nadler and Tushman (1990) really emphasize the importance of the executive team for a change process. They mean that what is common for the strategic changes is that they include a change in management which makes it difficult to rely on them in handling the process which makes the executive team's role more important. As stated in the beginning of the analysis the change process at Lantmäteriet was a strategic change where the second and first line managers all got new roles in the new organization. They reduced one management level which implied change in management. This is an important factor since the change was bigger for the managers than for the employees and still they were the ones performing the implementation. The former second and first line managers were handling the implementation at the same time that they were handling their own change. This could be an important contributing factor to the slightly chaotic change. The executive team should have been more ***involved*** in the process since it would have facilitated the change process. They should have structured the implementation better, making it easier to perform.

Comparing the leadership style during the change process at Lantmäteriet to Nadler and Tushman's (1990) theory we can establish that some elements were missing, mainly the instrumental leadership style. Otherwise they did coincide rather well although with some missing factors. Nevertheless, one part of this theory was missing which makes this theory furthest away from the change process at Lantmäteriet.

5.4 General analysis/Discussion

During this study I have made findings beyond the theories presented in the theoretical framework which will be discussed in this section. A more general analysis without the base in theories will therefore be presented.

This case study has been very interesting to perform and it is very interesting to compare the initiator's thoughts to the managers' since their view of this change process differs a lot. The initiator did not perceive a lot of resistance, she felt that they ***communicated*** the vision very well and she felt that everyone accepted the change. This is not the view I got from interviewing the managers who expressed that there were a lot of resistance, they communicated the vision but it was still difficult to understand and the employees were not happy at all with the change. One contributing factor to this could be the fact that the initiator knew exactly what the vision was and what result she was aiming towards. To her everything was clear which made the process much easier for her. Subjectivity, expressed by Jacobsen (2013) is the main issue in this matter. Another factor could be the distance between her and the employees. She was not in contact with the employees and therefore did not hear all their opinions regarding the change. Nevertheless, one major factor could be her experience of change processes. She explained that she has been working with change somehow all the time which gives her experience and makes her more confident. She has experienced these different phases of a change before and knows that everything will settle eventually. For this topic a majority of the managers had no experience from a change process as extensive as this one or experience from a change process in a manager position. This could have contributed a lot to the outcome of the change process.

One reason for the amount of resistance and that the implementation was very time-consuming could be as the managers suggested, a very high average age of the employees. You cannot teach an old dog new tricks is a well known expression which could be a contributing factor, however not the major factor influencing this process to be chaotic. Nevertheless, several managers mentioned the high average age as a contributing factor to the resistance. They thought that younger generations are more used to changes and less stable environments which makes them more perceptive of change processes.

Those who felt less ***involved*** were also more resistant towards the change. There were less resistance from the employees in Karlskrona and Luleå who were less affected of this change than the employees and managers in Gävle. Their groups were exactly the same before and after the change with only some administrative changes which affected the amount of resistance from the employees. If you are not affected by a change more than maybe through a change in title, then you will not care as much about the process. If you on the other hand are extremely affected by the process you will most definitely care since it regards your situation which contributes to the resistance. This coincides with what Jacobsen (2013) discusses that a more extensive change is more painful.

Analysing the empirical findings with the theories I found that there were a lot of similarities with the theories, however none of them correlated perfectly. Why is this? Is the problem that Lantmäteriet did not follow one theory perfectly or is it better to have a mix of parts from all theories? It is not possible to follow a theory completely in real life. There will always be different contexts influencing the result of the change process. All processes are different and will therefore need to be handled in different ways. Hence, one should have theories as a foundation or framework but not be obsessed with following it perfectly. Analysing the change process at Lantmäteriet I found that there were a lot of similarities between the theories and their process but that some parts were not fully completed or lacking completely. Some of the parts that were lacking did not seem to influence the process that much, the not fully completed parts however should have been completed since that would have contributed positively in making the process better. The main reason for why the process at Lantmäteriet felt chaotic is mainly due to the short ***time*** limit. Changes could be perceived as frightening for some which makes a quick change even worse. Thus, Lantmäteriet had a good structure but the short ***time*** limit made the strategy rushed which made them forget some important aspects to make the change process smooth.

5.5 Lessons

Looking at this process there are some lessons to be learned for other changes that the initiator, mangers and I realized.

- Change does not have to be problematic, it usually contribute to a better environment.
- Information – all managers expressed a need for more information as well as a clear vision in order to feel more confident in their role towards the employees.
- Time – have more time to perform a change.
- Evaluation – evaluate the process.
- Strategy – a thorough plan for reaching the vision as well as resources to get there is extremely important.
- Involvement – involve as many as possible as soon as possible.
- Communication – less information more frequently.
- Closure and kick-off – to facilitate the transition a closure of the old organization and kick-off for the new are good tools.
- Individual coaching – a good tool which makes all employees feel acknowledged.
- One change at the time – too many changes at once will create more confusion and uncertainty.

A majority of these lessons are mentioned as important in at least one of the theories used which make the previous literature in the field very good. However, a mix of factors from these theories is the best solution, none of these are perfect and cover all aspects and contexts. Thus, the theories should function as a foundation or framework for a change process.

6 Conclusion

In this chapter a conclusion of the analysis will be presented. Here the main results will be highlighted and presented to clarify the main findings. Further, suggestions for further research will be presented.

- How does a change process operate?

The change at Lantmäteriet was a strategic change, as discussed by Nadler and Tushman (1990), as a result of external demands. A vision was defined, however visions are rather subjective (Jacobsen, 2013) making it difficult for others to understand it. The vision is also more difficult to understand the further down in the hierarchy you get since the distance between the employees and initiator is larger making the vision more diffuse and modified when it reaches the employees.

The change process at Lantmäteriet involved all three steps that were common for all models (Jacobsen 2013, Lewin 1997 explained by Alvesson & Sveningsson 2008, Kotter 1995); planning/diagnosis, transition and stabilizing. Nevertheless they were missing some elements. The most obvious issues were the fact that the vision was difficult to understand and that the managers felt that there was a lacking strategy for the implementation phase. The executive team did try to communicate the vision through all possible channels, however it was still difficult to comprehend. As Jacobsen (2013) mentions, time is also a critical factor for a change process. Thus, too little time and/or lacking plan is what contributes to this confusion and resistance. Even though the structure was good, time is the main villain in this process. Too little time makes the process rushed which makes mistakes easier to occur. The process at Lantmäteriet was too short for such an extensive process with resistance as a result. The structure of the process however was good and all essential phases were performed.

- What is the leader's role in an organizational change process at Lantmäteriet?

The leader is an extremely important character during a change process which is considered a very unstable period. The leader is the one who should paint a clear vision and present a thorough plan for what would be required to reach the vision. Therefore leaders are very important in the preparing stages of a change process as discussed by Jacobsen (2013). They should communicate a clear vision and strategy/plan. This was missing in the change process at Lantmäteriet which could be due to too little time and/or lacking plan which contributes to an unclear vision. At Lantmäteriet the initiator was the one formulating the vision which she did and also tried to communicate through multiple channels.

Further, as Jacobsen (2013) states, the executive team is extremely important in a change process since they have a lot of formal power. In this process the executive team could have been more involved in the end of the change process giving more direction and support.

- How should a leader manage an organizational change at Lantmäteriet?

The leadership used in a change process should combine two theories called theory E and theory O (Beer & Nohria, 2000) which it did at Lantmäteriet. The initiator used both theories however mainly theory E while the managers used theory O. The process was managed from the top down however they tried to inspire all employees and address them individually. The division of the "hard" and "soft" approach between management levels could be due to limitations of the two where theory E distances itself from employees to ease their guilt and theory O has a hard time making tough decisions since they are so close to the employees. This could have made the division natural which could make the initiator and top management seen as “the black sheep” or villain in the process. The “soft” approach called transformational leadership discussed by Bass (1990) was however predominant throughout all levels where they emphasized leading through dialogue, individual acknowledgement of the employees, inspiring, listen to employees, keep an open dialogue and make them see possibilities instead of problems. All characteristics explained by the initiator and managers coincided with the theory making transformational leadership style practiced during the change process.

All managers used a charismatic leadership style discussed by Nadler and Tushman (1990) where they enabled the employees through supporting them individually and energized them through motivating them individually. However, Lantmäteriet had troubles with envisioning since it was difficult to communicate a clear vision when the managers themselves felt insecure. Instrumental leadership, which is the next step according to Nadler and Tushman (1990) was not successful at Lantmäteriet since there were no clear structure or division of responsibilities prepared for the mangers’ new roles. Some managers mentioned that they were missing descriptions and support. This made the implementation phase of the process more difficult since the confusion was large among the managers. The last step, institutionalizing the leadership of change discussed by Nadler and Tushman (1990), was performed through two different ways, however with one dominating. They used a little leveraging of executive team although mostly broadening senior management involving the first and second line managers. However, it was not perfectly performed since they did not feel involved in the planning phase which is important.

Lastly, the executive team is important in a strategic change where there is a change in management which was the case at Lantmäteriet. This change was more extensive for the managers than for the employees. Thus, the executive team is very important since it is difficult to handle a change for the managers who experience the largest change themselves (Nadler & Tushman, 1990). Therefore the executive team should have been more involved throughout the entire change process. All mangers were responsible for the implementation even though they were handling a large change in their own role. This also contributed to difficulties with the implementation.

In summary, there were a lot of good elements in Lantmäteriet’s change process. You could tell that the initiator had experience from change processes and was aware of some critical aspects. Nevertheless, there were some elements missing for this to be a “perfect” change process (if perfect is even possible at all). I found that the critical aspects influencing the most were too little time, too little involvement, lacking plan and a huge change for the managers affecting their ability to handle the implementation.

6.1 Further Research

This study has shown some very interesting findings which have made me curious regarding further research in this topic. To start with, this study is a case study making it difficult to draw general conclusions, the result can mainly be connected to Lantmäteriet. This said, I would like to give suggestions for further research. One main finding was that the opinions differed a lot between different management levels where the initiator was more positive than the first and second line managers. Thus, I would find it very interesting to continue this study from this perspective, making research in this field to see why there is such a difference between levels. I believe that this perspective could result in many interesting findings.

Further, some managers, both first and second line managers, suggested that a younger generation is more positive towards changes than the older generation. They believe that the high average age at Lantmäteriet contributed to more resistance. This could also be a very interesting perspective for further research. It would be very interesting to compare if there are differences between ages as well as between management levels.

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8 Appendix

8.1 Interview Guides

8.1.1 Interview Guide Initiator

Personal Information

- Could you tell me about yourself?
- How long have you been working at Lantmäteriet?
- What is your management position today?

Before Change/Initiation

- Could you tell me a little regarding the initiation of this change, why was a change from a hierarchical organization to a matrix organization required?
    - What were the driving forces?
    - Was there a demand for change or was the demand created?

The Change Process

- How were you involved in the change process?
    - Were you involved during the entire process?
    - Could you describe your role in the process?
- How was the inception of the process?
- Was a vision presented?
    - Was the vision communicated to all concerned? How?
- Were one manager responsible for the process or did several manager share the responsibility?
    - Did they have different competence and complemented each other?
    - Were they responsible for different parts of the change process?
- Was there any external consultant involved as support?
    - Can you describe their role?
- Do you have any previous experience of change processes?
    - Can you describe what you learned from those?
    - Were those experiences beneficial for you in this process?
- How were the employees involved?
- Did you experience a lot of resistance/opposition or were the majority positive towards this change?
- Could you tell me about why you chose such a short time limit for this change?
- Could you tell me about the rebuilding/relocation that was performed parallel to this organizational change?
    - Were they planned to be performed simultaneously?
    - Could this have been performed in a better way?

Post Change/Implementation

- When the change was considered as completed, was the process evaluated? How?
- How was the change implemented?

- Can you describe any lessons learned from this process?
    - Is there anything that should have been performed in a different way?

Leadership

- What was your role as a leader in this process?
- How did you manage/handle the change?
- How did you act as a leader? What type of leadership style did you practice?
- What was required by you?
- Is there anything in your leadership that you would have done differently in a new process?
- Do you have any specific change leadership education?

Finish

- Is there anything you would like to add before we finish the interview?

8.1.2 Interview Guide Managers

Personal Information

- Could you tell me about yourself?
- How long have you been working at Lantmäteriet?
- What is your management position today?

Before Change/Initiation

- Could you tell me a little regarding the initiation of this change, why was a change from a hierarchical organization to a matrix organization required?
    - What were the driving forces?
    - Was there a demand for change or was the demand created?

The Change Process

- How were you involved in the change process?
    - Were you involved during the entire process?
    - Could you describe your role in the process?
- How was the inception of the process?
- Was a vision presented?
    - Was the vision communicated to all concerned? How?
- Were one manager responsible for the process or did several manager share the responsibility?
    - Did they have different competence and complemented each other?
    - Were they responsible for different parts of the change process?
- Was there any external consultant involved as support?
    - Can you describe their role?
- Do you have any previous experience of change processes?
    - Can you describe what you learned from those?
    - Were those experiences beneficial for you in this process?
- How were the employees involved?

- Did you experience a lot of resistance/opposition or were the majority positive towards this change?

Post Change/Implementation

- When the change was considered as completed, was the process evaluated? How?
- How was the change implemented?
- Can you describe any lessons learned from this process?
    - Is there anything that should have been performed in a different way?

Leadership

- What was your role as a leader in this process?
- How did you manage/handle the change?
- How did you act as a leader? What type of leadership style did you practice?
- What was required by you?
- Is there anything in your leadership that you would have done differently in a new process?
- Do you have any specific change leadership education?

Finish

- Is there anything you would like to add before we finish the interview?