

CHALMERS



Managing Change through Participation

The process of developing Shared Construction Guidelines in
26 public organisation

*Master of Science Thesis in the Master's Programme Design and Construction
Project Management*

NÍNA BALDURSDÓTTIR & EVELINE OTTOSSON

Department of Civil and Environmental Engineering
Division of Construction Management
CHALMERS UNIVERSITY OF TECHNOLOGY
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ABSTRACT

Increasingly public sector clients are being asked to do more for less and are pushed to achieve higher levels of transparency and accountability. Thus, organisations' ability to address challenges like these has become increasingly important. As a result, a range of models have emerged to help organisations successfully manage this development. The research presented in this report draws on an exploratory case study of an ongoing change process in the City of Gothenburg, where 26 municipal organisations take part in developing a shared process (Shared Construction Guidelines) for how to conduct building and infrastructure projects in the City. The aim is to describe this case through participatory change and to shed light on its complexities. Findings show that there is a high degree of commitment and participation in the case of Shared Construction Guidelines. However, there seems to be a gap between top management and the rest of the change organisation and resources are limited, especially in terms of time. Also, several findings indicate challenges regarding the understanding of the change. Altogether, this might explain why all members do not feel that they can fully affect the process, even though it is based on broad participation. Finally it is highlighted how the existing literature on change management falls short when describing complex change processes.

Keywords: change management, organisational change, participation, shared processes.

Att bedriva förändringsarbete genom delaktighet
Utvecklandet av Gemensam Byggprocess i 26 offentliga organisationer
Examensarbete inom Design and Construction Project Management
NÍNA BALDURSDÓTTIR & EVELINE OTTOSSON
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SAMMANFATTNING

Offentliga beställarorganisationer blir idag alltmer pressade att leverera mer värde med färre resurser. De ska även nå upp till högre krav på transparens och ansvarsskyldighet. Därigenom blir det allt viktigare för organisationer att ta sig an utmaningar som dessa. Detta har lett till framtagandet av en mängd olika modeller för att hjälpa organisationer hantera denna utveckling på ett framgångsrikt sätt. Denna undersökning baseras på en explorativ fallstudie av ett pågående förändringsarbete i Göteborgs Stad, där 26 kommunala organisationer är delaktiga i utvecklingen av en gemensam arbetsprocess för hur man ska bedriva byggprojekt inom staden (Gemensam Byggprocess). Målet är att beskriva denna process utifrån ett delaktighetsperspektiv inom förändringsarbeten och att belysa processens komplexitet. Resultaten visar på ett högt engagemang och en hög grad av delaktighet bland medlemmarna i Gemensam Byggprocess. Däremot verkar det finnas en klyfta mellan högsta ledningen och resten av organisationen samt att resurserna är begränsade, särskilt i form av tid. Vidare indikerar flera resultat att det finns svårigheter gällande förståelsen av förändringsprocessen. Sammantaget skulle dessa resultat kunna förklara varför inte alla medlemmar känner att de kan påverka processen till fullo, trots att den bygger på deras delaktighet. Slutligen belyses hur den befintliga litteraturen kring förändringsledning är otillräcklig för att förklara komplexa förändringsprocesser.

Nyckelord: förändringsledning, organisatorisk förändring, delaktighet, gemensamma processer.

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Preface

This study draws on an ongoing change process based on broad participation of employees in the City of Gothenburg, called Gemensam Byggprocess (GBP; referred to as Shared Construction Guidelines in this report). The research period ranged from January 2012 to May 2012 and was carried out at the Department of Civil and Environmental Engineering, Construction Management, Chalmers University of Technology, Sweden.

We performed the study and wrote this thesis in close collaboration during the entire research period, i.e. there was no division of workload. Associate Professors Roine Leiringer and Göran Lindahl from Chalmers University of Technology served as our supervisors and we would like to thank them for their assistance. We would also like to thank Lokalförvaltningen, Gothenburg, for providing us with office space during the research period. Finally, we appreciate all contributions made by the members of GBP, which helped us understand the change process and formed the base of this study.

Gothenburg May 2012

Nína Baldursdóttir and Eveline Ottosson

Notations

GBP	Gemensam Byggprocess
PM	Process Management
SC	Steering Committee
SCG	Shared Construction Guidelines
WG	Workgroups

1 Introduction

Increasingly public sector clients are being asked to do more for less, i.e. produce more public value with fewer resources. At the same time, these organisations are progressively being scrutinised and pushed to achieve higher levels of transparency and accountability throughout the whole process of delivering construction projects. Responding to these pressures inevitably throws up a host of challenges, especially concerning the development and merging of organisational routines across large and diverse authorities. This in turn challenges deeply-ingrained working practices among public and private actors alike. Thus, organisations' ability to address challenges like these has become increasingly important and as a result, a range of models have been developed (Seijts & Roberts, 2011; Rothermel & Lamarsh, 2012). These models intend to help organisations understand and adapt to change, but still many authors claim that organisations' attempts to manage change initiatives often fall short (e.g. Miller, 2002; Higgs & Rowland, 2005; Keller & Aiken, 2009).

Even though there are a lot of studies supporting the idea of successful change through employee participation (e.g. Kotter & Schlesinger, 2008; Rowlinson & Cheung, 2008; Seijts & Roberts, 2011), there are few studies describing what happens during change processes based on participation and how participants perceive these from a real-time perspective. For example, Klarner et al. (2011) noted that it is important to understand how employees cope with change not only after the implementation but also throughout the change process. Furthermore, Schein (2006) stresses the importance of looking at both macro and micro levels and their interdependence to fully understand the complexities of a change process. Therefore, this study draws on an ongoing change process based on broad participation of employees in the City of Gothenburg, where 26 municipal organisations take part in developing a shared process for how to conduct building and infrastructure projects in the City (Shared Construction Guidelines). The purpose of the study is to investigate how a change process built on participation is handled both by management and its participants. More importantly, it seeks to develop a better understanding of the complexities of participatory change within this particular case.

1.1 Aim and research questions

The aim of the study is to describe this case, particularly from a participation perspective. Therefore, the main research question is: How is the change process organised at the operational level and how do the participants perceive their ability to affect the change process? Following Schein's line of argument above, an understanding of the change process in connection to its context is needed in order to answer this question. This leads to a second research question: How can this change process be explained at an organisational level so that it can be fully understood?

The report takes its departure in summarising two main perspectives of organisational change, namely teleological (stage models) and evolutionary (organisational flux). Thereafter focus is shifted to the participation literature. The empirical ground is explored through a qualitative case study of the implementation of the so-called Shared Construction Guidelines (SCG) in the City of Gothenburg. This initiative aims

to develop, through collaboration, a shared set of steering and guiding documents that will be mandatory in all building and infrastructure projects within the City. The first analysis focuses on the organisational level and the applicability of the two generalised perspectives on organisational change. Secondly, the operational level is discussed through the concepts found in the participation literature. Conclusions are drawn highlighting challenges involved in imposing change across numerous public organisations as well as shortcomings of the existing change management literature.

2 Organisational Change

In simple terms the change management literature is dominated by two polarised views. These are commonly given different etiquettes such as teleological vs. evolutionary, planned vs. emergent and scientific vs. adaptive (Kezar, 2001). The inherent ontological and epistemological assumptions of these perspectives have been discussed at length elsewhere and further elaboration lies outside the scope of this thesis. This section follows these broad distinctions but is narrowed down to differentiate between stage model and process-oriented perspectives. This is done as the concept of stages has long been used in the attempts to understand change and assure its success. However, it is commonly criticised for not fully incorporating the always-ongoing dynamics of change in organisations. These perspectives are then linked to three main concepts found in the literature regarding participatory change.

2.1 Stage models

Kurt Lewin is commonly credited for developing the first model for handling planned change in 1946 (By, 2005). He divided the process of change into three stages, namely defreeze (create the right environment), change (support change to desired state) and refreeze (reinforce to anchor change). Other authors have made use of this idea and have developed own models with the ambition of making them more practical (e.g. Armenakis, 1999 in Armenakis & Bedeian, 1999; Kanter, 1992 in By, 2005; Kotter, 1995; Wooddell, 2009). When comparing these models, some aspects are more recurring than others:

- Leadership – e.g. Organisational support (cf. Wooddell, 2009)
- Vision – e.g. Creating a vision (cf. Kotter, 1995)
- Participation – e.g. Active participation by those affected (cf. Armenakis, 1999 in Armenakis & Bedeian, 1999)
- Institutionalisation – e.g. Reinforce and institutionalise change (cf. Kanter, 1992 in By, 2005)

In addition to these, internal models evolved describing how people in organisations perceive and react to change. Jaffe et al. (1994) presented a four-stage model including denial, resistance, exploration and commitment (in Armenakis & Bedeian, 1999). Other authors (e.g. Isabella, 1990; Lawrence & Callan, 2011) introduced models including similar stages. According to Armenakis and Bedeian (1999), these stages are beneficial for understanding resistance caused by change. Resistance is viewed as a natural part of change (Rothermel & Lamarsh, 2012) and as a result, several ways to overcome it have been recommended, e.g. education, participation and facilitation, depending on the situation (Kotter & Schlesinger, 2008).

2.2 Organisational flux

An opposing, more process-oriented view treats change as natural and ever-present in all organisational life (By, 2005). Therefore, in order to understand change another

perspective is needed (Tsoukas & Chia, 2002). The idea of organisational flux implies that there is never only one reason behind the origin of a change and in addition, many changes occur simultaneously (Clegg et al., 2008).

According to Tsoukas and Chia (2002), response to change is contingent on internal conditions even though it might emerge from external pressures. In other words, focus is shifted from the organisational level to the individual level. Consequently, change must be handled at this level, which gives rise to the importance of employee commitment, motivation and satisfaction. Rowlinson and Cheung (2008) argue that commitment to change comes from having the opportunity to influence the outcome, which can be given by reinforcing employees at all, levels through participation. Similarly, Seijts and Roberts (2011) found that opportunities to participate along with satisfaction with other members and respect in the workplace was significantly linked to a positive perception of change, which in turn is a predictor for its success.

2.3 Participation

Both the stage model perspective and the organisational flux perspective incorporate the idea of employee buy-in and participation. The role of employees is becoming widely recognised as one of the most important factors in the process of change (Schein, 2006; Rowlinson & Cheung, 2008; Wooddell, 2009; Rothermel & Lamarsh, 2012). Three essential areas have been discovered in the literature regarding employees' ability to participate, namely empowerment, resources and conceptual understanding.

2.3.1 Empowerment

Firstly, empowerment is defined as power-enabling processes that make people feel they have the ability to act upon matters of importance (Page & Czuba, 1999). In organisations, empowerment gives employees the ability to contribute to the work without being directly steered, since they have been given the confidence that they are capable of doing so (Herrenkohl et al., 1999; Kanter, 2008). In connection to organisational change, Kanter (2008) argues that empowerment is the key for large organisations to transform and adapt to today's rapidly changing society.

2.3.2 Resources

Secondly, management has to recognise their employees as stakeholders during a change initiative and provide them with the resources needed to fulfil this role, such as time, information and supplies. Otherwise, employees might not commit to the change but instead become an impediment to its success. (Rothermel & Lamarsh, 2012; Wooddell, 2009) Another perspective is to view the employees themselves as resources. For example, in participative design methods employee knowledge is considered to be a key resource (Lindahl, 2001).

2.3.3 Conceptual understanding

Finally, employees who have made sense of the circumstances surrounding a change are less likely to show resistance (Kotter & Schlesinger, 2008) and become more prone to commit to the change (Walker et al., 2007). Rothermel and Lamarsh (2012) take this even further and argue that all those involved are personally responsible for understanding the change. However, it is vital that employees have the same conceptual understanding as they work towards the same goal (Fiss & Zajac, 2006).

3 Method

This research draws on a qualitative case study of an ongoing change process in which a key feature is a bottom-up approach with broad participation. Qualitative research is often criticised for its lack of objectivity, which is the often-preferred outset when conducting academic research (Starrin et al., 1991). However, this study puts focus on people's perceptions, which are subjective by nature, and tries to enhance the understanding of these in connection to the context in which they exist. Since qualitative case studies reveal subjective factors more easily, this approach is appropriate. Furthermore, qualitative case studies enable a more holistic view, which is suitable for situations where variables cannot be isolated from their environment. Finally, it is especially adequate when studying contemporary or ongoing matters. (Merriam, 1994; Lindahl, 2012a)

This study is an exploratory investigation of an ongoing process in the field of participatory change. Much effort has gone into describing the organisational context of the case and particular attention has been given to describe people's perceptions about their ability to influence. Data have been collected through a survey, interviews and observations. The reason for using several methods is partly to obtain a more holistic ground, but also to better validate subjective data (Starrin et al., 1991). The survey was sent to all members of the Steering Committee (SC) and the Workgroups (WG). It contained questions about how they perceive the organisation, purpose and goal of the change, as well as how they view their own participation and its effects. In total the survey was sent to 69 SCG participants and 38 members answered. Representation was tested using two factors, gender and belonging with regard to organisation type, and was found to correspond well with the overall distribution. Four out of six members of the Process Management group (PM) were interviewed since this group was not included in the survey sample. To obtain a better understanding of internal relations, SC members were also interviewed, adding up to a total of six complementary interviews, each lasting between approximately 30-50 minutes. Finally, during the research period observations were made at two larger information meetings, four WG meetings and one SC meeting.

4 Case: Shared Construction Guidelines

The Shared Construction Guidelines (SCG) in the City of Gothenburg, Sweden, is an ongoing change process based on broad participation of employees and involves 26 municipal organisations. The task is to develop a shared set of steering and guiding documents that will be mandatory in all building and infrastructure projects within the City. This section draws mainly on Göteborgs Stad (2012) and interviews with Process Management members.

4.1 Background

In 2010, a series of briberies and irregularities were brought into light concerning public procurement of construction projects in the City of Gothenburg. As a result, a political decision was made in the beginning of 2011 that all municipal organisations active in construction should take on and implement a five-part action plan. The five areas targeted are Internal Control, Shared Construction Guidelines (SCG), Whistle-blower, Rules and Education. This study focuses on SCG. Hence the other areas will not be treated in this report.

4.1.1 Policies and Guidelines

SCG is a development of what was former known as Policies and Guidelines. This project started in 2006 when a political decision was made to develop construction guidelines for the City of Gothenburg. Initially, only three organisations participated in the project and in 2008 two additional organisations were included. All municipal organisations were encouraged to use these guidelines, however they were never compulsory. (Lindahl, 2012b)

4.2 Vision

The aim of SCG is to make the local construction industry more professional, safe and transparent through conjunction of processes. This will also increase accountability and ensure, as far as possible, that everybody act according to an agreed-upon standard. Therefore, in contrast to Policies and Guidelines, SCG will be mandatory for all affected organisations. Initially the target was to have all parts of SCG ready to launch in January 2013. This was, however, revised in March 2012 since members from all levels started to anticipate that the ambitious target could not be achieved on time. As a result, the target was made more modest to only include a few parts for implementation at the beginning of 2013.

4.3 Organisational structure

To develop SCG, an organisation has been formed including a Steering Committee (SC), a Process Management group (PM) and seven Workgroups (WG) with members from all 26 participating organisations, see Figure 1. The nine members of SC are all the highest executives of their home companies. The six members of PM are the only ones working with this case on either half- or full time and serve as a link between SC and WG. At least one PM member is always present at WG meetings to act as an administrative support, e.g. document topics discussed and decisions made. Each WG consists of four to eight middle- and project managers who have been given a directive to put four hours of work into SCG per week. They are assigned to a specific sub-area each of the construction process, namely Management, Procurement, Pre-study, Briefing, Design, Production and Delivery/Guarantee. Their task is to compile a set of steering and guiding documents on how to conduct construction projects and consist of an ordering document, checklists, descriptions, and guiding case examples. These are then gathered in a web-based database. As stated above, the original target was to have all these parts ready for launch in January 2013. However, the revision meant that the ordering document and the checklists should be prioritised. Descriptions and case examples are to be finalised during 2013 instead.

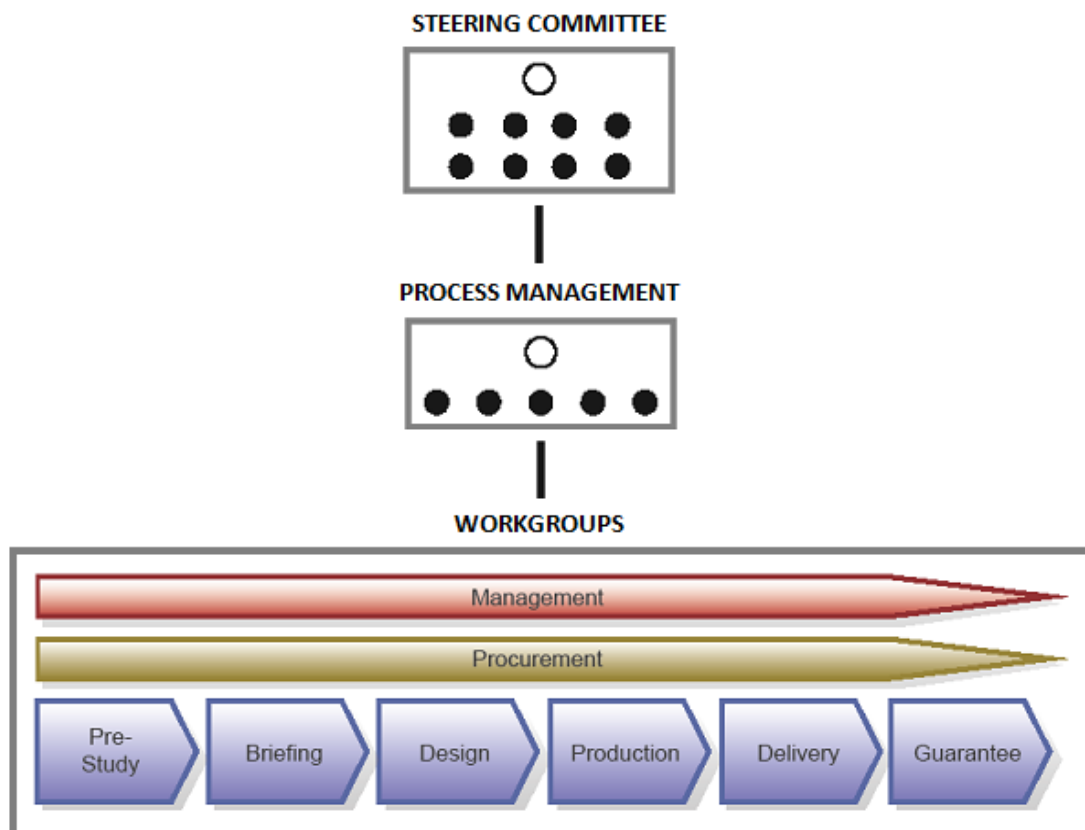


Figure 1 The organisational structure and hierarchy of SCG.

5 Findings

In this section the main findings are presented with regards to the organisational level, i.e. vision, internal relations and external support, and the operational level, i.e. empowerment, resources and conceptual understanding.

5.1 Organisational level

The change process is based on broad participation through a bottom-up organisational structure. There is a steering coalition at the top, a planning division in the middle and executing workgroups at the bottom. Findings show both accomplishments and challenges in and between these levels.

5.1.1 Vision

Firstly, it is clear from the data that the vast majority of the participants know the overall vision of SCG. Also, a relatively high response was obtained to the statement “SCG is what the City of Gothenburg needs” and several observations were made of members expressing urgency for this process to become successful. However, opinions clearly differed as to whether or not the participants believe that the vision will be fulfilled successfully.

5.1.2 Internal relations

Secondly, the survey shows that WG participants have a fairly high trust in all their superiors. However, several members articulated that they do not know who the members of SC are, neither do they feel they get enough support from them in terms of directions, an opinion that is confirmed by several PM members. Looking top-down, SC shows a low confidence in PM but nevertheless, as an SC member expressed it “PM need to steer more if this process is to be successful”. As a result, the latest revision turned this concern into action and PM was delegated more power. In addition, even though WG and PM strongly agree with how the change initiative is to be carried out, i.e. through workgroups with broad representation, SC seems to disagree. For example, one SC member would have preferred to have professionals lay the foundation and then let WG develop from there. Another idea was to have a few consultants working full-time with WG to better structure their meetings.

5.1.3 External support

As mentioned above, each member is expected to put four hours per week on SCG. However, the survey revealed that the average time invested is only 2.85 hours. Also, most WG members feel that they do not receive enough support in terms of less

workload from their home companies to perform their duty within SCG properly. As stated by an SC member: if time is limited the home company always comes first.

5.2 Operational level

According to the survey, almost all WG members claim that influence fosters commitment and in the SCG case there is a high degree of participation. Despite this, they were not equally convinced regarding their actual ability to influence the change process. Also, as much as one-third of the respondents feel that their input lacks significance. To obtain a clearer view, findings connected to the three areas found in the participation literature will be outlined below.

5.2.1 Empowerment

Many statements linked to empowerment received positive responses. The participants of SCG think they have the competence needed to perform their task and are confident in their ability to represent others in the industry. This change process is said to be for professionals, by professionals, and observations revealed that this statement is well accepted among WG since it was used as an argument at several meetings. Almost all members report being part of the decision-making and that they can speak their mind. Also, a vast majority say that they feel comfortable in their particular group.

5.2.2 Resources

Responses to statements regarding resources were not as affirmative. As much as one-third of all respondents feel that they do not have the resources needed to fulfil their assignment. Also, this group claimed that they were not as clear on what their assignment is or what is expected of them, compared to those who feel they have enough resources. Furthermore, lack of time is a recurring factor in the responses. In addition to the issue of support from the home companies presented above, several WG members expressed concerns about how much time and effort it will take to use the resulting documents. Therefore, according to the members, these must become clear and simple. Also, one WG in particular stressed the need of recognising that this kind of comprising documentation will need reserved resources, especially time.

5.2.3 Conceptual understanding

Regarding the participants' understanding of the change, most respondents feel that their involvement is meaningful and believe that SCG is important for the City of Gothenburg. There are a few who disagree with these statements, however common across the groups is that the members always take part in group discussions. The survey also shows that the majority of the WG members reveal if they do not know

what is expected of them or their group. On the contrary, a minority answered that they do not ask for guidance in these situations. Furthermore, these respondents are not as sure of their assignment and experience a lack of direction on how to perform it. Similarly, SC members seem to disagree on what their role is; some think they should steer the process, while others want less responsibility. Finally, observations revealed that WG put a considerable amount of time to reach consensus on the meaning of terms and concepts. This concerned them, since other groups and final users will have to interpret the documents as well.

6 Discussion

This section is structured in accordance to the research questions posed in the beginning of this report. The second question is treated first in order to clarify the organisational context. Thereafter, the main research question concerning the operational level and participation is discussed.

6.1 Organisational level

The studied change process came about as a result of pressures from the local society. The process was initiated before a proper action plan was completed and the only directive given stated what desired achievements that had to be reached in less than two years' time. Having this in mind, it is not surprising to find the change process to be reactive, where directions, relations and even the goal are adjusted along the way. The reactive nature of this case could also explain the shifting answers to what expectations members have of the result. These findings are further elaborated below.

6.1.1 Vision

Not only does the organisation seem to have a successfully communicated vision, there is also a high degree of buy-in among all members. This is for example shown by the majority agreeing to the need for a shared construction process in the City and by several members stressing the importance of delivering a result of high quality. However, it is unclear how the participants' commitment will be affected due to the recently revised target since confusion around the meaning of terms and concepts formerly exist. By leaving out descriptions and examples, there is a risk that the confusion grows stronger.

6.1.2 Internal relations

There appears to be a gap between the SC and the rest of the organisation due to a lack of mutual confidence. Whilst WG and PM express confidence in all levels, SC does not seem to share their opinion. PM and WG appear to have a closer and more personal relationship, which could be due to PM's involvement in WG meetings. Also, both levels expressed that they do not get enough directions from SC, which could partly explain why participants do not feel they can fully affect the process. Altogether, it seems as if a steering coalition was formed without further thought of its purpose, since the view of what SC is supposed to do not only differs between the hierarchical levels, but also between SC's own members.

6.1.3 External support

As mentioned before, the average WG member invests less time in SCG than what the given directive states. One reason could be the lack of support from their home companies. This support must come from the highest level in an organisation, but only nine organisations have highest-level representation in SC. However, these have not managed to give enough support in terms of less workload to WG members from their companies. If the higher executives involved in SCG do not manage to unload participants from their own companies, the ones outside the process might find it even harder.

6.1.4 Stage models

Out of the four stages outlined in the stage model perspective (leadership, vision, participation and institutionalisation), the last one cannot be included in this study since SCG is an ongoing process where the implementation has not started yet. Regarding the other three, the case provides a ground for discussion.

The participation stage could be viewed as carried out with positive results according to the findings. However, leadership and vision do not correspond with this case. As discussed above, these have been continuously adjusted along the way, meaning they have not been finished off one by one as stage models indicate, but are instead co-occurring. In other words, stage models are insufficient to fully explain how this change process works, a notion that is supported by the many critiques found in the literature. For example, enthusiasts of the organisational flux perspective claim that organisational change is too complex to be viewed in terms of stability and order, i.e. it cannot be analysed through steps and stages alone (Tsoukas & Chia, 2002; Clegg et al., 2008). Orlikowski (1996) claim that change programs do not work by themselves, they must be adjusted on an ongoing basis to fit the particular context in which they are implemented. James (1906/1996 in Tsoukas & Chia, 2002) argue that no matter how many stages we identify to describe a process, these stages will still not reflect movement and therefore cannot describe processes accurately. Finally, Tsoukas and Chia (2002: 578) state, “an organization’s response to an exogenously generated pressure over time is complex, multilayered, and evolving, rather than simple, fixed, and episodic.”

6.1.5 Organisational flux

For this case, the organisational flux perspective might seem more appropriate, at least when looking at how the change initiative emerged and how it has been dealt with so far. However, no model is a complete version of reality. The organisational flux perspective advocates looking at the individual, but there are important features at the organisational level that affects the participants as a group, for example the lack of home company support in this case. Some authors have also conveyed downsides to this perspective. According to Burnes (1996 in By, 2005), the problem is lack of structure, which leads to difficulties in connecting the main ideas to performance. Also, it points out managers’ inability to influence and get control over a changing

situation. All critics mentioned describe this perspective mostly through negations, i.e. what it is not, indicating a lack of concepts of what it actually is. Altogether, neither stage models nor organisational flux seem to be sufficient to describe a complex change process at an organisational level.

6.2 Operational level

There are many findings verifying what is said in the participation literature. For example, it has been shown that there is broad participation among the SCG members. They also seem to have a strong sense of involvement and they feel comfortable in their work environment. Despite this, opinions differed widely as to if they actually can affect the change process. The following sections will elaborate on this finding through the three concepts found in the participation literature.

6.2.1 Empowerment

Empowerment can be interpreted as a perception of having the competence needed to participate and in this case there seems to be a high degree of empowerment among the members. WG participants reported a strong confidence in their ability to contribute to the process, which goes in line with Kanter's (2008) notion that empowerment fosters confidence. Furthermore, the more influence the participants have, the more committed they become. This is also confirmed by their persistence to speak their minds and their high level of comfort in their groups.

6.2.2 Resources

The participants' need for resources was exposed through the survey. Lack of time seems to be a main issue, since it was identified at several occasions and at several levels. The finding regarding the usefulness and efficiency of SCG's result shows that resources are not only a concern at a present stage but also regarding the future. Also, in addition to the support issue discussed above, insufficient directives can leave participants short of information. Wooddell (2009) concluded that ideal approaches, which participatory change might be viewed as, become impractical when resources are constrained. Therefore, the lack of resources in this case could be argued to impair the members' physical possibility to participate. This in turn might explain the differing view on their ability to influence.

6.2.3 Conceptual understanding

There were several positive findings regarding how the participants have made sense of the change, e.g. most members understand their role and think that their work is meaningful. However, the issue regarding participants' ability to influence could be connected to the findings concerning the gap between the different levels, as

discussed above. It could also be connected to the finding that some members do not ask when they feel unsure about their role and assignment. As Rothermel and Lamarsh (2012) argued, these people do not take responsibility for their own understanding. Another issue is the recurring discussions of the meaning of terms and concepts. Even though the majority feel they understand the vision and purpose of SCG, it seems as the more you get into details, the more difficult it becomes to make sense of it. Altogether, these issues might limit the participants' psychological possibility to participate.

6.3 Limitations

This study is not based on a specific theory, which could have provided a set of concepts for findings to be compared with. In this study, concepts have been chosen from what has been perceived as most commonly occurring in the literature. Other researchers might highlight different concepts, which could affect the results.

As this study is based on an ongoing case, it is only possible to speculate on what effects current activities will have on the final result. If this study would continue, a vital next step would be to examine the implementation of this process to obtain a more complete picture.

The survey, which was the main data source, had a response rate of 55%. Even though representation was tested, there is still a chance that the non-respondents disagree with the sample. Therefore, most findings are articulated as indications of the whole populations' view. It is also important to note that only the main findings have been presented, leaving out some complementary data that could have facilitated the understanding of the change process.

7 Conclusions

The change process described in this thesis is not only based on, but also dependent on, extensive participation. Seven workgroups are responsible for this process as well as being an important link between the home companies and the change process organisation. There are many things in place for this change process to become successful, for example a high degree of buy-in and sense of empowerment among the participants. However, several members feel that they cannot fully affect the process, which might be due to challenges at both the organisational and operational level. There appears to be a gap between the Steering Committee and the rest of the organisation. It has also been shown that members do not receive enough support in decreasing their workload from their home companies. Regarding the operational level, a lack of resources is a recurring matter. The low average time invested by the participants could for example be explained by the lack of support at the organisational level. Finally, the understanding of certain aspects of the change seems to be an issue due to the complexity of the process. Altogether, these issues could be argued to reduce the members' possibilities to fully participate.

No model is a complete version of reality. The stage model perspective lacks sufficient complexity to properly describe ongoing change processes such as the one presented in this report. The organisational flux perspective seems more appropriate, both in terms of how the change initiative emerged and how it has been dealt with so far. However, this perspective does not have enough structure, which makes it difficult to apply. On top of this, it is usually described through negations and thus circumvents to describe what it actually is. Therefore, future studies need to theorise on this perspective so it becomes applicable, without losing the complexity and orientation towards processes.

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Appendix A – Survey

The survey included statements regarding how the participants perceive the organisation, purpose and goal of the change, as well as how they view their own participation and its effects. Response alternatives were organised according to a five-degree Likert scale, ranging from 1) Do not agree at all, up to 5) Agree completely. Also, an extra option named “Do not know” (“Vet ej” in the table below) was added.

	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Vet ej (%)
MÅL						
GBP är vad Göteborgs Stad behöver.	5,3	10,5	21,1	47,4	15,8	0
Jag vet vad det övergripande målet är med GBP.	0	0	15,8	39,5	42,1	2,6
Jag vet vad målet är för min arbetsgrupp.	2,6	2,6	13,2	26,3	50,0	5,3
INFORMATION						
Jag fick en tydlig introduktion till GBP som ny i processen.	10,5	5,3	28,9	26,3	26,3	2,6
Jag har fått klara direktiv för hur jag ska utföra min arbetsuppgift.	18,4	7,9	28,9	18,4	23,7	2,6
Jag får information om utvecklingen i de andra arbetsgrupperna.	23,7	31,6	15,8	18,4	10,5	0
Jag säger till när jag inte vet vad som förväntas av mig.	2,6	5,3	7,9	34,2	47,4	2,6
Jag håller mig uppdaterad om processens utveckling.	2,6	18,4	28,9	28,9	18,4	2,6
ORGANISERING						
Jag tycker det är bra att arbetet med GBP bedrivs genom arbetsgrupper.	8,1	8,1	21,6	21,6	40,5	0
Jag tycker att det är viktigt att alla berörda organisationer är delaktiga i förändringsarbetet.	2,7	5,4	18,9	21,6	51,4	0
Jag tycker att man har lyckats förankra GBP i alla berörda organisationer.	8,1	21,6	32,4	18,9	2,7	16,2
Jag tycker att processbilden är en bra representation av byggprocessen.	0	10,8	18,9	37,8	27,0	5,4

Jag tycker att processbildens olika steg är relevanta.	0	5,4	18,9	40,5	35,1	0
Jag har en klar bild av vad processägaren vill med GBP.	5,4	8,1	24,3	35,1	18,9	8,1
Jag har förtroende för GBPs processägare.	0	16,2	21,6	35,1	16,2	10,8
Jag har förtroende för GBPs styrgrupp.	2,7	10,8	21,6	35,1	16,2	13,5
Jag har förtroende för GBPs processledning.	5,4	13,5	16,2	37,8	18,9	8,1
Jag känner att jag kan påverka förändringsprocessen.	2,7	13,5	24,3	40,5	13,5	5,4
För mig är arbetet med GBP betydelsefullt.	5,4	5,4	18,9	48,6	21,6	0

HEMORGANISATION

Jag upplever att min hemorganisation prioriterar mitt arbete med GBP.	0	8,1	35,1	29,7	24,3	2,7
Jag får stöd för mitt arbete med GBP från mina kollegor i min hemorganisation.	8,1	16,2	24,3	21,6	29,7	0
Jag uppdaterar min hemorganisation om utveckling i GBP.	2,7	10,8	40,5	32,4	13,5	0
Jag får avlastning från min hemorganisation för att utföra min uppgift inom GBP.	37,8	21,6	21,6	10,8	2,7	5,4

ARBETSGRUPP

Antalet medlemmar i min arbetsgrupp lämpar sig för vår arbetsuppgift.	5,4	2,7	21,6	32,4	24,3	13,5
Den information min arbetsgrupp fått för att starta arbetet är tillräcklig.	5,4	8,1	32,4	29,7	8,1	16,2
Jag känner mig bekväm i min arbetsgrupp.	2,7	0	8,1	43,2	35,1	10,8
I min arbetsgrupp är alla med och tar ansvar.	0	13,5	13,5	32,4	27,0	13,5
Jag tycker att min arbetsgrupp jobbar effektivt.	0	18,9	16,2	32,4	18,9	13,5
Min arbetsgrupp får mycket gjort när vi träffas.	0	10,8	27,0	40,5	8,1	13,5
Jag känner mig inkluderad i min arbetsgrupp.	2,7	0	10,8	37,8	37,8	10,8

Jag får utrymme att säga vad jag tycker.	0	0	2,7	29,7	56,8	10,8
Mina kollegor ber mig om råd.	0	2,7	27,0	35,1	21,6	13,5
Jag deltar alltid i gruppdiskussionerna.	0	0	5,4	29,7	54,1	10,8
Jag deltar i beslutfattandet.	0	0	8,1	27,0	54,1	10,8

PERSONLIG REFLEKTION

Jag har de resurser jag behöver för att utföra min uppgift (tid, information, material etc.).	5,4	21,6	43,2	10,8	16,2	2,7
Jag tycker att jag har den kompetens som behövs för att utföra min arbetsuppgift inom GBP.	0	0	21,6	29,7	45,9	2,7
Jag tycker att jag kan representera andra i branschen som jobbar med likartade uppgifter.	2,7	5,4	8,1	48,6	32,4	2,7
Jag vet vilken min arbetsuppgift är inom GBP.	2,7	5,4	16,2	37,8	35,1	2,7
Jag gör det som förväntas av mig.	2,7	2,7	10,8	51,4	27,0	5,4
Jag har vissa uppgifter som enbart jag arbetar med i min arbetsgrupp.	37,8	16,2	8,1	10,8	13,5	13,5
Jag känner att det jag gör får betydelse.	2,7	10,8	18,9	40,5	21,6	5,4
Jag är bekväm i min roll inom GBP.	5,4	10,8	16,2	32,4	35,1	0

FÖRVÄNTNINGAR

Jag tror att GBP kommer bidra till ökad transparens inom Göteborgs Stad.	5,4	8,1	35,1	32,4	18,9	0
Jag tror att GBP kommer bidra till mer professionella aktörer i Göteborgs Stad.	0	24,3	16,2	32,4	27,0	0
Jag tror att GBP kommer bidra till att minska den organisatoriska sårbarheten.	8,1	13,5	35,1	18,9	21,6	2,7
Jag tror att GBP kommer fungera som ett bra stöd för aktörer inom Göteborgs Stad.	0	13,5	18,9	45,9	21,6	0
Jag tror att GBPs slutresultat kommer vara enkelt att använda.	5,4	24,3	24,3	40,5	0	5,4
Jag tror att GBP kommer göra Göteborgs Stad mer attraktiv som arbetsgivare.	21,6	16,2	37,8	13,5	2,7	8,1

Jag tror att GBP kommer bidra till tydligare roller inom Göteborgs Stad.	8,1	16,2	27,0	37,8	8,1	2,7
Jag tror att GBP kommer förbättra möjligheten till uppföljning inom Göteborgs Stad.	0	10,8	27,0	40,5	21,6	0
Jag tror att GBP kommer bidra till ett ökat kunskapsutbyte inom Göteborgs Stad.	0	18,9	27,0	27,0	27,0	0
Jag tror att jag kommer känna mig nöjd i slutet av det här arbetet.	5,4	8,1	24,3	48,6	5,4	8,1

EFFEKTER

Jag lär mig mycket från mina kollegor i arbetsgruppen.	0	10,8	21,6	37,8	21,6	8,1
Jag lärde mig mycket av inventeringen av det som redan fanns i GBP.	10,8	24,3	37,8	8,1	5,4	13,5
Jag lärde mig mycket av inventeringen av andra organisationers material.	8,1	16,2	35,1	13,5	5,4	21,6
Jag tror att mitt deltagande i GBP kommer leda till med ansvar i min hemorganisation.	18,9	10,8	24,3	24,3	2,7	18,9
Jag tycker att min delaktighet har förändrat hur jag ser på arbetet inom byggbranschen.	29,7	32,4	27,0	2,7	0	8,1
Jag blir mer engagerad när jag kan vara med och påverka.	2,7	5,4	10,8	43,2	37,8	0

ÖVRIGA KOMMENTARER

”Ingår ej i Arbetsgrupp, sitter i Styrgruppen och arbetsutskottet...”

”Som tidigare nämnts så är en del frågor svåra att svara på utifrån styrgruppen. Jag tycker processledningen måste styra upp arbetet mer om det ska lyckas.”

”Risken är att slutresultatet blir för kompleicerat och överskådligt. Viktigt att det finns en tydlighet och röd tråd genom hela materialet. Det känns som om man skulle behöva sätta mer resurser på att samordna hela materialet. Det behövs en strukturfacit som knyter ihop helheten. Att ha en gemensam teknisk databas att jobba utifrån är annars en superidé, istället för att ha 30 organisatorer som skall sitta och utveckla sina egna verktyg och mallar.”

”Jag tycker att idén med GBP är mycket god men hade gärna sett att proffs gjorde grovarbetet med att skapa en bra process, och att vi som deltagare från förvaltningar och bolag hade en roll att synpunkta(remissinstanser) och att implementera och förankra det som proffsen tar fram i vår verksamhet.”

”Det verkar som om processledningen har en annan agenda än den som komuniceras. Databasen är tungarbetad. Har någon funderat över om de pengar vi investerar i detta kommer oss tillgodo i framtiden?”

Mål

”Oklart vad ledningen vill med GBP miljö-gruppen. Skall hela processen granskas med miljöögon och vilka mandat har vi att ändra i saker som är gjorda? Är det en gemensam lägstanivå vi ska hitta eller en miljömässigt bra nivå?”

”Jag ingår bara i styrgruppen.”

”Ingår ej i a-grupp.”

Information

”Jag ingår inte i någon arbetsgrupp utan styrningen av arbetet och tycker processtyrningen är alldeles för svag.”

”Miljögruppen har inte startat officiellt, men jobbat inofficiellt i ca 1 år.”

”Processens utveckling????”

”Ingen "riktig" uppstart av miljögruppen har genomförts då den som det kallades till ställdes in pga för få nya deltagare.”

Organisering

”Arbetet med GBP är betydelsfullt hoppas jag kan ägna mig mer åt arbetet.”

”Vet ej om förankringen varit tillfredställande. Vet inte vilka som utgör styrgrupp.”

”Omodern bild av hur byggprocessen fungerar, likar Byggnadsstyrelsen...”

”Förankrad i alla org? Kan omöjligt besvara den frågan.”

Hemorganisation

”Behöver ingen avlastning från min hemorganisation.”

Arbetsgrupp

”Ingår inte i någon arbetsgrupp.”

”Vad avses med kollegor?”

”Vi är för få och behöver bättre kompetens inom anläggning-miljö.”

”Jag ingår i styrgruppen.”

”För få medlemmar i arbetsgruppen.”

”Deltar ej i arbetsgrupp.”

”Ingår ej i a-grupp.”

Personlig reflektion

”Ingår inte i någon arbetsgrupp.”

”Vet inte vad som förväntas men vår grupp är viktig och får jättestor betydelse om alla byggande organisationer skulle implementera miljökraven.”

”Ej med i arbetsgrupp.”

Förväntingar

”Tveksamt om man inte skärper upp processledningen.”

”Vare sig arbetsuppgifterna eller statusen som arbetsgivare påverkas av GBP.”

”Svårt att sia om användbarhet. GBP troligen inte den mest avgörande parametern vid val av arbetsgivare, men kan säkert göra staden mer attraktiv.”

Effekter

”Svårt att svara på detta när man ingår i endast styrgruppen.”

”Frågorna ej relevant för min grupp.”

”Min tjänst påverkas inte av GBP.”

”Mer ansvar i min hemorganisation, svårtydd fråga. Vi tar ansvar idag tycker jag.”

Appendix B – Interviews

A total of six complementary interviews were conducted, each lasting between approximately 30-50 minutes. The interviews contained questions about their view of the change process, the different organisational levels and their own role in this process.

INTERVIEW TEMPLATE: STEERING COMMITTEE

Allmänt

När kom du i kontakt med GBP?

- Hur länge har du varit engagerad i GBP?
- Hur kom det sig att du blev med i Styrgruppen

Berätta kortfattat vad som ingår i din arbetsuppgift.

- Känner du att du har tillgång till de resurser du behöver, i form av tid, information, kunskap...?
- Vad förväntas du göra i den roll du har inom GBP?

Frågor om GBP och ledning

Hur skulle du beskriva målet/syftet med GBP?

Hur ser dina förväntningar ut på resultatet/-en?

Tycker du att man har lyckats förankra GBP i alla berörda organisationer än?

- Hur märks det?
- Om nej: Vad tror du anledningen är?

Upplever du att det finns organisationer som är mer engagerade än andra?

- Hur märks det?

Hur ofta har du kontakt med Processledningsgruppen?

- Hur väl känner du till deras arbete?
- Kontaktar du dem direkt själv någon gång?

Känner du att du har en klar bild av vad Processägaren (Claes) vill?

Frågor om Styrgruppen

Hur skulle du beskriva syftet med Styrgruppen?

Hur ofta har ni möte i er grupp? Hur länge varar de?

- Vad lägger ni mest tid på under mötena? (Ta del av information eller diskussion)

Hur ser du på ditt deltagande i det här förändringsarbetet?

- Om de frågar om förtydligande: Det här är ju ett förändringsarbete som bygger på att många deltagare arbetar tillsammans mot ett gemensamt mål. Hur ser du på du ditt eget deltagande?
- Känner du att du kan påverka förändringsprocessen?
- Känner du att du vet tillräckligt om branschen för att kunna utföra ditt arbete?
- Vad gör du om du stöter på oklarheter gällande din roll eller uppgift?

Frågor om Arbetsgrupperna

Hur tycker du att det fungerar med Arbetsgrupperna?

- Vet du vilka från din organisation som är med
- Hur mycket kontakt har du med dem

Känner du till hur långt arbetsgrupperna har kommit?

- Om ja: Finns det några skillnader mellan grupperna?
- Vad tror du det beror på?
- Om nej, finns det några formella krav på rapportering?

Hur upplever du kompetensen i Arbetsgrupperna?

- Verkar de ha de förutsättningar/resurser de behöver för att kunna utföra sin uppgift?

Kommer det ärenden från Arbetsgrupperna som ni behöver diskutera på styrgruppsmötena?

- Om ja: Hur ofta händer det? Tar det upp mycket av er mötestid?
- Skulle du kunna ge något exempel på något ni diskuterat nyligen (från Arbetsgrupperna)?

INTERVIEW TEMPLATE: PROCESS MANAGEMENT GROUP

Allmänt

Hur kom det sig att du började jobba med GBP?

- Hur länge har du varit involverad i GBP?

Jobbar du med detta på heltid?

- Annars: hur många timmar/vecka?

Berätta kortfattat vad du gör/vad som ingår i din arbetsuppgift.

- Känner du att du har tillgång till de resurser du behöver, i form av tid, information, kunskap...?

Frågor om GBP och ledning

Hur skulle du beskriva målet/syftet med GBP?

- Hur ser dina förväntningar ut på resultatet/-en?

Tycker du att man har lyckats förankra GBP i alla berörda organisationer än?

- Hur märks det?
- Om nej: Vad tror du anledningen är?

Upplever du att det finns organisationer som är mer engagerade än andra?

- Hur märks det?

Hur ofta har du kontakt med styrgruppen?

- Hur väl känner du till deras arbete?

Känner du dig nöjd med de direktiv du har fått från styrgruppen/ processledaren?

- Kan du berätta vad det är som får dig att känna dig nöjd? /ge något exempel
- Annars: På vilket sätt?
- Vad skulle de kunna göra för att vara tydligare?
- Vad gör du om du känner att du inte har tillräckligt med information? Vem vänder du dig till?

Känner du att du har en klar bild av vad Processägaren (Claes) vill?

Frågor om Processledningsgruppen

Hur skulle du beskriva syftet med Processledningsgruppen?

Hur ofta har ni möte i er grupp? Hur länge varar de?

Hur ser du på ditt deltagande i det här förändringsarbetet?

- Om de frågar om förtydligande: Det här är ju ett förändringsarbete som bygger på att många deltagare arbetar tillsammans mot ett gemensamt mål. Hur känner du kring ditt eget deltagande?
- Känner du att du kan påverka förändringsprocessen?
- Känner du att du vet tillräckligt om branschen för att kunna utföra ditt arbete?
- Har du tillräckligt med resurser för din uppgift? (kanske förtydliga vad vi menar med resurser; tid, info, material...)

Frågor om Arbetsgrupperna

Hur tycker du att Arbetsgrupperna fungerar?

Verkar de vara eniga om vad som ska göras?

- Hur märks det?

Upplever du att alla kommer till tals under Arbetsgruppsmötena?

- Annars: Upplever du att det är så i många av grupperna eller bara någon enstaka?
- Vad tror du det finns för anledningar till detta?

Ser du någon skillnad i hur långt grupperna har kommit i sitt arbete?

- Vad tror du det beror på?

Hur upplever du kompetensen i Arbetsgrupperna?

- Verkar de ha de förutsättningar/resurser de behöver för att kunna utföra sin uppgift?