CHALMERS
UNIVERSITY OF TECHNOLOGY

To Cultivate a Culture

The Findwise Case

Master's thesis in Master Program Learning and Leadership

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Department of Applied Information Technology
CHALMERS UNIVERSITY OF TECHNOLOGY
Gothenburg, Sweden 2017

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Technical report no 2017:137
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Cover: A picture of planted seeds that has begun to grow. Just like growing plants need continuous care to blossom, culture needs to be cultivated if it is to be something more than written statements on the walls of the organization.

Gothenburg, Sweden 2017

Abstract

Culture is a concept visible in many forms and can mean many things. The layman may refer to culture as music, movies or religions while the anthropologist probably will refer to it as some form of a social phenomenon. During the twentieth century, an increasing interest has been directed towards culture in organizations and companies. Since culture is a central thing in people's life, one should have little doubt that culture is a central thing in organization. As Barbara (1992) points out in her book “Exploring Complex Organizations”, we spend around half of our waking hours each work day in some sort of organization. Therefore, one could argue that the culture of one’s organization is one of the most (if not the most) central cultural influencer in one’s life. In the extensive literature describing the framework of culture and how it could be understood the focus is usually on cultural change (e.g. Hofstede & Hofstede, 2005). Less has been done helping companies utilizing this vast existing knowledge to preserve its culture in practice. This research investigates how a company can be helped in their cultural learning efforts. Since culture is a complex phenomenon (at least for the non-anthropologist), it takes some time to understand it as well as develop a methodology to investigate relevant aspects. This report will serve as both an understanding of an organization, as well as a case for how a culture can be cultured in a company.

This research investigates a challenge many successful companies probably will face, preserving the culture through an expansion. When expanding both geographically (to more cities and countries) and by size (increasing the number of employees) the values and culture will be challenged. When the small group of 20 twenty people grows to 150 people and spanning over more than one country it takes effort to preserve the same culture initially held by the smaller group. Findwise is a company who is facing a scenario like the one described above. Over the last 10 years the company has grown from around 10 people to over 100 people and has great interest in maintaining the values and mentality through this continuous expansion. The results in this report will show the difference between what culture a company think they have and what they actually have and how this will have to be understood in order to preserve or change. The conclusions are that a company that expands will enforce structures that will affect the culture in various ways.

The research is a master thesis conducted by two students of the master programme “Learning and leadership” at Chalmers University of Technology.

Acknowledgements

We would like to thank the company Findwise for both the opportunity but also the confidence and trust in us to perform this master thesis. We would also like to thank them for involving us in their culture both at work and other occasions. Without them this thesis wouldn’t have been possible.

We would also like to thank our mentors both Sven Kylén from Chalmers and Emilie Nordfält from Findwise. Their guidance and counselling has helped us in numerous ways and they have always been there to push us forwards and shown us how to tackle the challenges when they have presented themselves.

This thesis may be the last project we will do at Chalmers and therefore we would also like to extend a thank you to Chalmers for all these years. There have been struggles but we will always remember the good parts and the journey as a whole. Thank you for this experience and this part of our lives.

We would also like to thank our opponents Sofia and Elina for helping us improve our thesis and help us gain greater knowledge. We would also like to thank them all others at the master program Learning and Leadership at Chalmers for being good classmates but foremost good friends.

Finally, we would like to thank those people who has stood by us in our personal lives throughout this thesis journey. One of them has become a wife and the other is carrying a child. They have always been there as we will always be there for them, they’ve always encouraged us to be better. A huge thank you to Frida Råkeberg and Josefine Lundin for being the light in our lives and our future.

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1. Introduction

1.1. Background

Barbara (1992) points out that we spend around half of our waking hours each work day in some sort of organization which implies organizations central role in people's lives and culture. Cultures impact on organizations are central and have been increasingly linked to the general study of organizations (Smircich, 1983). There appears to be some shortcomings in the understanding of culture in organizations, despite the extensive theoretical framework on the matter. According to Thomas Müllern (1994) the lack of understanding of organizations is the reason why new ideas spread so rapidly about corporate management. Müllerns book is from 1994, but a quick search on the topic reveals many new titles have been released the last few years. Furthermore, Müllern considers the society to be a “society of organizations” and therefore it’s logical to acknowledge that culture is central in organizations, since the society produces culture. The two central problems he points out is that the research done about organizations has problems to capture organizations, as well as the companies themselves are also perplexed over the phenomena. There also seems to be a difference in the perspective of organizational culture, where corporate leaders and management consultant stresses that culture is something that one has, while the academician’s views culture as something one is (Hofstede & Hofstede, 2005; Smircich, 1983).

The extensive literature on organizational culture usually focus on cultural change (eg. Hofstede & Hofstede, 2005) or describing the framework of culture (e.g. Frost, 1991). A less examined approach seems to be the preservation of the culture in action. Preservation of culture is of interest, aside from setting the mindset and teach members of the organization how to behave as desired and according to their organizations vision in various situations (Ravasi and Schultz, 2006) organizational culture has economic benefits. A company with a strong culture will often outperform companies with a weak culture (Kotter & Heskett, 1992). Therefore, it is of great interest to consolidate and integrate the culture of the company as well as preserving it when the company expands.

This research is based upon a company's wish to preserve its cultural core as it expands. In order to preserve the culture, it had to be understood and learned by the company and its employees. Therefore this research becomes largely based on describing the organization, both to the reader of this text but also for the company itself. The company’s name is Findwise. It’s active in the IT sector and was founded in Gothenburg 2005 (current headquarters). Gradually it has expanded with offices in Stockholm, Copenhagen and Warsaw. During the years 2010-2017 Findwise have more than doubled the number of employees, going from approximately 50 to over a 100. This, in combination with having received several workplace related awards, has made the company an interesting subject to study. The company actively works with culture related questions and has had a fear of losing the established culture when expanding. This research evolved from the management's idea of having a leadership course in order to preserve the culture. When this research was initiated, the complexity of the culture phenomena became clear and the scope changed towards an understanding approach. Instead of mainly designing a leadership course, the primary focus instead shifted into creating a cultural understanding, both for the research and the company, which would serve as guideline for the course.

As a company expands it will add more structure, rules and procedures (Mintzberg 1993), which will shape the organization and possibly challenge the cultural values connected to the structure. For example, a sense of a "family feeling" may be a cultural trait connected to the fact that the company is small and is hard to hold on to when an expansion occurs. Nonaka (1994) points out the importance of creating and distributing information and knowledge in order to build an "active and dynamic understanding of the organization" (p. 14) that are to keep its success. The small business with almost no hierarchy and close relations probably has it easier to communicate and share information to every employee. After years of growth it will realize that it's difficult to gather the whole company to an informal weekly meeting over a cup of coffee. Eventually the number of active projects call for some sort of project manager, and one may realize that he/she doesn't even know the name of every employee anymore. This master thesis will be a way of providing an understanding of the organization as Nonaka (1994) mentions, in the practical organizational terms of Mintzberg (1993).

Identifying and understanding the culture is a challenge that goes beyond reading various policy documents (Argyris 2002, Schein 1999). This research revolves around uncovering the cultural core of the company and describe it. The results of this report will be channelized to the company through an education that's beyond the scope of this report and will therefore not be enclosed. Still it's worth mentioning, since it's the second step in helping the company in their cultural learning effort. The leaders must be educated in culture, if the culture is to last and be rooted in the company (Strauss, 1974; Mintzberg 1993). Education of culture can also be directed to the new employees (Frost, 1991), if they are to be integrated into the organization's culture. According to Schein (1990), "*culture perpetuates and reproduces itself through the socialization of new members entering the group*" (p. 114). Therefore the HR- department's role in culture preservation becomes very clear. Who becomes hired becomes central in what the culture will be. The material of this research will help the company in the understanding of the culture. By that knowledge they will be able to tell who fits better and worse in the organization but also educate the newly hired to get a chance to adapt to the cultural ways of the company.

Many companies come to a point where they expand both nationally and internationally. Hopefully the culture description and methodology in this report finds value in other similar contexts. Either a company facing a large expansion or already in a process of a large expansion when in need of cultural understanding.

1.2. Purpose

This master thesis' purpose was to support an organization in their cultural learning efforts. By describing the organization's culture and behavior, one will be able to better understand it (Nonaka, 1994). The thesis' background comes from the company's will to preserve its core culture and values, when it expands by employing more people in more countries. There is reason to expect that the espoused culture and values differ from the reality (Schein, 1999). Therefore the aim for this research is to provide an understanding of the organization's culture, both what exists and what they think exists. This research will be the foundation for an internal education aimed to preserve the organization's culture. The overall goal with this research, is to provide a course outline and first draft. Therefore this research will have a certain focus of learning and understanding of certain elements, in order to elicit the education material.

1.3. Research questions

The project aims to investigate and answer the following questions:

RQ1: What characterizes the culture of the company Findwise?

- What characterizes the workplace?
- What characterizes an employee?

RQ2: How is the organization's espoused theory of culture experienced in practise?

- Is the espoused culture the same as the culture in practise?
- How does the company's values correspond with employee's values?

1.4. Delimitations

The cultural description and education only describes the culture of the Gothenburg office. The reason for this is that the material would be in the form of a pilot education, due to the complexity and width of the culture concept. A similar study would be needed in all the offices and the description presented in this report should not be seen as a description of the company as a whole. The office in Warsaw, for example, differs in context compared to Sweden when examining values, as seen in Figure 1 (World Values Survey, 2015). Even though the Stockholm and the Gothenburg offices both are in Sweden, the results from this report should only serve as something of interest and inspiration for Stockholm. Stockholm was visited and is mentioned in the report, but it was clear that the culture there and Gothenburg's culture differed even though being cities in the same country. Stockholm was only visited to give the authors a better understanding of Gothenburg- specific cultural traits and what is organization related culture. Also, since the Gothenburg office is the main office, with the most employees, it's an important first step for future studies.

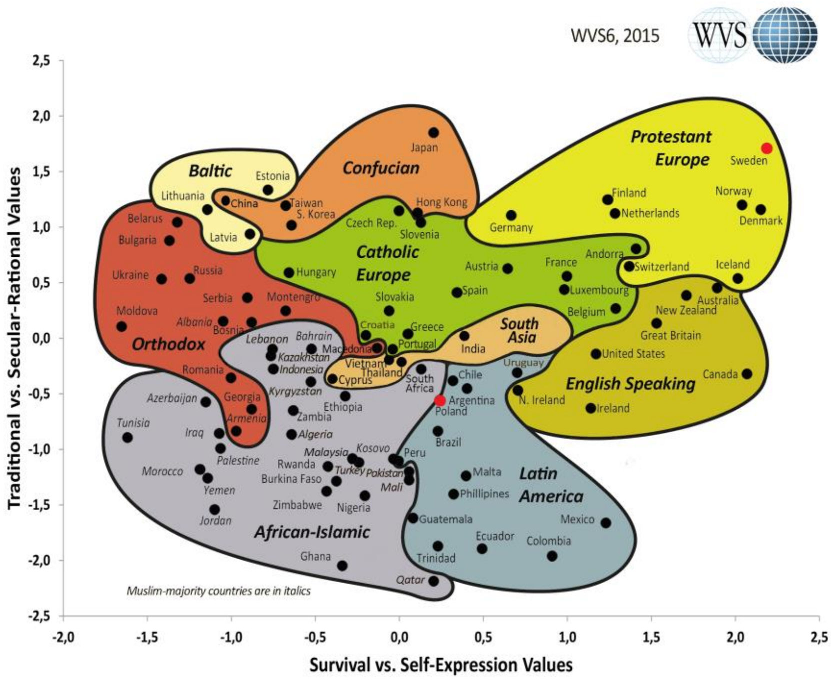

Figure 1: *Results from World Values Survey recent survey of people's values in different countries. Note that Poland (lower red dot) is slightly different from the rest of Catholic Europe (green area) and Sweden (upper red dot) who is high on both scales.*

As mentioned earlier, the goal was to provide a course in culture for the organization. The course is not enclosed in this report. The educational material had a strong connection to the organization's own culture and was tailored from the results in this report and their local needs. Therefore it would not be directly applicable in all contexts. Also, the content to of the course would be difficult to generalize while maintaining confidentiality. Hopefully the method for the preservation of culture that this research provides can be an asset in many situations. This research's purpose was to to support an organization in their cultural learning efforts by helping them to understand by describing it. Beside from that, this research can be seen as inspirational material for an organization aiming to preserve its own culture by identifying the culture. Especially if the organization has gone through a similar expansive situation, where the company's core values are at risk of disappearing.

2. Theoretical framework

Culture researchers have a tendency to develop paradigms that bias both the definitions of key concepts and the whole approach to the study (Schein, 1990). According to Schein this diversity is due to the fact that the concept of culture is central in several social sciences; anthropology, sociology, social psychology and organizational behavior to name a few. Sciences which all look at the same concept with different glasses and perspectives, depending on context.

This chapter provides the theoretical framework of organization and culture. These concepts are very extensive, therefore organizational theory is used to explain the culture in it, and vice versa (e.g. Müllern, 1994). Culture is a concept people may find vague. Therefore organizational theory will be used to describe culture in a more concrete context. Since preservation is an important part of the work, it's important with adaptable results. The approach of the research is to take the values that people may experience as soft (e.g. culture, vision, purpose and leadership style) and connect it to organizational theory that may feel more comprehensible. Especially in a world where values are what is espoused to be important, but profit is reality.

2.1. Organizational theory

Henry Mintzberg's (1979; 1983) work on organizational structures will be central in this work . In 'Structure in Fives' (1993) he presents five different coordinating mechanisms for organization. These coordination mechanisms gradually emerge as the organization grows. The mechanisms emerge in the order they're presented below. To the left is the form of employees and to the right the form of mechanism they result in:

1. Operators (self-sufficient) → Operating Core
2. Full-time managers (supervising) → Strategic Apex
3. Managers (administrative) → Middle Line
4. Analysts (standardization) → Technostructure
5. Staff units (indirect service to itself) → Support Staff

There is a relationship between the mechanisms above however this research won't go into any of them in-depth. Shortly put, these mechanisms can define the organization in different ways (Figure 2).

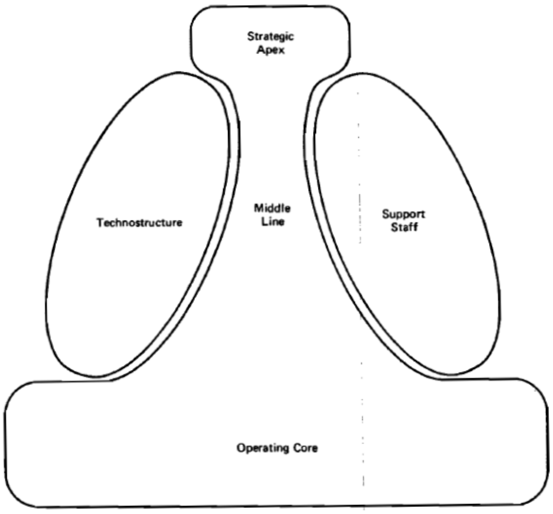

Figure 2: *Mintzberg's (e.g. 1993) model of organizational structure. The model contains the different mechanisms of organizations and depicts a common example of how the different mechanisms decision making power can be distributed. .*

Furthermore, Mintzberg states that every organization has a fix amount of power which can be distributed between the mechanisms described above. Since the amount is fixed, the more power you give a certain mechanism, the less some else will get and the proportions will change (Figure 3)

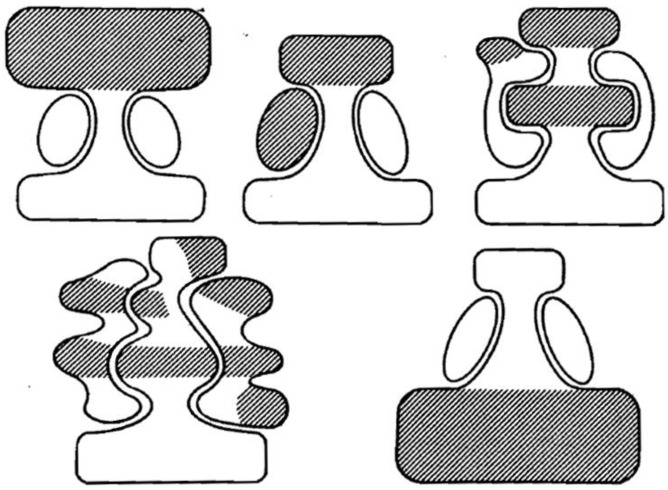

Figure 3: *Mintzberg's model (e.g. 1993) of different configurations organizations can have where the darker areas are where decision making power has been placed in the organization.*

The Concept of Centralization and Decentralization

A major part of Findwise espoused values was the low level of hierarchy. A more formal way to describe this is to use the terms of decentralization. This report will utilize Mintzberg's (1983) definitions of decentralization, which categorizes it in two ways; horizontal and vertical. The more vertical decentralized, the more formal power is distributed up a line of authority in the organization. The more horizontal decentralized, the more non-managers control decision processes in the organization. The horizontal dimension will be elaborated a bit more in depth in this section. The reason for this is because the authority that the horizontal decentralization provides is more complex than the vertical dimension, where the vertical "line-of-command" authority probably is more recognizable.

The more horizontal centralized an organization's power is, the more power rest with a single individual. In the most horizontal decentralized organization every person has full control over the decision process. Even if an organization espouse a low level of hierarchy (i.e. vertical centralized) they can still be horizontal centralized in practice, with the consequence that a few individuals have decision making power. Mintzberg describes the horizontal distribution of power as in Figure 4 (1993, p. 105-106). Power can rest with one individual, to gradually be distributed to every employee as work routines emerge. It's important to point out that it doesn't have to be a conscious decision from the manager to delegate power "down-the-line". Simply the fact that the "analysts" can decide a certain procedure, or that the experts can express what is the best solution, has the consequence that management's power indirectly has been undermined.

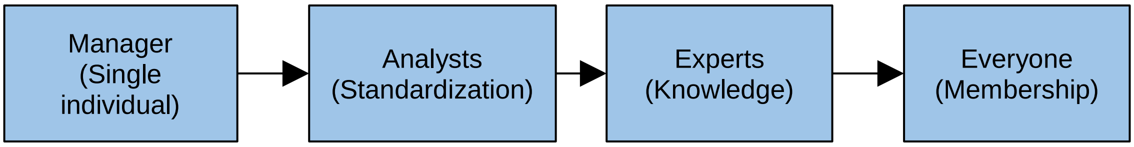

Figure 4: *The process of horizontal power distribution (Mintzberg, 1993)*

Every organization has some sort of management. This management makes various decisions that each points in different directions (Figure 5) when it comes to degree of centralization and decentralization (Mintzberg, 1993). A summary/adaption of Mintzberg is used for a more comprehensible analysis of data, but also for increased effectiveness during data collection. This model is an adaptation of the Mintzberg model that the authors' supervisor had used in his research (Kylén, 1999). It's worth noting that this adaption is a simplification of Mintzberg's theory, and focuses on the horizontal power-distribution process.

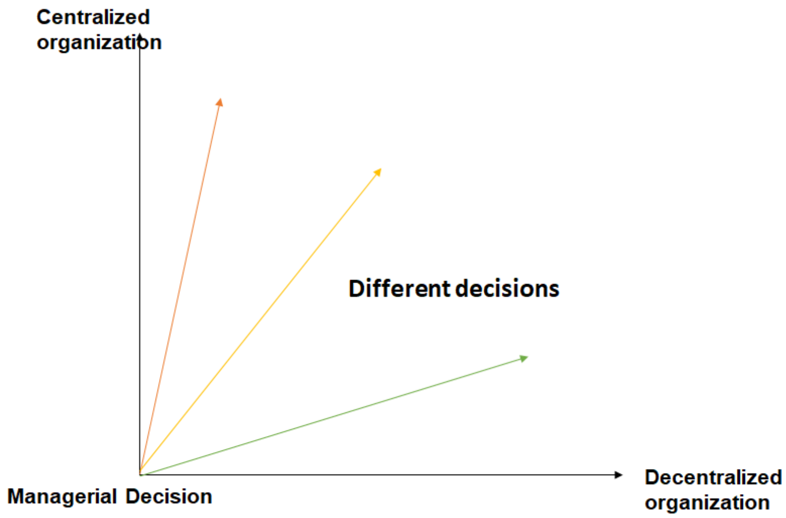

Figure 5: *The first stage in the adopted Mintzberg model, which describes how different managerial decisions can be centralized and decentralized to different degrees (Kylén, 1999)*

These decisions can be categorized under rules (which is strongly connected to the management), methods (power to the analyst), competence (power to the experts) or mutual adjustment (power to everyone). The more centralized organization, the more rules and specific methods are found. In the more decentralized organization, less rules and methods will be found but instead more structures that encourage individual competence and mutual adjustment (Figure 6). Deliberately there are no clear lines between four dimensions of control since it's difficult to say what the borders of them are. The only distinction is around the middle, between 'Methods' and 'Competence', where there is a shift between the decision promoting centralization or decentralization. The arc describes the how different managerial decisions can point towards different organizational aspects.

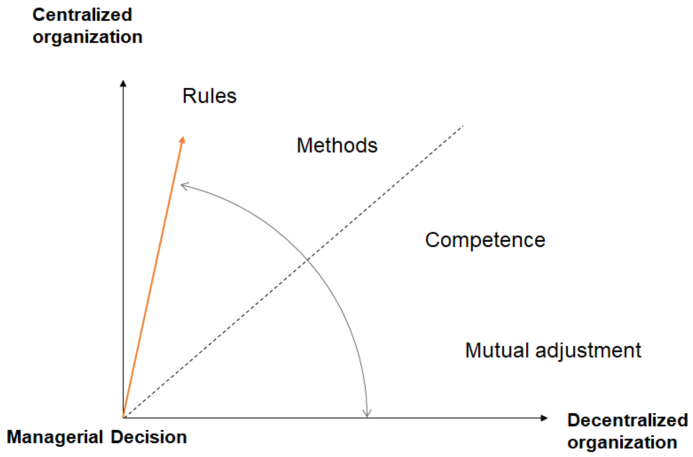

Figure 6: *The final stage of the adopted Mintzberg model that describes how different degrees of centralization in managerial decision takes different forms in practice in the organization (Kylén, 1999). This figure shows an example of a decision promoting a centralized organization in the form of Rules.*

This adaptation will serve as a guideline for the analysis. Looking at the model as a speedometer or clock, perhaps makes it more graspable. Different themes in the data will be classified according to this model, every decision gets a “speed” value, ranging from fully decentralized (completely horizontal) to fully centralized (completely vertical).

A military organization would be at the top as a centralized organization and an organization where the employees set all the rules are the most decentralized organization. For further explanations follows an example that shows how different managerial decisions can point towards different structural aspects. If a company is to take care of the littering at the office they will go different routes to achieve this depending on how decentralized or centralized they are as described in Table 1.

Table 1: How the disposal of trash may vary in in different types of organization with different levels of decentralization

Mintzberg’s aspect	Rules	Method	Competence	Mutual Adjustment
Action (for handling the trash situation)	1. Pick up the trash. 2.Walk over with the trash to the bins. 3. Put the trash in the **green** bin.	Guidelines on how the problem should be handled. For example: Pick up the trash and thrown it in the green bin.	The trash should go in the green bin, I believe you as an employee have the competence to solve it.	Ask the employee how they would like to solve the trash problem.

These classifications will serve more of a guideline than a tool, and support both the data collection and analytics process. In this way, the behavioral pattern possible in the organization becomes clear and graspable, and perhaps the behavioral pattern doesn’t allow the espoused values to become reality. The results mapped through this model will be reached through analysis and discussion between the authors of this report, this because it is hard to find measurable data and that the data found will be open to interpretation.

2.2. Culture in organizations

At the end of the 20th century corporate cultures’ impact on organization's economic performance became clear (Flamholtz 2001; Kotter and Heskett, 1992). Flamholtz and Randle (1998) states that the source of success of global multinational companies (e.g. Starbucks and HP) lies in its culture. Kotter & Heskett has done extensive research on correlation between corporate culture and performance. Their results in “*Corporate Culture and Performance*” (1992) show that a strong corporate culture is an important factor for success. The authors further state that developing a culture takes time (over 10 years) and is delivered most efficiently by a boss who's either unconventional or from outside the company.

There is much work done in describing culture in organization. For example, Frost (1991) is an extensive collection in studies on organizational culture. Those studies have served as inspiration in both theory and methodology for this research. Mainly on general level and not so much in a concrete methodological manner. There seems to be limited amounts of studies done on a company during its expansion, probably because it's hard to say beforehand if the company will continue to expand until afterwards.

Where do one find culture, and how does one understand it? The concept is both complex and vast. Alvesson (2002) writes that *"the cultural dimension is central in all aspects of organizational life"*. In spite of that, most people who have been in an organization knows that just because culture concept is common, doesn't mean that it is very tangible. Glick (1985) emphasizes the challenge in studying the concept, due to its complexity. The following section aims to provide an overview of the phenomena of culture.

2.2.1. Organizational Culture: What is it anyway?

As soon a group shares common experiences a culture is formed, in families as well as businesses (Schein 1999). When it comes to an agreement of a definition, it becomes more challenging. Kroeber and Kluckhohn list over 150 definitions of culture in their work "*Culture: A Critical Review of Concepts and Definitions*". Their book was published 1952 and their list of definitions would most likely be longer today. The widespread notion of culture in anthropology and sociology eventually made its way into the studies of organization as the concepts of organizational and corporate culture emerged in organizational studies (Silverzweig and Allen, 1976; Pettigrew, 1979). Smircich (1983) states that culture has to be studied to understand organizations.

The widespread definitions of culture can be narrowed down to some extent when applied in the organizational context, but a complete agreement doesn't exist. Initially culture and organizational culture were treated as the same thing but gradually (as studies emerged) researchers realised the ambiguity to the concept (Frost 1991). Eventually authors have realized that the concept of organizational culture that emerged during the 80's wasn't as new as researchers thought it was. Concepts like "group norms" and "climate" have been used since the beginning of the twentieth century and generally describe the same phenomenon (Schein, 1990; Denison, 1996). There is a difference though. The older "climate concept" often describe a more shallow and salient culture phenomenon (Hellriegel & Slocum, 1974), for example; "what you see". Later researchers recognized the complexity of the phenomena, e.g. Schein (1999) and Kotter & Heskett (1992) present models that describe different layers that constitute organizational culture.

Dyer (1982) noted that as organizational culture emerged, definitions varied from seeing culture as a structure (how things were organized etc.) to the style of leadership in the company. He describes his concern: "*such fundamental differences concerning the concept, and the increasing use of culture as a cover term for virtually every kind of organizational phenomenon tends to confuse rather than enlighten"* (p. 2). As Dyer points out, it's important to have a clear view on what to study when researching culture.

Then what will the view on culture be when conducting this research? Culture in organizations can often be seen as the personality of the company (e.g. Flamholtz, 2011). Some authors try to set more rigorous definitions. Frost's (1985) definition of organizational culture captures the concept's ambiguity: *"Talking about organizational culture seems to mean talking about the importance for people of symbolism – of rituals, myths, stories and legends – and about the interpretation of events, ideas, and experiences that are influenced and shaped by the groups within which they live"* (p. 17). Frederic Laloux (2014) has a blunter way to put it: *"culture is how things get done, without people having to think about it."* (p. 225). Ravasi's and Schultz's (2006) definition is similar to Laloux but a bit more elaborate: *"Organizational culture [is] as a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situation"* (p. 437). While Laloux's a bit more summarized definition may seem appealing, Ravasi and Schultz's definition has more depth to it and will be the definition that guides this research. Frost's definition will also be kept in mind through the study, since it captures the broadness of the culture concept.

2.2.2. Models for organizational culture

Kotter & Heskett (1992) and Schein (1990, 1999) deepen and develops the concept by including subcultures and the many kinds of culture an organization can have. Also, the definitions above don't explain *when* culture takes form. Kotter & Heskett (1992) has the following explanation on culture development: "*[...] all that seems to be required [for a corporate culture to develop] is that a group of employees interact over a significant period of time and be relatively successful at whatever they undertake*." (p. 6). Schein (1999) says the following: *"Culture is a property of a group. Whenever a group has enough common experience, a culture begins to form."* (p. 16).

The culture concept is characterized by ambiguity and several authors have recognized the challenge to map all the dimensions of culture (Glick, 1985; Kotter & Heskett, 1992; Schein, 1990, 1999). A common conception of culture is that it's "something you feel", which makes it difficult to treat scientifically. Both writers have developed models to make organizational culture graspable. Kotter's & Heskett's model (1992) describes an organizational culture of having a visibility ranging from “invisible” to “visible”. The more visible the easier to change while the invisible, unsurprisingly, is more difficult to change. The invisible include shared values that “*shapes group behaviour, and that often persist over time even with changes in group memberships*” (page 5).

Schein’s model is similar, but a bit more developed and will act as a foundation, together with Ravasi’s and Schultz’s (2006) definition (explained above), for this work when mapping culture. Also, Kotter & Heskett (1992) has more focus on the economic aspects of culture, while Schein have more of the anthropological approach. Schein’s model of culture in companies consists of three layers (Figure 7). The shallowest culture values is the most salient but deeper down in the organization you find the core of the culture values.

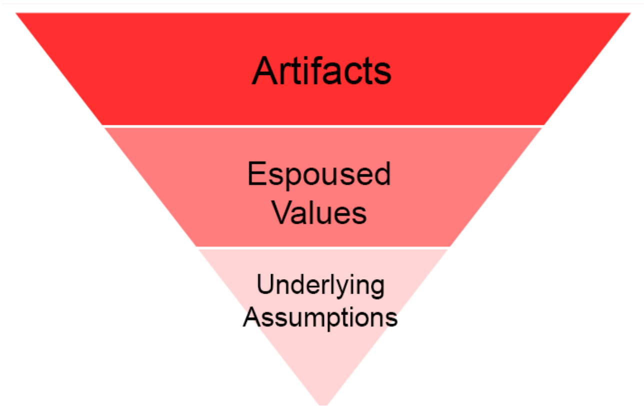

Figure 7: Adaptation of Schein's (1999) model for culture’s prominence in organizations, described in three layers.

Schein (1999) gives the following explanation for each layer:

Artifacts - The First Level
The most obvious visible level. It’s easy to observe this level, but difficult to decode since it’s just the surface of the culture. While it’s easy to see that companies do things differently, it’s difficult to explain a company’s specific behavior. Flamholtz (2011) elaborates this further by stating that everything contains a cultural message; everything from the type of artwork in the office, to the design of the coffee cups. These things you see straight away, Schein (among others) refer to as the Artifacts, as will be done in this report.

Espoused Values - The Second Level
The espoused values are the stated values of the organization which have the intention to give the organization a certain image, often written down in some form. Central to this research will be the recognition that there is a gap between what the company want the culture to be, and how it actually is. Flamholtz (2011) refer to this as a “culture gap”. An author seldom mentioned in the context of organizational culture studies is Argyris. Argyris (eg. 2002,

2010) frequently writes about how organization's and its employees "espoused theory" often are in conflict:

"*One of the paradoxes of human behavior, however, is that the master program people actually use is rarely the one they think they use. Ask people in an interview or questionnaire to articulate the rules they use to govern their actions, and they will give you what I call their ''espoused'' theory of action. But observe these same people's behavior, and you will quickly see that this espoused theory has very little to do with how they actually behave.*" (Argyris, 2002, p. 7).

Argyris (2002) states that there is an inherent, unconscious, contradictions when it comes to employee's stated values and what actually complies within the organization. This becomes particularly challenging when it comes to interviews. Respondents may answer honestly but according to their "espoused theory". Argyris (2002) description is a bit more pessimistic (which could be seen as more realistic) than Schein's (1999) and since it also is more general it can be applied in this context.

Underlying assumptions - The Third Level

Schein (1999) believes that this level is important to decode for understanding of a company's behavior. To understand the discrepancy between what Argyris (2002) terms "theory-in-use" and "theory-in-action", one needs to get in touch with the founders, if possible. According to Schein (1999) the organization's mindset and values derive from the founders of the company. The reason for this is the nature of growth and expansion itself. The staff the founders choose to hire will have a mindset similar to their own. Not necessarily because the founders don't appreciate people who thinks differently, but because of the fact that the founders' attributes characterize the organization which in turn leads to that people who fit in will be attracted. For example, a very bureaucratic personality who enjoys standard procedures and orders may seek out other work places than an informal newly formed IT company with little rules and guidelines.

Furthermore, Schein (1999) points out that the founders don't strive to change the new employee's mindset. The reason for new employees' adaption to a new culture lies in the circumstances of an employment. An employment usually has its background in organizational expansion which in turn has its background in financial success. A new employee will thus assume that the reason for the success lies in a successful corporate culture, even if the individual does not understand it (Schein, 1999).

2.2.3. Cultural differences

This research was done in a company which recently opened up offices in other countries. To do a study of all cultures the company may expand to is too extensive for the scope of this work (see delimitations). On the other hand, acknowledging the cultural differences is of interest for this work. Cultural differences are this research mainly aim to highlight behavior that may be unique for the office on which this study mainly was done.

When an organization expands there is a need to balance the amount of local culture that influence the company and the amount of global values that need to be applied in the local context (Bhagat & Steers, 2009). Warsaw, for example (the city where one of the new offices were established), has a cultural context very different from Sweden’s when it comes to values (see Figure 1). Some challenges for the company regarding the culture are therefore to be expected. According to Hofstede (1982) it’s important to take national cultural differences into account when researching organizational culture.

One doesn’t need to travel to another country or office to see cultural differences. They are prominent inside an office itself, where different subcultures take form. This can occur in many different ways, everything from between departments to within departments, social groups or project groups.

2.3. The preservation of culture

This section’s goal is to give the reader a theoretical framework of the preservation aspect of culture.

As mentioned in the introduction, the leaders must be educated in culture, if the culture is to last and be rooted in the company (Strauss, 1974; Mintzberg 1993). Education of culture can also be directed to the new employees if they are to be integrated into the organization’s culture (Frost 1991; Flamholtz, 2011, p. 196). According to Schein (1990), “*culture perpetuates and reproduces itself through the socialization of new members entering the group*” (p. 114). Therefore the HR- department's role in culture preservation becomes very clear. Who becomes hired becomes central in what the culture will be.

According to Flamholtz (2011) there are different cultural challenges at different stages when a company expands. When a person is employed at a company their personality often reflects a different number of parts of the employers’ personality. In a small company, it is often the founder that employs and thereby the employees will have personalities that are very similar to the founders which in turn will lead to a culture that is based upon the founder. When a company expands this becomes harder to maintain. The reasons for this are many but one of the greater reasons is that the founder or founders no longer handle the recruitment process. Instead there is an employee that has received this responsibility and although this employee probably was employed due to their reflection of the founder or founders’ personality it is not an exact copy of the founders’ personality. This means that when this new employee employs a new person, that person will be more a reflection of the recruiter than a reflection of the founders. This can then go in multiple steps and with each step the new employees drift further away from the founder's personality. This in turn means that the culture slowly morphs into something that reflects the new personalities in the company.

Another reason why culture is hard to maintain in a growing company is communication. In a small company, everyone knows everyone and it’s easy to find out what people are doing and how they are doing it, most of the time one can even see it in their daily life. Decisions of every size can be taken when all employees can be present and even come with their own opinions about how the decisions at the company should be handled. When a company grows this ultimately comes to a point where it is no longer possible to know everyone and see, for example, the founders’ way of doing things. Instead the employees are limited to a number of other employees and other forms communication. In that case it’s much harder to spread the founders culture and there is a high risk of forming subcultures.

Leadership training is a suitable tool for preserving culture as the company expands (Strauss, 1974). Training for leaders relates to external factors in individuals and therefore becomes an accepted form of change by employees (Argyris, 2002). McCormick (2008) emphasizes the role of skills development to build culture which should also apply to the preservation of culture. Mintzberg (1993) emphasizes the training of leaders as an opportunity to indoctrinate an organization beneficial social behavior. A training for leaders is therefore a justified form of education to develop and train staff in culture.

According to Lundberg (1996) the first step when developing a course that aims to educate in organizational culture is to decide how the organizational culture is to be understood, which is the purpose of this research. Flamholtz (2011) highlights culture management as a primary tool for develop culture. Flamholtz takes Lundberg’s (1996) thoughts further by talking about these steps for culture management (p. 49):

- Develop a clear statement of the company's culture and values
- Use communication to reinforce corporate values
- Use symbols to reinforce corporate values
- Recruit and select people for cultural fit
- Manage culture through orientation and training
- Retain people who fit with the culture
- Use the reward system to recognize and reward those who exemplify the values
- Embed core values in performance standards and procedures
- Change leadership practices
- Align the structure to support core value

The approach of studying the structure through the Mintzberg (1993) perspective hopefully enables the ability to notice structural patterns that contradict core values (last bullet in Flmaholtz’ list above) in a more understandable manner. Overall Flamholtz’s steps of culture management provides a framework for the study of the organization’s culture in the aspect of providing potential material for future education in culture. Even though not enclosed in the report, and as mentioned above, this research was to result in an education for the company, about their culture and values.

3. Methodology

The studies of organizational culture originate from the anthropological field of study - where the complexity of culture is well recognized. The complexity in mapping culture applies in the studies of organizations as well. Glick (1985) argues that when mapping culture (or climate) there are often shortcomings in the methodology, since the phenomenon of culture is oversimplified. This chapter provides an understanding of the reasoning behind, and the carrying through, of this study.

3.1. The framework of the researchers

One can't disregard the impact of beliefs and thoughts by the people carrying out the research. It's worth noting that the authors have little experience in the field of anthropology and organizational study. Their background and strength lies within the leadership and learning, which focuses on conflict- and project management.

In chapter 2, the perspective of Mintzberg on organizational structures, Schein's model of culture in organizations and Argyris theory of that employees may espouse one's value while have another in practise was presented. Due to the authors' of this report limited experience in cultural studies extensive effort was put in to expand their knowledge in the field. Schein (1990) describes the process of culture research as an investigation, where one gradually can understand more as more time is spent at the organization. This metaphor was helpful to the authors and it describes the mentality that characterized the research. Also, it's a good metaphor for the methodology overall, where the authors aimed to describe the organization's culture.

In order to gain a detailed and wider understanding of Findwise one has to look both from within the company and from an exterior point of view (Dyer, 1982). Therefore the observations and interviews were conducted on both internal sources as well as external sources. The documentation was however mainly internal but with input from external sources.

3.2. Data collection

The standard approach of data collection when mapping culture in previous work is semi-constructed interviews, analysis of documentation and participant observation (e.g. Corley & Giona, 2004; Dyer, 1985; Frost et. al, 1991). This type of data collection seemed appropriate for collecting data in all layers in Schein's model of culture,–as well as in the Mintzberg adaption, presented in chapter 2. Schein's cultural levels along with Mintzberg's theories about organizations become a guide for data collection. Mapping culture takes place in stages from identifying what employees are doing to understand why employees do what they do in the company (Schein, 1999). The Mintzberg adaption on organizations can facilitate the analysis by linking patterns of behavior (culture) to the organization's structure and therefore describing the culture in a more understanding manner. For example, a certain structure may limit an espoused cultural trait. Mintzberg's theories will map out the patterns of behavior that are allowed in the organization and why employees behave as they do in a more concrete manner.

In the study of organizational culture there has been various opinions whether qualitative or quantitative method is the most suitable approach. It should be pointed out that climate often has been the object of interest in similar studies, before "organizational culture" became recognized. This is of interest, because through history the two concepts have been treated as there is a difference between them (Denison, 1996). In modern literature, the climate concept has transformed to often refer to a more salient aspect of culture (e.g. Schein 1999). Why mention this transformation of the concept? Because of the methodology. Denison further points out that mainly quantitative methods have been used for studying climate and qualitative methods for culture, where there is more complexity. Frost (1991) shows that a qualitative approach is proven to be well suited for mapping culture in different organizations. Mainly because one can't know beforehand which questions one should ask, nor how people would interpret questions in a quantitative questionnaire. Denison (1995) advocates a combination of the qualitative and quantitative methods, to get a wider insight and better comparison. Argyris (2010) points out the challenge in doing qualitative studies since people espouse values that sound better, but don't really follow themselves. With this in mind a qualitative approach was deemed to be most fit for this research.

Dyer (1982) made an interesting mapping of culture at a large engineering company. He found that the espoused theory of the company and CEO often didn't correlate with the reality of the employees. Also, employees often had different interpretations of the same phenomena. In his study, Dyer had the following method (a recurring procedure when studying different culture studies, e.g. Frost. 1991):

- Formal interviews with key informant managers
- Informal interviews and conversations
- Observations
- Internal reports and documents
- External reports and documents.

Dyer motivates the data collection method in the following way: *"The purpose of gathering data from a wide variety of sources was to elicit as much information as possible concerning the company's history, perspectives, values, language, codes of conduct, and other cultural artifacts, in order to discover, if possible, the assumptions that corder these surface* *manifestations."* (p.12). In other words, the various ways culture can erupt in calls for a variation in the data collection method and was considered to suit the purpose of this research as well.

The process above was the methodology used in this research, in a way described in Figure 8 below:

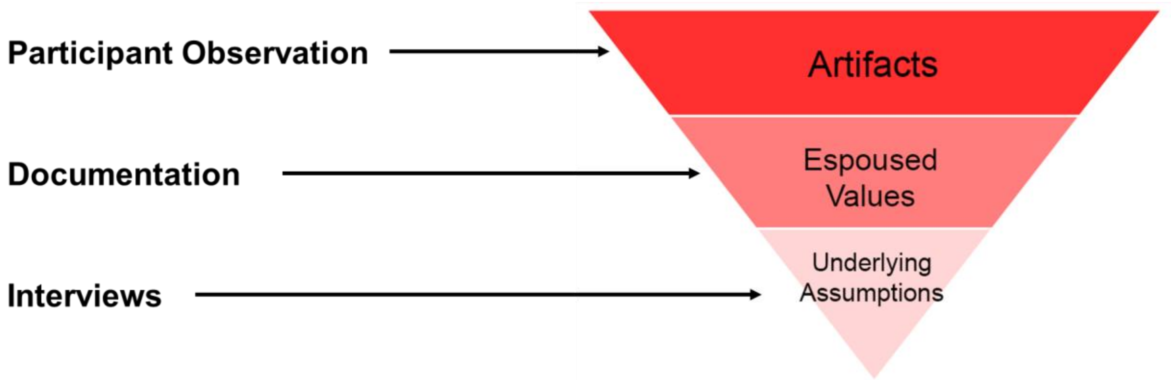

Figure 8: *A description of how the different data collections methods was used to collect data in the different level of Schein's model of organizational culture.*

A more in-depth description of all the stages follows. The stages (documentation, participant observation and interviews) was partly done in the presented order. Going through documentation was something that began right away, to get a quick simple understanding of the organization and a basis for the rest of the work. Participant observation comes after documentation. Of course, observation is something that starts right away as one enter the organization, but it wasn't until the authors got some understanding of the organization's structure that they more actively started to do "participating" observation as data collection. Documentation and observation facilitated the interview creation process.

3.2.1. Documentation

Data from documentation was an important part of the work, since it laid the foundation of the company's espoused values (section 2.2.2). Documentation data could be internal or external. Internal documentation was everything from informal statements on the internal communication channels to formal reports. External documentation was everything written about the company by someone outside the company to something written by Findwise mainly intended for external forums (e.g. information on the webpage). Documentation was searched through the company's online platform. Being an IT- company with a well-developed online platform, most of the documentation could be found there. The authors were given the same access to everything as a normal employee, and could therefore easily access most of the things.

Reading all the documentation completely would be too time consuming and therefore the focus was on things that seemed relevant to the purpose; for example, documents describing organizational values and guidelines how an employee are to behave. Most of the relevant documentation was found in HR and Management sections. And the overall most valuable documentation source was the "Employee Handbook" that contain rules, vision and general information of the company.

Most of the documentation data was internal which will make it hard to make everything public due to the fact that some information can be sensitive. An example of this is the company's "Happiness Survey". The survey measures (as the name suggests) the happiness of the employees, how content they are with the work place and such. It's performed every month and it's short and simple. While being simple, the timeframe of the survey made it very rigorous, since different incidents and actions during the last year became clear.

The survey consists of the following questions:

1. How long have you been at Findwise? (optional)
2. How happy are you with your job at Findwise?
   (Not at all happy → Unsatisfied → Reasonably satisfied → Happy → Very happy)
3. What has been especially good at Findwise lately? (Open response)
4. What could we at Findwise do even better? (Open response)

In the previous section, it was mentioned that a qualitative approach was the primary focus. If a similar research to this would be conducted and data similar to the happiness index doesn't exist, some sort of survey would be needed to have the same starting point and input for constructing the questions in the same manner as this research. There it was very clear what people was frustrated with, as well as happy with. Sort of a "under-the-surface" insight right from the start, which was helpful for delimitation and direction for the work.

The external documentation about the company was limited. Probably mainly due to the fact that the company focuses on a very niche market where actors in fields other than search doesn't give them much attention. Apart from the company's own website, there isn't much to find written about the company.

3.2.2. Participant Observation

An important aspect for this research was participant observation. As mentioned in chapter 2, culture can be seen as the behavior of the members in the organization. The socialization practices of an organization are an important part in preserving and controlling behavior (Van Maanen, 1978). Therefore participant observation was deemed to be a suitable tool to elicit data in that aspect. Furthermore, participant observation is an established method when it comes to the study of organizations since it enables understanding of the organization's deeper cultural levels, and not only the surface ones (Frost 1991). Participant Observation could be anything from participating in small talks, to working in the office and observe different situations that occur. Things of interest was written down and discussed among the authors later on. These things were mainly things that either verified or disproved a certain espoused value from the documentation phase.

Participant Observation didn't have to be in "physical" form. Large parts of the company's communication take place on the online platforms, which also can be seen as a form of modern digital socialization that in some ways substitute the conventional socialization. Not only mail, but through social platforms and internal chat forums. How employees behaved there, what was communicated there and how it was done, was important to understand the work process in the company.

3.2.3. Interviews

Interviews were considered to be the most important aspect of data collection due to the chance of getting to Schein's underlying assumptions. They were constructed in a semi structured way, with open ended question that aimed for wide areas rather than a specific aspect. Even though the questions were open ended, an interview guide was developed by the researchers which served more as a compass than a specific questionnaire. Depending on which direction an interview took, the order was mixed around and questions could be added or removed. A risk with this was making the data analysis difficult, since it allowed for a larger variation in the answers. The interviews were held and transcribed in Swedish and then translated to English.

The overall process followed seven stages as presented by Kvale (1996):

1. Thematizing
2. Designing
3. Interviewing
4. Transcribing
5. Analyzing
6. Verifying
7. Reporting

The following subsections will describe stage 1-5 while stage 6 and 7 is more elaborated in section 3.4.

The interviews were carried out by two people (the authors of this study) where one led the interview while the other focused on taking notes (switching the area of responsibility between interviews). Since the interview had open-ended questions effort was put in to give the interview a conversational feeling while maintaining the agenda of the interview and getting valuable data. The person taking notes was allowed to contribute to asking questions at any time, but otherwise the interviews was held by a beforehand designated person to give the interview more continuity. The interview was recorded and transcribed. The notes served more of a "memory" to the interview, to see what there and then felt most interesting, since some aspects may be lost in the transcribing process. After each interview, a discussion was held between the interviewees in order to capture interesting concepts and thoughts from the interview and also create new hypotheses that could be used in future interviews or the thesis as a whole.

3.2.3.1. The interview guide

The questions were constructed through the perspective of Schein and Mintzberg, presented in chapter 2. The goal with the questions was to trigger answers regarding either Schein's triangle, Mintzberg's rules, method, competence or mutual adjustment perspective that later on could be thematized. This could occur in a rather direct question that ask about the content of certain aspects of the organization, or a more indirect question where the interviewee was asked to describe certain work processes and through that be able to see certain "Mintzberg patterns". Each interview had the same set of starting questions in order to make better conditions for coding, interpretation and finding of themes.

Firstly, the goal with the interviews was to get a broader understanding of the members of the organization. Secondly, a central mindset when constructing the questions was how different rules and method may inhabit the most central espoused values in the organization.

Culture is a subject which may be difficult for people to talk about. Not necessarily because it's a sensitive topic, but rather because it's a topic that not every individual has an instant opinion on. The interview was designed in a way that made it easy for the respondent to get started with questions that required low level of reflection. For example, working roles and time of employment before moving onto higher level of reflection like questions about motivation and frustration. Even though being rather detailed, the questions served more as a guideline, to know where to pick up if the interview ran into a dead end. So even though the interview guide had questions written in a certain sequence (see Appendix 1) it was important that the interviewee controlled the flow since it's their reality that is getting mapped (Trost, 2010).

3.2.3.2. Sample group

The time frame and resources for this research made it reasonable to interview around 10 people. The sample group was chosen with the intent to get a variety of perspectives. Different people have different roles, and therefore have different perspectives on things. For this research, it was considered important to get interviews from people with different roles, as well as different period of employment. This in order to get a variety of the interviewees and to get more generalized themes that represent the whole company, rather than just minor groups.

Schein (1999) points out the importance of understanding the founders' values if one is to understand the underlying assumptions of the company. Two of the original three founders, which to some extent are still active in the company, were therefore interviewed. When the rest of the sample group was designed, employees with different employment time was asked, ranging from one of the first employees to ones with less than a year of employment. Also two of the interviewees were from the Stockholm office this in order to gain input on the differences in culture between the two offices as culture can differ depending on location and people one asks. Furthermore these interviews could prove to help future development of the course being built alongside this thesis.

Table 1 lists all of the interviewed people. All of the contacted people agreed to be interviewed and each interview took approximately 45-60 minutes, which seemed suitable to get saturation.

Table 1: List of the interviewed people

Interviewee	Role	Period of employment (at the time of the interview)	Location
1	Founder		Gothenburg
2	Founder		Gothenburg
3	COO	4 years	Gothenburg
4	COO	10 years	Stockholm
5	HR related	10 years	Gothenburg
6	Developer	2 months (but did the master thesis at the company)	Gothenburg
7	Developer	Less than 1 year	Stockholm
8	Sales	1 year	Gothenburg
9	Developer	7 years (but a left the company during 2012-13)	Gothenburg
10	Sales	10 years	Gothenburg

For contrast and more input, a group of other researchers that conducted their master theses in the company were interviewed on their experience with the company. By doing this, a foreign perspective was acquired, since those researches could provide a fresh view on things they've noticed.

3.2.3.3. Confidentiality

It was important to anonymize quotes to keep confidentiality. The nature of this research may feel sensitive for some to talk about. If one are to answer truthfully on for example “What are you not happy with at this workplace”, one have to have full confidence in anonymity. If something was considered to “potentially be sensitive information” the interviewee was consulted before quotation in the report.

Some other general ethics (Trost, 2010) were applied, like avoiding quoting verbatim (unless necessary to make a point) since it gives away personality and may be shameful. On the other hand, the agenda and purpose was clearly stated beforehand and the interviewees written consent to participate was taken. The office where this research was done isn’t very large and people may be able to identify who was interviewed, due to some elements in the quote. Therefore what is regarded as “sensitive information” is probably broader than if the research would be done on a larger company. Other general ethical aspects become extra important due to the smallness of the company. It was never disclosed officially who was interviewed, and who wasn’t. On the other hand, the small size of the company with the many specific roles makes it’s hard to not disclose in what “group” an interviewee belongs to. This of course is a risk when it comes to integrity in that context, but a risk needed to take in order to be able to make the data graspable.

3.3. Data analysis

“*Cultural analysis is intrinsically incomplete. And, worse than that, the more deeply it goes the less complete it is.*” (Geertz, 1973, p. 29). The quote from the recognized anthropologist Geertz says something about the challenge to try to understand culture. Therefore this research at first glance rather modest aim to describe an organization’s culture for them, seems reasonable. The more variables one considers, the harder it becomes to make conclusions. To understand the different levels of organizational culture, there was a broad data collection which presented a challenge to analyze. Culture can be so many things which made it hard to distinguish themes. Schein’s and Mintzberg’s models in Chapter 2 made the process manageable and this section describes the analyzing process of the work.

3.3.1. Unfolding of themes

Central to the data investigation was the theory of Mintzberg (1993). In order to have some sort of delimitation during analyzation, things related to rules, methods, competence and mutual agreement was the main focus when thematizing. This is shown below in Figure 8:

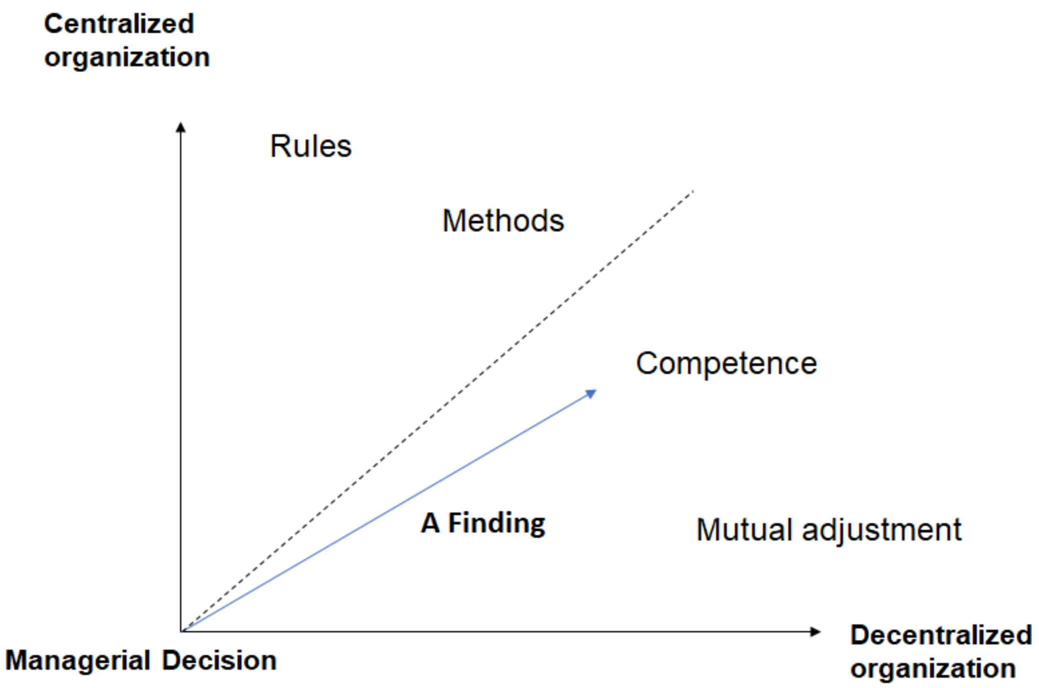

Figure 8: *An example how the Mintzberg model was used in practice.*

In this way culture could be "measured" in a more understandable manner. When going through the collected data the goal was both to describe the organization's culture and highlight differences in the espoused values the organization think they have and the reality the data showed.

3.3.2. Classification of themes

As presented in chapter 2, culture appear everywhere in the organization, therefore data was collected in different forms. To analyze this load of data, several iterations were done for each source of data that result in different classifications. Triangulation was used for some of the results presented in chapter 4. It's a common method in social science, where one tries to observe things from many perspectives. Triangulated themes in this context were findings from different data sources that was connected and in that way became a theme. For example a finding in interviews that connected to a finding in observation.

First each of the data collection types (documentation, participating observation or interviews) were analyzed on their own. If a theme was distinct in that field, it was concluded to be a manifest theme of the second degree, here referred to as "major". For example, if something was very tangible in the participant observation, it could be deemed to be a major theme even if it couldn't be triangulated in any other field (i.e. seen both in interviews and/or observations). Due to interviews being the main source of data collection, it was also the main focus when finding themes.

When the passes were done for the respectively major themes, a pass of connection creation was done, to generate strong manifest themes. For example, if a theme in participant observation also was seen in data from interviews or documentation, it was deemed to be strong.

3.4. Validity

As mentioned above, Kvale’s (1996) 6th stage is verification, which was especially important in this research. The data needed to be acceptable by the company in order for them to accept education in it, and in turn, preserve it. It was not about “rubbing the company the right way” by adjusting the results to make them more presentable. It was about validity. So even though given the same introduction as any other new employee and gaining impressions through this it was extra important for the authors to not be affected by these impressions more than for research purposes. While this can’t be shown through data, the authors aimed to work towards remaining unaffected by the initial impressions in order to put the research in focus and finding uncorrupted findings.

At an early stage of the research, the authors presented themselves for the whole company at a monthly meeting, clearly stating the intentions and agenda of the research. In a later stage, when themes began to elicit from the data, a workshop was done to give the co-workers the chance to give feedback on the findings.

As the reader should have noticed at this point, the company’s name has been revealed in this report. This may lead the reader into thinking that the results in some way have been altered in order for the company to agree on presenting the results. No such thing occurred since the authors neither had interest or anything to gain by choosing to keep the name. The authors chose to keep the company’s name for two reasons. The first may sound contradicting; anonymity. By keeping the company’s name, it took extra effort to keep anonymity with especially the quoting. If the company’s name was to be kept, the authors considered it to be a bigger risk to accidently present data that reveals someone's identity, for example by referring to a certain working role. Sometimes referring to a role was inevitable, for example quotes from the founders. Secondly, the authors thought that the fact that the company wasn’t afraid to let the world know about their culture, both the strengths and weaknesses, said something about their culture on a more meta level.

3.5. Implementation of data

According to Kvale above, the last stage is the reporting. Generally, this refers to the report itself, which you are reading. As mentioned in the introduction, there goal with the report was to provide an understanding of culture for the organization. Therefore, the report has a somewhat broader purpose than the general one, since it in a sense is the course material in the education that was created on the company. The education's overall purpose for the company with the education was to preserve their culture, but specifically how it was to be designed changed along the way. The theory presented in section 2.3 (especially Flamholtz) was a guideline in both the process of shaping the outline of the course and also the research in a whole. For example, Flamholtz states the importance of aligning the structure to support core values, which also is one of the reasons there is much focus on that aspect. In 2.3 it was also stated how central the leaders are in the shaping of culture. Therefore, a vast part of the method communicating was to focus on aspects the authors saw suitable for the leaders to know. This is embedded within the research questions, but it's worth mentioning again since it characterized much of the headlines and structure of the report. Describing the culture was a large part in the cultural education. Especially chapter five focuses on the aspects which the education would put extra focus on in order to either embrace positive cultural traits, or to restrain negative ones.

Beside the report itself, an important part of presenting the data was through presentations and workshops at the company. This is mentioned above, in the "Validity"- section. Apart from being something that validates the results, the authors considered it to be an important first-step in the implementation of the course, since it provided much insight in the employees view of culture.

4. Results

This section presents the findings of the research. It will be presented in a chronological order. First, our perspective as external researchers in the organization is presented. After that, the documentation which are the main source of espoused theories, and lastly, the results from the interviews itself.

Even though every field of data collection has an own section, the reader should not expect all the data in that field to be in that section, only a majority. Sometimes a certain finding that comes from a certain field are too vague to mention on its own. For example, a quote too vague to be in the interview section, but may connect well to an observation or a documentation theme. If so, it’s mentioned in that context instead, for example a minor interview finding that verify some sort of documentation or observation.

This report will have major themes, minor themes and potential themes. Major themes stand on their own, from one field of data collection (e.g. interviews). Potential themes seen or mentioned in one of the categories can be verified to be a major theme by triangulation within the other fields of data collection (explained more in section 3.3). Lastly there will be a triangulation section where multiple of minor themes, which alone doesn’t create a major theme but together with other data can be made into a major theme.

To keep integrity while maintaining some sort of lucidity, an index of the interviewee is established:

- Junior Employee 1 & 2 (JE1 & JE2)
- Senior Employee 1, 2, 3, 4 & 5 (SE1, SE2, SE3, SE4 & SE5)
- Founder 1 & 2 (F1 & F2)

4.1. The First Impressions

As previously elaborated, the shallowest layer of culture is the most salient, called the artifacts. These are noticed right away and therefore is written from the perspective of the researchers, as a pre-stage of the participating observation, what the researchers experienced during their first interactions with the company. The observations later on are more affected and colored by the documentation (next section). This section only describes the author’s shallow, first-hand experience feeling of atmosphere etc.

Before visiting the office, the first impression of the company was mainly from the one of the official website. When visiting the Findwise website one is met by a warm and inviting website that quickly shows what the company does and what they excel at. This is followed by showing successful customer relations, rewards and upcoming events which indicate proudness. The events are often some sort of seminar in their field of work, held at the office, and open for anyone to attend. On the website, there can also be find which job offers are available at the moment. Overall the website is very easy to maneuver and has a color scheme of orange, white and black. In the author's' first contact with the company, representatives pointed out the low level of hierarchy and they have a vision of not having any bosses.

When visiting the office, one is met by the same color scheme as the website. The office has a central location and has an open landscape. At the 15th floor (which is high by Gothenburg standards) and with a view in every direction (they have the whole floor) you can observe many things. For example, it's right next to Nya Ullevi, the arena. The introducer mentions that you can observe the different events (football games, music concerts) there from a rather exclusive view. On the walls hang award certificates (A Great Place to Work) and other diplomas. There is a coffee machine. People are friendly, and right away you get a tour and are introduced to everyone. Our introductory guide tells us either they work from home, or they're out at a company doing consultation.

When talking to the other researchers foreign to the organization (see section 3.3) they can verify many of the espoused things of Findwise. The company espouse being very visible and both attending and arranging events to market themselves. All of them have encountered the company through some sort of these events, which at least prove that the espoused theory is reality to some extent. The other researchers point out things that other employees point towards as well, for example the shortage of understanding of the work role (see section 4.5.4).

4.2. The Espoused Values of Findwise

This section presents the results from the documentation of the data collection, which was everything written in some form and related to the company. The espoused values are, as described in chapter 2, the framework for the company's "stated" image of itself and what it's trying to be. In some sense, it can be viewed as the written cultural statement of the company, since it describes how the company is, what it does, and how things are done. This section is important in understanding what the company espouse themselves to be and gives a better understanding of the results from participating observation and interviews.

4.2.1. The Handbooks

Upon arrival at Findwise, one gets the Employee and the onboarding Handbook. The handbooks are a digital document and not a physical book. The Employee Handbook contains the most central guidelines for Findwise. It’s an important tool for cultural integration for new employees and leaders, as mentioned in section 2.2.3. Since it is a major part of the espoused values, which describe how an employee shall behave, it will be presented more detailed in this section. The onboarding Handbook contains more specific steps for the onboarding phase and integration in the company.

The Employee handbook consists of a variety of information, ranging from general knowledge of Findwise as a company to the more internal policies, for example the core values that are espoused as the cornerstone of the organization (see below). The handbook also features things that are good to know before involving oneself with the projects such as how to work with different types of projects and how the different programs in the company works. The handbook gives suggestions on different texts that are good to read to enhance one's knowledge on the working fields that Findwise engages in. The employees can be seen to educate themselves, when not having so much to do for a period of time.

The onboarding handbook has specific checklists for each role one can have in the company. These checklists can be carried out when it suits the schedule and serves as a way to get the employee going. The handbook feature checkpoints that the employee should complete a certain set of points in his/her career at Findwise, each point decided by the number of months the employee has been at Findwise.

Below follows a more in-depth description of aspects that are of most relevance to culture.

4.2.1.1. The Core Values

Findwise has three different core values. The latest version was built upon the founder's core values in combination with a workshop with the employees of Findwise. Together they have created the core values that they have today, which follows:

- “We are transparent and **trust** each other to do the right thing, to be flexible and to always deliver quality in whatever we do.
- Our **fellowship** means that we care about each other, our clients and the company. It means friendship and an open mind. And a lot of fun!
- **Curiosity** is a way to become a skilled expert by always seeking knowledge, being open to new innovative ideas and to share them.”

By having these core values, the organization strives to have a common understanding of the most central organizational values among the employees. Each core value has multiple bullets that describe how the employees are supposed to interpret them and use them in practice. These values are intended to guide the behavior of the members of the organization. It also gives an understanding of what is expected of each individual as a colleague. The core values are however not known off by heart by all employees. In a lunch workshop, the employees were asked to write down the three core values. Only a few could name them correctly (even though some answered similar words, i.e. “comradeship” instead of “fellowship”). Even the founder who took part in forming them, had problem remembering all three when interviewed. Still there are many aspects of the core values that can be seen through the organization, which will be presented later on.

4.2.1.2. The Employee

The employees that work at Findwise are espoused to have very high knowledge within their field. Findwise seems to have an active approach to finding new and skilled employees. The recruitment process is both headhunting through leads by employees and through active recruitment at events, both held by themselves or at schools: “*To gain access to the most prominent competences many talents at Findwise are hand-picked from the major universities of technology.”* Findwise encourages employees to give leads about new talents by speaking about that they need new employees but also through giving a bonus to the person that finds a talent that becomes an employee at Findwise.

In order to keep their employees happy at Findwise several actions have been taken. Firstly, the office is situated very high up with a very good view over Gothenburg which is something new visitors admire, both becoming employees and customers. Secondly, the office space gives impressions of a workplace with high standards but also with a fun touch. This can be seen through the artifacts in the office from the high-quality equipment and open spaces to the colors and the orange beanbags on the floor. Lastly benefits that is available to the employees are many and easily to find in the employee handbook that each new employee gets when starting at Findwise.

4.2.1.3. The onboarding process

As a new employee at Findwise, you get to take part in what’s called “the onboarding process”. This process is a two-part program. Each part is in turn built from several different actions and guidelines that all help the new employee to get to know the company, the other employees and the culture better which in turn gives the new employee an easier time of being integrated in it. Before even entering the office on their first day the newly employed gets information about what should be done in advance. When one has arrived a talent manager, a buddy and a coding buddy has been appointed. On top of this one also receives the handbook (mentioned above) that describes how to get started and integrated in the company.

4.2.1.4. Policies and routines

Findwise has some policies to describe how employees are to behave and what to do in different situations. The management see them more as guidelines, and espouse to be a company with a very low level of policies. The policies emerge as the company grows. In the interviews, one explained this as a consequence of the employees in the early days being mainly young. The majority of the coworkers were young and without children, so as people became parents the need of a parental leave policy was realized. The policy explains how parental leave should be handled.

Another example of behavioral instructions is the traveling policy. Employees are expected to arrange their travels according to the policy. It has been created from what the company consider to be the ideals they wish that employees should take to heart. Some people in the company reckon that these policies should not be needed as long as there is a strong role model in the company but they are also aware that this may be too naive for the companies of today. One of the founders thinks that if one has to lead by example, like traveling second class on train if one is to expect the same from employees.

There is an espoused trait to have flexible working time. The employees still have to deliver the hours expected and are obligated to report all of their working hours in a time management system. This program has different areas or activities in which one can put their hours in order to keep track of their work schedule. It also helps the company to see where and on what employees spend their time (a consultant business often has a certain set of hours for a project for example). The management therefore gets a very clear view on what has been done and on what. In the interviews, discontent with the system was brought forth. Firstly, the system does not have enough options to cover all the different types of work that can be executed, for example one employee expresses that there is no way of reporting that one has helped colleagues by answering questions and thereby this is seen as lost time by the program. Secondly, this way of reporting time helps stress manifest among employees when they know that they have to report how they spend their working day.

4.2.1.5. The online platform

Yammer is a social network Findwise uses. In the Employee Handbook, it’s stated that Yammer is the main communication channel at Findwise with the vision to “bring knowledge sharing closer to every employee”. Employees are “encouraged to scan Yammer at least once a day to not miss out on important information.” Shortly put, it can be seen as “Facebook” for companies. In the next section, results are presented that show that the communication practices are a bit more complex than espoused.

4.3. Participant Observation

During this research, a great amount of time has been spent on Findwise in order to gain insights in the everyday work and also gain a better understanding of the culture. Thereby Participant Observations have been a large contributor to the findings that are presented in this thesis. The observations have also acted as supports for other findings by creating a wider, but also more direct, understanding of certain hypothesis that has emerged from other parts of this thesis. For example, if something is only mentioned in an interview but not seen, it is not as fundamental as something that is both said and seen.

4.3.1. The everyday work

This section presents the results from the regular observations done by the researchers. Of course, including everything that happens would be too extensive. Focus lies with phenomenon that goes in line with the methodological framework described in 3.2.1 and/or is of some special interest. For example highlighting behaviour that seems odd to the observer, or seems to be in conflict with management's espoused values.

4.3.1.1. The Breakfast Routine

The company has an established breakfast routine. The company stands for the cost but the responsibility lies on the employees set the table each morning. Even though being espoused to be a central event each morning and a pleasant start of the day at the office, the breakfast has some distinct backsides that become clear to the "outside observer".

It's a bit unclear if the breakfast has a fixed time to be tabled. At the introduction, it was presented to be "around 9 a.m." but is seldom tabled before 9.30. The breakfast responsibility is on a "rolling schedule" each week. Some employees forget and miss their responsibility, either by just forgetting or by having to travel by work and forget to get a replacement) which results in minor confusion and frustration. While most of the employees enjoy the breakfast, some see it as a time-consuming process, and also some discontent has been expressed with having to have responsibility for the breakfast, even though not eating breakfast at the office themselves.

In Gothenburg, most of the coworkers who have time take part in the breakfast, and even the founders take part time to time. It's espoused to be a chance to build the relationships and informally discuss things and strengthen relationships. When observing the breakfast routine in the Stockholm office, it's very different to Gothenburg. Everyone takes their breakfast to their own office space, leading to no socialization.

4.3.1.2. The search of chairs and silence

During the author's month at the office it was noted that even though having an office that employees are very happy with; some practical challenges were recurring. Every day at the office many seats are available since many employees often are out doing consultant work. Even though there are plenty of offices to sit at, finding the chair to sit isn't always as easy. At least one morning per week some employees discuss who has taken who's chair (in a polite manner). One of the manager responsible for the office space actively works on to have a lesser “it’s mine” attitude to the office spaces in order to solve the logistical problems of expanding. Since it’s a consultant firm with many employees often “out in the field” there are often many available offices. It became clear that employees like to have their space. The tensest moments, seen through observations, were when people came back from parental leave, only to see that “their” office had been taken.

Another practical challenge is the search of silence and privacy. There are four group rooms available for anyone to book. They’re often occupied, and some employees express frustration with not being able to take a phone call in private. Also, as one interviewee expresses: (SE2) “*I can certainly understand that it is difficult for people to sit in the landscape and actually produce anything. It would be difficult for me as well, but as I said when I need to produce then I go away.*”

This means that they are aware of the problems but that they also are aware of the possibility to work from home in case they have no meetings during the day. It is expressed positively to be able to work from home but as could be heard during the interview from where the quote is gotten it is not ideal to feel that one has to be at home in order to be able to focus. There are those who have offices but this depends on the role you have at the company. (SE2) *“What’s the point with offices? Most day you’re in meetings and those days you need one, or feel like you’re in need of one, I work from home”.* From these type of quotes one can deter that everyone does not feel like they need an office and that’s why the current solution is in effect.

4.3.1.3. Celebration

At Findwise one big part of the culture are the celebrations. They come in different shapes and sizes, all from the high fives and applause to the celebratory cake and large-scale parties. It is also a part of the culture that Findwise is very proud of. One can hear both in observations and through conversation how this subject seems to come up very often and always with a happy attitude.

Smaller celebratory gestures such as high fives or applause are used almost every day at Findwise. These gestures strengthen the theory that there exists a winning culture at the company and that people enjoy having it that way and want to keep it that way. These gestures are used by almost all Findwise employees and are used in a way that shows to the rest of the employees that they together are great and “this is how we do it here”. These gestures also seems to strengthen the joyful atmosphere at Findwise and helps the positivity spread.

The larger celebrations are also a big part of the culture. Here one can see both the larger scale parties that are twice per year as one kickoff and one summer party. Those parties have created memories in almost every employee and often one can hear talk in the common room in the form of "*do you remember that time at that party when...*". These larger scale parties seem to create a very strong bond between Findwise employees and is something employees at Findwise always look forward to. Before one of these parties employees get mail information months before hand about the upcoming party and the closer the party gets one can almost feel the change in the atmosphere that something is happening through that more people are talking about it but also that more artifacts show up around the office depending on the theme of the party. For example 2017 the summer party theme was Hawaii themed and one could see some days beforehand that there had arrived Hawaii shirts for the employees to wear and a couple of mails with further information had also been sent to the employees.

There are also, as mentioned before, celebratory cake which happens one to a couple of times each month depending on what has been happening. These celebrations are for if Findwise as a whole has achieved something good. The reason for performing these celebrations seems to be a way of displaying to the employees what has been happening so that they are onboard and also creating a stronger community so that they feel that they are a part of the company and not just an employee. These celebrations also get commercialized through emails to all employees and through conversation this type of behavior suggests that celebrations are a big part of being a part of Findwise.

There are a monthly meetings where all employees can take part if they are able and it is greatly appreciated if they are. At these meetings, there is a presentation of the monthly economics and how this fits into the larger picture such as the yearly plan. Each monthly also has other presentations which are different each time. These presentations can be from external people or internal. During these meetings beverages and snacks are served and after the meeting the monthly after work activity begins. These can be anything from going out to dinner, to playing beach volleyball but they always happen and are a big part of the culture and something that can always be heard talking about all throughout Findwise.

The last part of celebrations that can be mentioned is the everyday artifacts that can be seen. There is a Ping-Pong table in the common room, one of the fridges is full of beverages and the bell of Findwise. Each of these artifacts give the employees of Findwise motivation and is one of their sources of happiness. For example, the ping pong table offers relief from the work, the fridge is for after work activities and the bell is rung when a deal is closed. These artifacts also contribute to the celebratory culture of Findwise and even more so when there are multiple contributors instead of just the one. This as before has been seen in observations and in interviews where these artifacts are spoken about joyfully. Also, as one interviewee mentioned: (F1) *"We have said somewhere that if you want to attract talented employees, you need to have some hygiene factors in place. You have to have a marketing salary and so, but at the same time, the salary is not everything either, but it's a whole lot of everything* *then, two kickoffs each year, we have massage every other week, we have a lot of sports activities"*

4.3.2. The practice of internal communication

Officially, Findwise uses Mail and Yammer for communication. After spending some time in the company it's clear that another tool is heavily used, Slack (this communication tool seems to lead to some uncertainties among employees). This section describes how the different communication tools are used in practice, and how employees feel about them. The data is seen as "observation data" since the content is as live as informal as any other socialization process observed in "real life".

4.3.2.1. Yammer - Social media for the business

Yammer can be described as a social media and communication platform adapted for companies. There are several groups to join. Most groups represent some sort of division in the company, or a certain interest. Some of the more formal are "IT- department" or "Development" and some of the more informal are "funs and other puns" and "Beerwise". At first log in one automatically join the group "All Company". Unsurprisingly, this is the most active group. A fast scroll-through in this group makes two things clear; some individuals post more frequently and that there is a variation in the degree of formality.

In "All Company" the content of the post can be virtually anything, both informal and formal. It can be posts about competitor's new technology and activities, general new technology of interest or upcoming business. IT can be internal knowledge-asking (e.g. "Can we do this?") or briefing of new deals in the form of productions release (Figure 9) that gives the employees quick knowledge of upcoming projects. It's worth pointing out that the competitions new technology is often seen is seen possibilities and not only threats for Findwise.

Production Release – INTERNAL, information not to be distributed outside Findwise

- Customer: [redacted]
- Project: [redacted]
- What: [redacted]

Figure 9: *A glimpse of an internal production release that gives the idea of how the productions releases are designed.*

Many post are less work related, and can be celebration of awards, the welcoming of new employees (you get a notification when someone new connect to the network) and general positive feedback between employees for a particularly good performance. In the "All Company" group, you'll also find posts regarding larger personal events, such as having had a baby or a passing of a close family member. Yammer is also used to create questionnaires where employees can vote whether they think a certain idea is worth going for.

There are other groups to join. Another group with a lot of members are the “office groups”, for example “Gothenburg”. There you’ll find a far more informal and casual atmosphere. There may be requests if people are up to do something in the spare time (eg. skiing) or images from an employe doing some skating before work. Often there are practical office related things like swapping massage times (a service Findwise offers), someone who has taken the wrong jacket or if there is anyone else experiencing problems with the Internet. Another group that is frequently used is "Not at Work," where employees notify if you are sick, working from home, or visiting a company. As mentioned earlier, some employees post more frequently in the “All Company”, and it’s the same case with this group.

4.3.2.2. Slack

Another heavily used communication tool is Slack. It is another social platform that is more informal than Yammer and more of an unofficial platform. The Employe Handbook doesn’t say anything about Slack, but it’s widely used within the company. The key difference is that Slack is more a "chat"- tool, with a focus on conversation. Just like Yammer have different groups, Slack have different channels you can join in. You don’t enter any channel automatically but most are in the channel "General." In addition to that, many channels are related to some kind of working groups, project or product. There are similarities between Slack’s channels and Yammer’s groups, but overall the difference is that on Yammer, the information is more unidirectional. Also, in the free version of Slack (which the company uses) the conversation history is limited to a certain amount of lines and therefore older posts are automatically deleted.

4.4. Interviews

The data from the interviews was broad and rigorous. In this section follows themes that the authors deemed to be strong and concrete.

4.4.1. A growing company

As the company has expanded in size, structure has been implemented for various reasons. This section provides insight in some the structures that have been implemented over the years and how the employees (mainly seniors) reflect on these implementations and changes. It will be a lot of back and forth between now and “back in the days” in the section that follows.

4.4.1.1. Growing company with growing structures

Employees who have been with the company since the early days can describe the company’s transformation for the last 10 years. At these early days, there was around 10-15 employees.

They shared office with a law firm and it was as an intern at that company who initiated the breakfast routine. This breakfast routine continued when the law firm moved out.

In the beginning, there were informal meetings and since there was few employees it was easy to be up to speed on what everyone was doing. According to the senior employees from that time, the need for more formal meetings arose as the number of employees grew. Eventually there was too many employees to have a company meeting over a cup of coffee and weekly meetings were introduced. After that, the “Monthly’s” came, which they have today: (FE1) “*Now we are a big company, when we began it was very simple. We placed all the people in the company at the table with a cup of coffee in the morning and you decided everything. Today it’s more difficult*.”

The senior employees are of the opinion that there is less of a family feeling today compared to back then. One senior Employee mentioned this, along with a more distant feeling to colleagues: “*It’s actually different how it’s today [in contrast to the early days] because it really was this tight little family, where people were as much friends private as well as colleagues. I have many who I hang out with here today, but if I look at myself, I have a lot more distance to my staff now than I did then”.* Another senior employee mentioned distance by highlighting that there are less homogeneity today: “*People were very close [back then] [...] We did a lot of activities together, both in and outside the office. You had a lot of things in common.*”

This feeling of distance is a recurring theme among the senior employees. It seems to often be connected to the fact that as time has gone by they’ve gained more responsibility. This in turn inhibits the degree of friendliness: (SE3) “*I’m not as much buddy with people today, simply because I have a personal responsibility for them and sets salary”,* (SE2): “*I think people maybe are more on guard with what they say [when talking to me] and I need to be that too, because it’s difficult for someone to know if this is my personal opinion, or if it’s an official statement from the company.*”, (SE1) *“I was able to communicate a lot better with him as well, but now he has got a lot more responsibility and has become much more, like, what to say, less humble*”

While the senior employees connects growing responsibility to a lower level of family feeling and more distance, some of the more junior employees feel that it could be more structure: (JE2) “*We would certainly be able to have more standards and more project methodology, models for projects and workflows, that are more decided. Also visualize it for customers in a clearer manner, because it would make the organization feel more professional and would also results in more orderliness*.”, (JE1): “*During the project initiation phase there are a lot of structure but as soon as I have been decided what to do, it’s less structure.*”

Organizational expansion means taking in more people resulting in a more variation in personalities. One of the founders points out that different personalities think differently and reach different conclusions. When the culture is to be preserved, he states that it takes work to spread the company's way of thinking to the newcomers: "*What we work on now is to try to spread this [the way of thinking as a leader in the company] to many people. We need, ten, fifteen, twenty strong culture carriers in the organization if we are to scale this further, which is challenging.*".

The senior employees and founder shows awareness of the fact that it has become more structures. In the early days, it was much up to each employee what to do and undertake.One senior employee expresses concern over that fact that it changed: (SE3) "*Maybe it's fear and a challenge for us to maintain this feeling we had here, with the responsibility and the drive. Because we have become more structured and it's needed but it's important that we don't become this "giant", controlled by policies and rules*". One of the founders mentions something similar, and that it's a lesser degree of "family feeling" today and connects it to the increasing difficulty of communication when expanding in size: "*It's a scaling problem of course, it's much easier [to avoid rules] in a small organization, a small group. Every individual can move around in this system and can really talk to everyone. I definitely don't do that today. I don't even know the name of every employee, which of course is a shortcoming.*".

One of the founders shows awareness of the situation of structure emerging in the company in the form of more rules, instruction and policies which according to Mintzberg (1993) leads to a more centralized organization. He thinks the wish for more structure may be a consequence of being insecure as a leader: (F2) "*What I've noticed, which have happened a few times, is that people in the organization makes decisions; "okay, we need to regulate this" or "we need to steer this up" or "we need to write a policy" or "we need to write an instruction". You make these micro decisions because you feel that "okay, now we will bring order to this". It's an improper decision, really [...] Perhaps one feels a bit insecure as a leader in this system, then it's easy to slip back to develop more traditional ways of handling it. "We need to regulate" or "we need to steer this up and make sure people are here 8.30 each morning".*". Also, the founder thinks it's much easier to revert to structure than have a freedom and "mutual adjustment": (F2) *"We think we are different and therefore it's difficult to transfer behavior. It's easier to teach you a set of rules and make sure everybody follows those. "Here we have this structure you need to adapt to", that would be much easier*."

One senior employee expresses some concern of the structures leading the forming of subcultures: (SE1) "*These role models that exist today, doesn't have any input or doesn't exist in these groups [which takes form as company grows] and then it will be that they form their own culture.*"

4.4.1.2. The consequences of more structure

Several senior employees mention that there is a lesser degree of personal initiation compared to the early days. One senior employee considers the new employees to be insecure since they're unsure of what their authorities are: (SE1) "*I don't wait for anybody, I do not care so much. If I'm going to do something I'll do it and then I keep doing it it until someone says no. I'm not thinking about where should I put the time, where should I put the invoice etc [referring to the structure in place today]. I'll do it until someone says stop. But I feel that many are newly hired. Many are new to it, they don't dare since they are young, so they do not do that. They have ideas but they do not dare, "Can I drive this on?", "Can I go ahead with my idea?*""

The reasons to this according to them, is the increasing level of structure. One senior employee mentions that if he/she had been employed today, he/she wouldn't have been able to operate as freely as in his/her early days: (SE5) "*We dared to make more mistakes [back then, compared to new employees], and we also did much more mistakes. Now we are more afraid. Now we're more employees, it's more responsibility the more you are. [...] Back then less people was affected by decisions, therefore you could make decisions more casually; "let's do this" and so on. Now when we're many there is more need of structure*." The senior employee acknowledges the fact of more structures but points out that they're needed since the decisions affects more people now compared to back then.

To understand the quote below, the reader need to remind oneself of the content in section 4.2.2.4, regarding work time registration. Even though the employees are free to work from wherever they want, they always connected to some sort of project and "activity" to keep track of what they're doing (and are supposed to do). For example, Employee X is connected to Project A, B and C. Every week Employee X is supposed to put 40 hours distributed on these activities. One interviewee states that this system makes one more unwilling to help since one may need to put in "unofficial" hours to help someone out. The interviewee highlights a scenario where Employer A comes and ask Employer B for help. But since Employer B isn't assigned to the project, he/she formally doesn't have any hours to help: (SE3) "*I can't say; "no, leave!" if someone comes to me for help, we want to help each other out. However, that help may take 15 minutes, 10 minutes, and that affect me, the project, and in the end my hours. In the end I'll ask myself; "where am I going to put all these hours?". I can't go to the project leader". "I can't register my time on things like "answering question" and such.*"

Structures isn't always in the form of rules and policies. Sometimes it's informal events that are recurring. Every year the company arrange at least one big party for both employees and other people. Events and parties are a big part of culture and a source of happiness for a lot of employees (as described in 4.3.1.3). (SE2) "*There is something funny if one is somewhat of a* *jester like me who like to be seen and heard, that can be satisfying that to, to stand on the scene, that's fun.*". (SE3) "*There are many people in the company who love to "spex". On last year's company party we had a "spexgäng" some people had prepared some beforehand and set up a cabaret".* The same employee also mentioned a backlash of those spex and performances when the organization increased in size: (SE3) "*[Back then] it was almost always someone that spoke or sang a song, because we were so few. It was part of the routine in dinners and so on. Later on, as we became a little more, we introduced that anyone who had started in the year had to act or perform something. Then we were not so many either, maybe it was ten people, then it was twenty and suddenly we are hundred people. That is lot of people sitting and watching, and it becomes a real pressure on it since it really is an audience. It's not this little "fun and silly" thing but more serious and many think it's hard to face a lot of people*."

4.4.1.3. The concept of "No Bosses"

Findwise espouse to be a "company without bosses". Senior co-workers show awareness of that the growth of the company has challenged the concept of being a company without managers. One of the founders is still of the opinion that they are but espouse a bit of ambiguity on the matter of the company having managers or not: "*I usually still say we're a company without bosses. I don't know if everyone would agree on that attitude, but when I talk about Findwise in different contexts, I usually say it. We have no direct managers. We have tried to solve it in other ways. Then you can say today that some people act as bosses in the organization, it depends on how you look at it*.". The founder acknowledges the fact that some employees act as managers but still espouse that the company have no bosses. When he says act, he doesn't refer to unofficial authority but in fact that some employees have more formal power than others. When interviewing the employees, it's clear that reality is more nuanced. As a junior employee describes it, the espoused image of the company's hierarchy isn't the same as the theory-in-action: "*Perhaps it is not as flat as they try to say it is. When I talked to them before [employment] it was very much focus on that it's flat, but there are still managers. There are still people who are above one, although in theory it shouldn't.*". By this statement, it seems there is conflicting views on the matter of managers in the company, depending if you're looking "upwards" (the junior employee) or "downwards" (the founder) in the unofficial hierarchy.

One of the COO:s points out that sometimes one can take a more traditional role when communication and working with clients, who themselves appreciate the traditional roles of an organization: "*Even if we do not have strict hierarchy internally, customers can still perceive that they feel a bit more important if someone who is a senior boss will get into their case, so I've played a little bit on that thing, having lunch with them* [...] *Outwards you can play that game*".

4.4.2. Driven employees in a friendly atmosphere

Within the company there is an atmosphere and a mindset that seems to raise entrepreneurial employees and give them space to maneuver. Partly, this is based on the friendly atmosphere described above, in section 4.4.1.1, but also other themes show this, that’s presented in this section.

The importance of “drive” and skill among the employees is often pointed out and that you are to take much own responsibility: (F2) “*A lot of people feel that you have a big space to maneuver things and you need to take a rather big responsibility*.”. (SE3) “*Personal attitude to things and to coworkers is more important than years of experience of something*”. (SE2) “*As I see it, we need good and driven employees that can thrive in this kind of environment*”. There seems to be a demand on the employee’s skill that is in conformance with the espoused strategy of the employees being “*handpicked from the major universities of technology*”, as mentioned in 4.2.1.2. Also, Findwise does a lot to be an attractive workplace in order to attract highly skilled people. In 4.1 and 4.3, the offices’ rather exclusive location is pointed out. Being an attractive workplace deliberate strategy by the founders: (F1) “*We have somewhere said that; to attract skilled employees, you must have certain “hygiene factors” place. You have to have competitive salaries and such, but at the same time as the salary isn't everything either, but a part of the whole. We have two kickoffs every year we have a massage every two weeks, we have lot of sporting activities; going to the gym or whatever you want to do. We have tried to create the most “goodies” for workers. Since we have very young coworkers many of them don’t have cars as the older employees do. If there are very many of the young ones who do not have a car you have to be located fairly centrally right. We can’t sit out in Sisjön if people do not have a car, it is not good, so we've decided that the offices should be centrally located. I've never been in Finland so I do not know how they sit there, but Copenhagen [office] sitting in Nørreport which is very central. In Stockholm, we are also very centrally located*.”

In the interviews, recurrent themes of motivations and happiness are variation in the work, success and problem solving, with no distinct correlation to work role. For example: (SE1) “*Above all [what he enjoys the most] it’s technology we work with. There are a lot of different customer projects, many activities. In one project I can be a specialist in search engines and i another I can be a back end developer*.”. (SE2) “*I do a lot of things in my work but personally I like the role as seller very much. I get a personal kick of closing deals*”. (SE3) “*I feel very proud both when we deliver really good projects, because it’s very important for me to feel that we deliver quality, and when people put in that extra gear either to solve a problem or just to simply push themselves. That makes me happy*.”. (JE1) “*Things that you don’t solve, that you don’t know exactly what to do, some more challenging things*.”.

The quotes above points toward willingness to accomplish things. The employees also describe a helpful and friendly atmosphere, characterized by team spirit and a common goal: (JE1) "*There is no prestige [...] people feel at home. It feels like people are friends, and I think that's good*", (SE1) "*I went to NN; "I have a deadline tomorrow, we have to fix this" and he catches on; "Okay, I'll give this priority" and the dialogue become "Now WE will do this". It's not like I'm ordering him, but more like "okay, let's help each other to do this". "They [the founders] have managed to build a company where people somehow fit together. They [employees] can work together, they can communicate with each other and yet be driven and caring"*", (SE2) "*Basically we have a good atmosphere and a go feeling that everyone wants the same thing*", (F2): "*It's extremely important that we have trust in our coworkers*".

The team spirit also manifests on a more concrete level, in the employees' high regards of their colleagues and their skill level: (JE1) "*I get the feeling that people know very much more than what they are working on here.*", (SE1) "*It's really fun to work with people [colleagues]. They are knowledgeable. They're like, what to say, even if they are young, they sort of want. This makes it very easy to work with such"*, (SE2) "*It's very clear that at Findwise there are many dedicated people [...] Many people here are engaged and passionate to do something good for Findwise*", (SE3) "*Seeing how good people are and when people make an effort, that is a thing that makes me really proud* ", (JE2) "*There is freedom under responsibility and confidence that everyone do their utmost to perform and to deliver. There is a very high level of competence among coworkers.*". The founders also talk about the employees with a bit of proudness, when it comes to the employee' competence: (F1) "*We have very high level of technical expertise*", (F2) "*We have so many talented people doing lots of good things*".

According to Mintzberg, the above shows that Findwise have a mix of both competence and mutual adjustment. Employee's personal degree of skill is of importance and comes to play in the organization, but there is also a lot of mutual adjustment in the form of a high team spirit.

4.4.3. Openness for challenges

The results in 4.4.2 (Driven employees in a friendly atmosphere) shows that Findwise sees themselves as having a high level of skill and a willingness to accomplish things. Many mention that solving a problem gives them motivation and in certain cases it's not the solution that gives motivation but the complexity of the problem itself. That in turn could point to an openness for challenges in the organization. This theme is supported partly by further interview quotes, but also by the other forms of data collection.

One of the employees expressed a rather hands on "open to challenges" attitude: (JE1)

"*Things that are not just to solve by knowing exactly what to do, [I want] some little more challenging things.*". That attitude correlate well with the themes of 4.4.2, as mentioned above, but it can be noticed by observing that there is an openness for challenges and new things, which manifests during gatherings in the common room. When a problem or question without a clear solution is presented almost everyone present engages in the discussion. During these discussions, no phones are used to search for the answer although this would seem to be the logical step to solving the problem/question. Instead everyone discusses happily and try to come to a conclusion. This type of behavior points towards that the employees enjoy being challenged. These answers in correlation with the observation mentioned above lead to the finding that the employees at Findwise are overall open and intrigued by challenges.

While the senior employees of the company espouse a willingness for doing new things, which involve taking risks the newer employees don't share this mentality full out. In practice, the employees with more time in the company seem more confident to make mistakes, as the quote by SE1 in 4.4.1.2 shows: "*I don't wait for anybody, I do not care so much. If I'm going to do something I'll do it and then I keep doing it until someone says no. [...] But I feel that many are newly hired. Many are new to it, they don't dare, they are young, so they do not do that. They have ideas but they do not dare, "Can I drive this on?", "Can I go ahead with my idea?"*"". Formally, there shouldn't be a restraint to take risk. From one of the founders, it's espoused that it is okay to make mistakes, as long as one does his/her best: "*You can never yell at someone who does his/her best, everyone has the right to fail*". One of the senior employees in a decision-making position express that now he wants concrete suggestions for projects, that has customer value: (SE4) "*Thinking something is fun to do isn't enough [...], there has to be an idea on what the outcome of the undertaking is going to be.*"

One of the senior still thinks this lives on. SE3: "*Then it was a lot; "We've never done this before but let's do this" and that still lives on. We are not afraid to do something in a new way"*. When a junior employee encounters a problem, they may go to someone they know for help instead of their assigned "buddy": (JE1) "*[When I encounter problems I] ask my coding buddy [laughter]. Or asks NN, I know him from before and he also works here. He was hired about six months or a year before me, so he's really my "go to". When I reach a dead end, I write to him also.*". In practice, it seems that a junior employee rather go to a friend for help, than to one's official assigned buddy. Also, before asking someone who one not know, one make sure that the problems doesn't end up being too easy to fix: *(JE1)* "*You do not want to come to someone with a problem that ends up being very trivial, because then you feel a bit bad. But for me it has been like, when I'm just a bit uncertain, I ask NN. It does not matter. But if I'm going to someone I do not really know, I'd like something to be bigger, not like an easy fix, or something like that".*

4.4.4. Conflicting perspectives and expectations

Perspectives and expectations seems to differ in some situations. This section presents the conflict between junior and senior perspectives and expectations where they have emerged, mainly in the onboarding process and the role of a consultant.

The onboarding process is espoused to be central to new employees. It doesn't seem to be a high priority in practice and the structure of this has sometimes been varied to suit a specific person, which could undermine the unity in the onboarding material: (JE2) "*It sounded more structured than it was*", (JE1) "*It isn't so that you really have to do them [referring to the checklist], but it's still something you can do if you don't know what to do*", (SE2) "*It's adapted for consultants, and I wasn't that [when he was employed], I wasn't even a seller. I was some sort of a support process back then, and also, NN was, or if it was MM, formally my TM [Team Manager] and perhaps they didn't go with the structure they give to the consultants.*". The same employee points out that onboarding customization also can be in the form of more structure: "*It becomes very individual [how to help someone in the organization]. It can be anything from trying to give this person a bit more structure or a bit more active coaching.*". The quotes above shows that there are some uncertainties on how to handle the onboarding and a conflict with the management's intent with the onboarding and the reality for some employees. If the onboarding process is to learn the employee the "way of Findwise", people seem to learn in different ways (if only minor).

In newly formed guidelines the management emphasizes the importance of customer contact and relationships. In practice, the employees see the customers as source of happiness and frustration, depending on if they are experienced or new employees: (JE1) "*What I become most frustrated over is customers who doesn't quite understand.*", (SE1) "*It's very fun [the different areas of work], in addition I love to meet people. Partly I do that when I educate and partly when I'm out doing consultancy work.*". These two statements are a bit contradicting and gives insight in the different viewpoints on the customer that exist in the organization. Other researchers who has been located at the organization for the same period as the authors of this report also shared the revelations done by the junior employee (JE1). In an informal conversation with them, they shared similar thoughts. To them, there was much more diversity to the role of a consultant (from what they've observed) than they originally thought, with the level of customer relationship being the most striking.

4.5. Effects of triangulation

Themes presented above were deemed to be manifest enough in their own form of data collection. This section will present themes that were too weak on their own but when triangulated with the different forms of data (observation, documentation or interviews), themes emerged that were strengthened by the overall review of data.

4.5.1. Discontent with internal search

Some employees mentioned that Findwise have poor internal communication and search systems. It can be difficult to find information about previous or current projects and what the internal knowledge is. One junior employee mentions it directly in interviews: *"We are so bad at building up the structure we help our customers with. To build up searchability and findability, to have order in the own documentation".* Several employees also mention this in similar ways in the internal reviews by using term "*Eat your own dog food*". In other word, some express that the company should use their own product more internally in order to demonstrate confidence in the quality of their products.

4.5.2. Communication lead to unwritten rules

There seems to be unwritten rules in the organization. One can refer to "unwritten rules" in many ways but here it's referred to things that people interpret as rules but there is nothing formal and/or official stated about this from the management. The themes seen in the different forms of data collection are closely connected to happiness and frustration, which tend to create "unwritten rules".

Often unwritten rules are related to communication. Different observations have shown that there are different priorities among employees when it comes to prioritizing in communication. At a lunch one employee described an unofficial order of prioritizing in the organization's communication channels. He went to Slack for a quick response, Yammer if it was mildly important, and by mail if wasn't urgent at all. In the interviews one employee expresses frustration with the communication channels and the a lack of official guidelines on the matter: (JE2) "*There are very many channels to communicate on which makes that, at least me, has gone back to mail being the main platform of communication. And sometimes you can have mailed a developer colleague who sit on Slack all the time and says: "What, have you mailed me? I don't check the mail that often". There you start to feel like; "come on". We must have some sort of main channel for communication, which states; "you are to check the mail*".". Therefore it seems that not only Findwise has some unwritten rules on the topic, but different unwritten rules.

Another employee brings up another form of communication related to unwritten rules. The coworkers have adopted to the fact that open office landscape has a higher level of noise: (JE1) *"Do not talk to people who have headphones on. It feels a bit that because of the open office space, when you have your headphones on, it's a sign of "now I want some peace".*

4.5.3. Room for improved feedback culture

Findwise has established routines for providing feedback. In the Findwise handbook you can read that each employee has to perform a review of a co-worker once a year. An employee can choose who to do a review on, preferably someone who one doesn't work with all that often. Employees can also be picked for you to review by different reasons. For example, if the chosen employee has not gotten so many reviews previously for some reason or that you as an employee have a problem choosing who to pick.

As mentioned above, many pay tribute to their colleagues and hold them in high regard (section 4.4.2). Some coworkers mention downsides from this: "*Since we're very decent, nice and basically we have a good view of humanity we are also a bit afraid as soon as something become a little negative.*". This could indirectly result in a reluctance to provide feedback. Some employees express a more direct dissatisfaction with the feedback: "*I become frustrated when people doesn't answer and reconnect to me, colleagues or customers, it doesn't matter*". The company seems to be better at given the positive feedback, than constructive feedback. As a senior employee points out: (SE5) *"Ok I did perform well on that thing, but what can I do better? That's a thing that there has been lack of. [...] I personally would like to hear my areas of improvement."*

Some employees express some reservation when it comes to the feedback routine on the company and in turn, the degree of satisfaction in the company. Findwise perform very well in every test, which is celebrated a lot at, for example, the monthly company meetings. In an informal conversation at lunch, however, one employee brought up the fact that Findwise got "1900 % better results than the market average", in a trust related query. This employer expressed some concern with the company having some sort of over self-boosting syndrome. Perhaps the good atmosphere has suffered from a bit of inflation, when it comes to employees expressing their satisfaction. Because as the employee pointed out, the company certainly doesn't perform 1900 % better than the market.

5. Discussion

This part of the report is for discussing the different themes that are in the results and what the consequences are of the themes. This chapter elaborates the mental assumptions that guide the organization's culture of which the company should take extra notice of. The content of this chapter will in be central in the educational material for preservation of culture. The chapter ends with a summary that discusses of the organization has changed according to the Mintzberg model and how the picture the organization have of themselves and the picture that emerged in the analysis may differ.

5.1. Winning mentality

At Findwise there exists an openness to challenges, combined with a culture of friendship and internal admiration (eg. section 4.4.2 and 4.4.3). This combined with the fact that there is a lot of celebration (e.g. 4.3.1.3) points towards an organization with a culture that promotes a winning mentality of the positive kind. One could easily think that in an environment like this company, where people want to close deals and have a high skill level would lead to some sort of prestige, but it hasn’t been observed in any form of data collection.

In interviews and in conversations it is very seldom that the “I” or “My salary” is in focus instead there is talk of “We as a team” and “Our accomplishments”. There have been signs of other motivators as well but neither of them have been shown in the same degree. This type of culture seems to be a large contributor to the culture as a whole that can be seen at Findwise. This could thereby mean that many of the culture aspects that have been recorded could come to change if the winning culture changes.

The winning culture could also contribute to the openness to challenges described in section 4.4.3 by maintaining success and spreading this type of behavior. There could also be a connection to section 4.4.2 in the way that in this culture everyone wants to stay on the winning team and that means doing a good job and also performing with the same expertise as the colleagues.

The winning culture could be one of the factors to why Findwise employees always seem to strive to become better at what they do and it could also contribute to the feeling that one’s work should be meaningful. For example, later observations have shown that some employees want to have work that contributes to the society. It has also been noticed that some employees ponder on if Findwise were to choose their clients more carefully and not work with every client depending on their beliefs. No further research has been made in this field due to this observation being very late in the process and no data in results can support these theories. However, the sense of purpose is in union with that the people working at

Findwise want to deliver good results and accept challenges in their work. This along with the above indicates that Findwise has a healthy winning culture since employees not only want to succeed at work but deliver solutions that make a difference in society as a whole.

5.2. Fear of failure

In Findwise it's okay to do mistakes. It's seen as a way of learning. In section 4.5.5 it was shown that employees at Findwise are very open to challenges and are willing to take on new problems and the founders point out the importance that it's okay to fail, as long you learn from the experience. Also, in 4.4.2, the high level of skill was pointed out as something that often was a source of admiration among employes. However, there was very little information about failures. A company with so much projects and customer interaction haven't had bad experiences seemed a bit odd to the researchers. Perhaps people are careful when displaying problems in their own work. This can for example be seen in 4.4.3 when an employee encounters a problem that they are not able to solve they only seek help for it when they truly believe it is a difficult problem and even then they choose to go to someone they know before anyone else.

The fact that the employees both praise each other and shows a restraint in transparency about problems perhaps seems like a contradiction. If the discussion is taken one step further some further insight might emerge. For example, at Findwise the expertise level is very high and this is something that the employees of Findwise seem to hear very often throughout their time at Findwise. This could mean that it is not the problem or failure itself that creates the fear but what employees fear that could come after one's problems are exposed. If a group is high in expertise and one enjoys being part of that group there could be personal pressure to be on the same level of expertise both for not letting the group down but also to not be looked down upon by group members. If this is the truth or speculation is still uncertain, because many of these thoughts are partly derived from the absence of failure reports rather than actual data.

The fear of failure can be seen as something positive. From a work output point-of- view it seems to push employees to work harder than they would otherwise and really try to deliver good and reliable products. Keeping the fear of failure as something positive could be very strenuous for the employees and that would mean that it could lead to stress related problems and is thereby not a sustainable environment in the long run. However, the fear of failure could be one of the contributing factors to sustaining the winning culture, presented above. Abolishing the fear of failure might have unforeseen consequences even though it probably would create a healthier environment. Also, if it remains, it could possibly hurt the friendly atmosphere and the trust that comes with it.

One way that this problem could be handled is by using feedback. The feedback culture of the company is already very positive which differs from many other companies and creates a positive atmosphere. The view on feedback in the company seemed to be that it's positive, rather than constructive. Some employees express opinions that they are not learning as much as they could have because of the lack of constructive feedback. There are however established routines for feedback in the company. This is in the form of a review that is mandatory and made in a way that everyone at the company gets the feedback, see further explanation in 4.5.4. Those processes can be improved to include constructive feedback.

Even if the reviews are a good way of creating an opportunity for feedback it's only once per year and lowers the value of the feedback. To gain effective feedback in a way that helps development one has to gain more than only once per year (Hattie & Timperley, 2007). This type of feedback process only has one opportunity and then only small amounts of follow up according to observations and interviews. Thereby the feedback is seldom seen as effective by employees and is instead seen in the form of something that should be done. This would in turn mean that the feedbacks effectiveness would lose weight as well. To summarize, this type of feedback does not give the personal development boost that it could and when seen as a burden rather than an opportunity the personal development will accelerate even less. However there still does exist a feedback culture that enables personal development but it can be more effective. By doing it more effective the fear of failure might subside or at least be reduced.

5.3. Practice what you preach

To practice what you preach is an old saying that's still relevant. The discontent with internal search in 4.5.1 may not seem like the most crucial finding, but becomes of especial significance in this context. Findwise is a company that works with information search. As described above, it's a culture with a winning mentality and driven employees. If there is little faith in their own products there is a risk of damaging those cultural traits. Being poor in search themselves could therefore possibly hurt their integrity and in the long run, their winning culture mentality.

The reasons that a company could find themselves in this situation could be hard to pinpoint. It could be that the culture prevents employees to explore ways of implementing a solution in their own company. There could also be a problem in implementing due to the type of work or data that is handled. Another reason could be that the employees themselves do not believe in their own product.

No matter what the reasons are, the fact that their little utilization of own products in the organization could have ripple effects in the company. For example, there could be a question of morale if the employees do not themselves believe in the product, asking themselves "is this really any good?". This would then lead to complications in the sales department and the number of clients would decrease. Another ripple effect that could occur is that companies notice that the product is not being used in the developing company and thereby they would ask themselves the same question which presumable would lead to the same outcome that the number of clients would decrease.

5.4. The espoused and the reality

Before moving on to conclusions, there seems to be time for a summarization of the company's cultural image of itself, and the reality uncovered by the researchers. This section will elaborate in the gap that may or may not exist between those two.

5.4.1. Senior Employee's recollection of the past

The employees with a longer time in the company vividly paints a picture of an organization that was very flexible. In section 4.4.1.1 the senior employees describe a very palpable family feeling that they see to a minor degree today. Often it seems to be connected to the size of the organization and senior employees themselves points out that it's easier to know everyone in a smaller organization. Senior employees also connect it to the phases they are in the personal life. In the early days, almost everyone in the organization was fresh graduates with much flexibility, but today many of those have families and different priorities. In section 4.4.1.2, some of the senior employee mentions that there is less freedom today than before, in what an employee can undertake and not. Senior employees describe (4.4.1.2) that in the early days it was more of "let's do this"- mentality.

If we are to summarize the view that they paint of themselves during "the early years" according to the Mintzberg adaption, one should see an organization that the managements very clearly allowed for mutual adjustment (Figure 10).

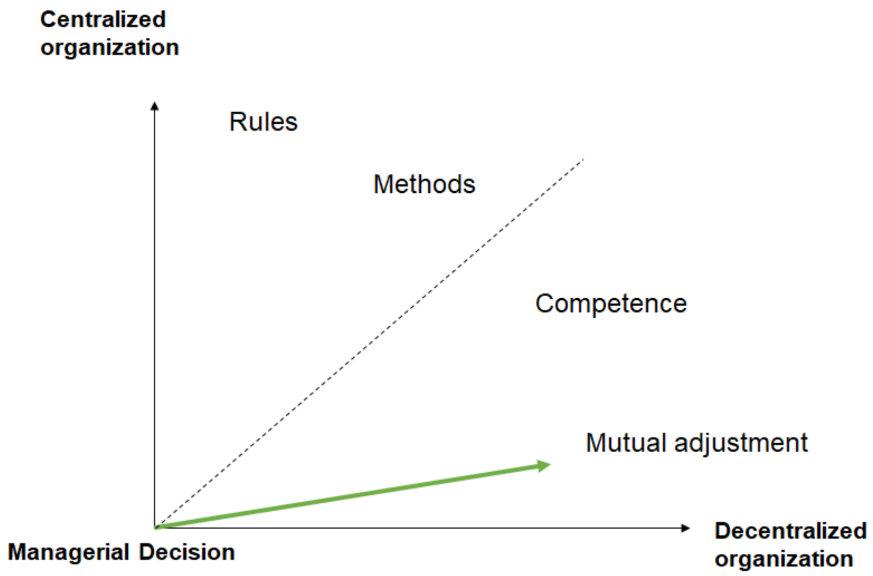

Figure 10: The model shows how Findwise could be depicted in its early years where most of the decisions made pointed towards mutual adjustment and everyone in the company could be a part of the decision-making process.

5.4.2. The Company's image of itself today

How is the company's view of itself today? As mentioned in chapter 2, the espoused values of the organization are what's expressed about the company, written or spoken, by some sort of representative. In this research, it mainly from the content of the handbooks (section 4.2). In some regard, the founders should be considered to represent the espoused values. Their opinions and thoughts represent some sort of guideline in how people in the organization are to behave, and have been integrated in the culture by the underlying assumptions.

The most central espoused values in the handbook are the core values, which seems to stand for a summarized image of themselves, which correlates well to what espoused values are. The core values were trust, fellowship and curiosity. Trust and fellowship points towards mutual adjustment while curiosity points competence (see 4.2.1.1). The founders represent a mentality of mainly mutual adjustment and competence. For example, in 4.4.3, one founder said that you can't be angry at someone when they've failed, as long as they learn, which encourages both competence (you can do what you want but need to learn from the experience) and mutual adjustment (you can undertake projects that isn't sure to be success). In 4.2.1.4, one of the founders mentioned that he has to lead by example, and himself travel second class if he is to expect the same of the employees. This is also a clear mentality of mutual adjustment.

The company also points out that recruit the most competent people, in section 4.2.1.2, it's stated that the employees are "*hand-picked from the major universities of technology*" and therefore seems to put much pride as well as effort in their level of competence. It's also espoused that organization encourages learning and competence enhancing initiative (e.g. in the core word curiosity).

When the above is summarized into the Mintzberg adaption, there is little change towards the one of "the early days". It's still espoused to be a high level of mutual adjustment with a slight shift towards the competence field, as shown in Figure 11.

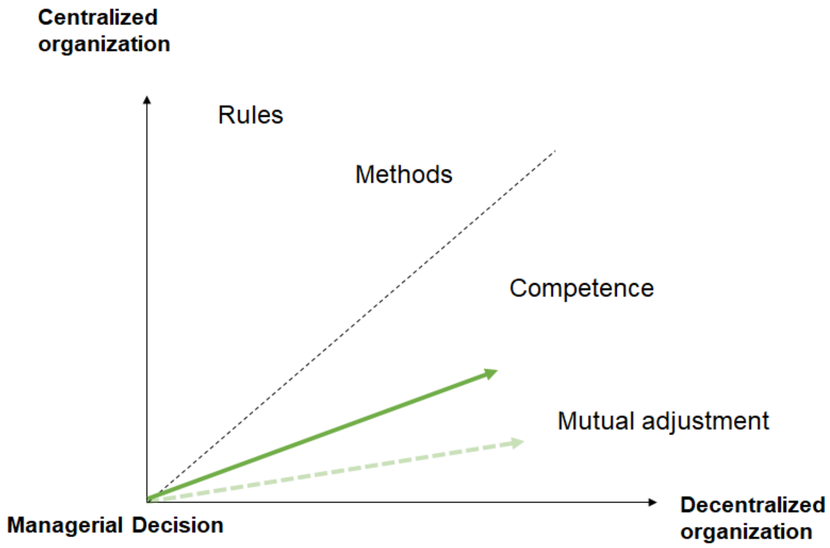

Figure 11: The model shows how Findwise, as they grew in numbers and structure, slowly moved towards competence in the model.

5.4.3. The observed and analyzed reality

It can be observed to be verification of espoused values of the company and the observed reality. There are much trust and fellowship in the form of relying on the competence level of the colleagues (see section 5.1, "Winning culture"). There is much fellowship in the form celebrating, events, and minor things like high-fives (see section 4.3.1.3, "Celebration"). Curiosity is a core value that seems to be a reality, even though things like time-registration and more focus and outcome may inhibit it. These two things rather clearly points Methods in the Mintzberg adaption. This could possibly be because of the handbook, which guides new employees in how to behave and act accordingly. The handbook also creates a lot of support for the newly arrived and what actions the employee can take when workload is low. However there seems to be some gaps with the management's intention with the handbook, and the reality in practice. For example, the process is not mandatory and thereby some employees have found their own way in the beginning of their employment (see 4.4.4) and furthermore not every employee find the material relevant.

Overall Findwise seems to have had much of mutual adjustment but as the organization have expanded they have moved increasingly towards having roles (i.e. much emphasis on competence) and certain methods of doing things (Figure 10). Even if there seems to be a touch of nostalgia to the senior employee's recollection of the past, all of them reflect rationally on how it was then, and how it is must be now. For example, one of the senior employees who points out that there was more "let's do this"- mentality also points that the growing structures makes the decisions affect more people. That there is more at stake now, being a larger organization. The growing structures has resulted in the management being more focused on results. In 4.4.3, a senior employee (with decision making power) said that an idea for project need to have a specific outcome. This could be seen as a more centralized organization. On the other hand, just because there has to be a potential outcome for an undertaking, doesn't necessarily mean that the organization doesn't let the employees undertake things themselves seems fit. In section 4.4.2 the employees have a high-level drive and skill, in section 4.4.2. This could simply mean that management has a high confidence in the employee's competence level. Having demands on the employees, can be a trust in their level of skill, as shown in Figure 12.

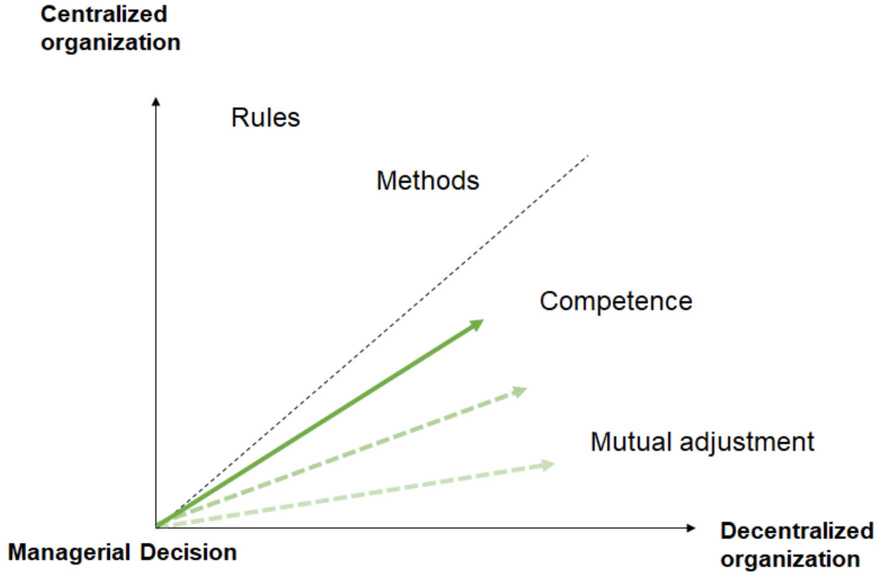

Figure 12: The model shows, from the results of this research, where Findwise seems to be today. Even more employees and more structure has moved the arrow even further towards a central organization.

The company espouse a rather casual image with flat hierarchy, but it's clear in the results that there are much more structures than they may according to the Mintzberg adaption which has made the organization point toward being more centralized (even though remaining in the decentralized region). This is partly due to the organization's large emphasis on skill but more specifically because there seems to be more structures from the management that control the project process - more specifically; the project initiation phase. The management "green-light" project they seem most fit according to the organization's goals.

It’s the deviation presented in this section that would be central in the design of the education. In section 2.3, Flamholtz (2011) states the importance of aligning structures to support the core values. Of Findwise’s three core values, Curiosity seems to be the one that needs some attention since there seems to erupt structures that inhibit it.

6. Conclusions

This section provides the conclusions from the made from the previous chapter.

The organization is characterized by a friendly environment where employees celebrate company success and praise the skill of their coworkers. In chapter 5 some more in-depth description were presented, of more specific aspects regarding the culture. The main positive thing discussed was the positive winning mentality with driven employees open and hungry for challenges, that was very distinct in the company's culture. Employees seems to enjoy the work and the challenges that follows. A more negative aspect of the culture was the feedback routines. Employees was hesitant to provide negative feedback, but better with providing the good. In the discussion, it was elaborated there could be a fear of failure, that has emerged as the organization has grown. The discussion also tackled a potentially harmful thing to the culture, when employees lack what themselves espouse to be important both internally, and externally.

Findwise seems to be a company that to a large extent have the culture it espouses, as discussed in the last section of the previous chapter. The organization's core values can be seen in a variety of things, even though there seems be some gap between what the organization espouse to have, and the observed reality. During the years more structures have emerged, that in some cases have unforeseen consequences on the culture, and as elaborated in 5.4, some attention needs to be given to the structure if all the core values are to prevail. Generally though, the employees seem to be well aware of expansion and structure impact on culture. There are findings that shows the difficulty with expanding and keeping the culture. For example, the breakfast scenario in 4.3.1.1, where it seems that it's much easier to transfer the artifact (i.e. having breakfast) than the reason behind it. Therefore, it's safe to assume that the challenge the organization face; to both keep the culture on the Gothenburg office, and to transfer it to the other ones, will be great.

7. Future work to preserve culture

This final chapter is a recommendation in how to work with the results and integrate them in the organization. The methods used in this report can also be used again as further research and serve as guidelines when working with culture for the company.

This research had the goal of providing material for a course in culture which Findwise was going to educate both new and current employees with. As mentioned in 2.3 and 3.5, and elaborated in 5.4, much of the education's focus would be how the structures affect the ability of the organization's core values to flourish. It should be mentioned that the target group has changed during the conducting of the research. Initially it was intended for the leaders in the company. As work moved on it became clear for the authors that since culture is something that affects every member in the organization, the education should be directed at every member of the organization as well. The first part of it would serve as an extension of the onboarding process described in 4.2.1.3, but also an indirect extension of the recruitment process. In section 2.3, Flamholtz (2011) states the importance of recruit and retain people who fit in the organization's culture. Even though the education wouldn't interfere in the recruitment process directly, the idea was that it would indirectly by designing it as a part of the onboarding process.

The course isn't included in the report partly because it still needs to be evaluated and reworked in order to find a setup that works for the company but also very specially written for the company, and not very generalizable. This research had rather strict delimitations and focus was on the Gothenburg office. The version of the course that exists today is mainly made for the Gothenburg office. In order to launch the education in other offices further similar studies to this one will have to be made in order to find out the cultural gaps on these places (as elaborated in 5.4). A challenge in studies of the abroad offices will most likely be identifying what culture that is organizational, and what's related to the culture. An even tougher challenge would be tackling those cultural gaps that are connected to nationality. Hopefully the core structures of the education will remain intact, only needing to change minor things.

The authors tried to have a steady communication of the results and workshops that let the company give feedback and comments. This was important since it putted culture on the agenda and letting the employees reflect on it. Also (as elaborated in section 3.4) it verified the results and avoiding a situation where the education tries to implement a culture that doesn't exist. By working in the manner described in this report Findwise will be able to detect structures in that may lead to cultural changes, and hopefully update the course accordingly. It's important however to keep in mind that the course should always aim to either reinforce positive culture or to tackle negative culture, as those presented in the discussion chapter (section 5.1-5.3). This way of working along with the utilization of the course will hopefully keep the interest in culture alive and Findwise will be able cultivate its culture.

Hopefully, this research has provided insight on how the educational material for culture can be extracted and how management can find focus areas when tackling cultural education. It seems difficult to preserve a static version of the organization's culture as the organization changes. The results in this report shows that things taken for granted suddenly, because of structure related things, becomes difficult to hold on too. The company need to adapt or preserve, but regardless of which direction the changes take there needs to be people there to help it grow and nurture it, there always needs to be people there to cultivate the culture.

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Appendix 1 - The Interview guide

The interview was held in Swedish and the questions has been translated to English.

Introduction and purpose of this interview.

Each question focuses on an area and therefore there are sub questions that are asked in order to find the relevant information on each subject.

Question 1

- **How did you come to this company?**
- **How was your first time as an employee?**

Question 2

- **What makes you frustrated at work?**
- **What makes you happy at work?**

Question 3

- **How are you motivated in your work?**

Question 4

- **What are your opinions on the workplace environment?**

Question 5

- **Describe an ordinary day for you**

Question 6

- **Tell us about the process for a project**
- **How are project groups formed?**

Question 7

- **How does communication and knowledge transfer work at this company according to you?**
- **Do you get opportunities to develop your competence?**

Question 8

- **What is your view on your colleagues?**

Question 9

- **How are conflicts handled in the company?**

Question 10

- **Is there any unwritten rules?**

Question11

- **Summarize the company’s culture**

Question 12

- **Do you miss anything in the company (or want to see more of)**
- **Anything else to add?**