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# Motivation During the Changing Process

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ABSTRACT

Motivation has an important influence on the success of change. If the employees are demotivated and frustrated, change can often fail. For a long-established team the process of change can be a major problem, because the team members have their established habits and routines and do not like any disruption of their normal working process.

The aim of this bachelor thesis is a recommendation to help companies, including all their employees to pass this changing process without serious disasters. The role of the team leader is to most importantly, establish how he or she can motivate the long-established team in this situation.


The theoretical part of the thesis contains the aspects of organizational culture, which describe a long-established team. Then, the theory of motivation, which includes the Hierarchy of Needs of Maslow and the Motivator-Hygiene theory of Herzberg. The motivation theories describe how a team leader can motivate the team in general. Finally, it consists of the theory of change management, which explains how to implement change.

The research methods are supported by four interviews. The qualitative approach describes different current changing situations. The employees' problems, reactions as well as the team leaders' motivational solutions are defined as cases and are evaluated directly with the theory.

The main results have shown that motivation is an important aspect in a changing process. The planning and preparation of change is essential for success. Therefore, the team leader has enough information to establish a sense of urgency and the employees know that change is necessary and useful. The discuss with the employees about change avoid the uncertainty about the future. The vision and goals help to direct the employees to implement change. Training is useful to learn new skills and motivate the employees to use their new skills and improve their confidence. The recommendations are situation-related and the team leader has to decide what is best for the team.

**Keywords** Motivation, Change Management, Long-Established Team

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## 1 INTRODUCTION

### 1.1 Background Information

In today's changing world, a company has to decide on making modifications from time to time for improving performance, seize opportunities or address key issues.

This changing process has a great impact on the whole company or solely a single department due to required changes in processes, job roles, organizational structures as well as types and uses of technology.

A changing process can be a big challenge for the employees of the company, especially when its impacts extent wider than assumed or when modification affects their whole working process. Furthermore, if the employees are not motivated enough to manage such a changing process, it will take more time than the supervisors have expected. This situation costs time and money, and can therefore be critical for the future of the company.

If team leaders cannot motivate their team in this critical part, then it may result in a worsened work performance of employees. The employees do not work as well as before, because they are dissatisfied and demotivated by this situation. The quality of employees' productivity and retention are also influenced by their motivation. As result of demotivation, the work performance decreases and the error potential increases, which could lead to more customer complaints and decline in sales.

One can say that motivation has a great impact on how well the employees work. In a changing situation, the workers have to find themselves for example in a new working process or a new team. Motivation is needed to learn all of these new areas and to hold the worker's productivity more or less constant.

Motivation will come off badly in changing situations. Often, supervisors face the challenge of motivating their employees within a changing process. But, motivation is an important aspect for doing something and can help to manage the change better and more effectively. Therefore, motivation can support to avoid bad situation for the company.

To find the right way to motivate the employees in a changing process is difficult and needs a lot of attention by the team leaders.

For a long-established team, such a changing situation can still be a major problem, because the team members always work in the same way. They have their established habits and routine and do not like any disruption of their normal working process. The resistance of this group of employees is much higher and therefore more difficult to eliminate, regarding to new hired persons.

### 1.2 Research Question and Objectives for the Thesis

This bachelor thesis is a recommendation for different kinds of companies in several changing situations. The idea is to give practical suggestions to improve the current situation of the company's team motivation, and to point out how important motivated employees are in a changing process.

The aim is to help the companies, including all their employees to pass this changing process without serious disasters. The thesis shows why motivation is important for a long-established team in a changing process and for successfully performing changes.

It is not part of this thesis to describe the seriousness of the changes, but only what the team leaders' shared and common problems in this situation are and what their solutions might be. Additionally, it is assumed that the age of the team members does not affect the outcome result, because the author is just interested how a change influences a long-established team.

The research question of this thesis is:

**How can team leaders motivate a long-established team during the changing process?**

The objectives of the thesis were defined as follows:

1. To get familiar with the theory of motivation and change management and what they mean. Additionally, it is to mention what the connection is between motivation and change management and to investigate the importance of motivation in a changing process.
2. To define the current situation of different companies' changing process and to understand the role of team leaders in a changing process and how they react in this situation.
3. To analyze the comparison of practical and theoretical aspects, and to classify as well as to clarify similarities.
4. To specify the correct way to motivate a long-established team and to prevent bad consequences.

The treatment of these different objectives will give an overview of how a team leader can motivate the team in a changing process.

### 1.3 Research Methods

To get information for the thesis the author collected data from various sources of books and internet research. The theoretical part obtains two different theories, the theory of motivation and the theory of change management.

For collecting the theory of motivation, the author chose the books “Motivation and Leadership at Work” from Richard M. Steers, Lyman W. Porter and Gregory A. Bigley and “Managing Today” 2<sup>nd</sup> Edition from Stephen P. Robbins. These books give a good and short overview of the motivation models. The main research in this part is to find out how a team leader motivates team members in general.

The change management part is mainly based on “Lead Change” from John P. Kotter. This book demonstrates the different steps in a changing process and how a team leader has to act in this process in a theoretical way. In this theory section the research is to find out what the main problems are in a changing process which a team leader could have with the employees.

For a better understanding of the context of these two theories, the author defined the cultural aspects of an organization.

This implementation contains the values, standards and attitudes of all employees, which trigger the most problems in a change.

The practical section of the thesis is based on qualitative research. This qualitative research was conducted by interviews with team leaders of different companies from Switzerland and also one part-time bachelor student from Finland, who has worked in a leader position.

This approach allows to acquire different views of team leaders in an ongoing changing process. In addition, it helps to describe the problem of the team motivation in a real situation and how team leaders managed these.

## 2 ASPECTS OF ORGANIZATIONAL CULTURE

### 2.1 Organizational Culture

To understand the behaviours, solidarity and attitudes of a long-established team, the author defined the following question:

How can a long-established team be defined and what are the common aspects of it? To understand what describes a team and how it works, one needs a clarification of the organizational culture and how it influences the workers.

An organization consists of formal and informal elements. That means there exists two contrasting aspects of organizational life. These two elements can be illustrated as an ice berg.

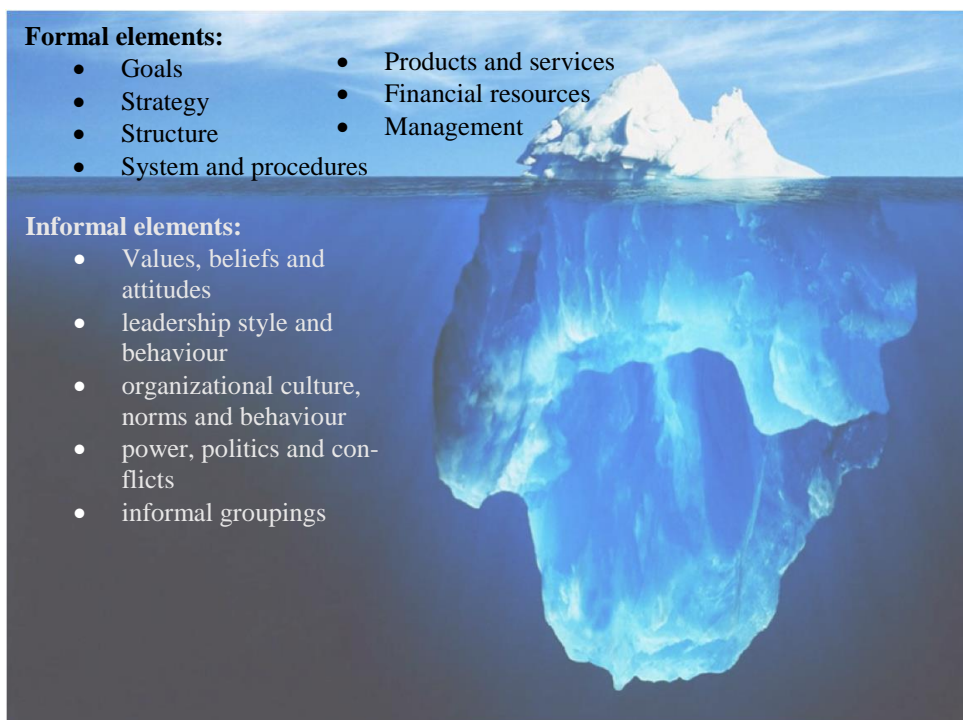


Figure 1: Ice berg, adapted by Senior & Swailes (Senior & Swailes 2010, 128)

The visible part, which is above the water, contains the formal elements of a company. The formal features are defined as structure, strategy and technology, goals and financial resources. All of these elements are visible, as they are measurable outputs and outcomes related to the organization's goals and objectives. (Senior & Swailes 2010, 128)

In contrast, there are the informal components, which are not obvious for outsiders and which are below the water. These describe the values, beliefs and attitudes of the employees from the bottom to the top. They indicate the norms of behaviour that affect how employees do their work but also the organizational politics, which influence the workers' decisions and actions. (Senior & Swailes 2010, 128)



Culture is an important part of the informal organization. Thus, it is not an established system with a fixed behaviour pattern and structure. It is in a permanent change, which can be triggered by culture inside or outside.

Not only in society does such a culture exist, but also in a company. Wherever there are humans there is a culture.

The definition by Jaques (1952) below describe the organization's culture as followed:

*“The culture of a factory is its customary and traditional way of thinking and of doing things, which is shared to a greater or lesser degree by all its members, and which new members must learn, at least partially accept, in order to be accepted into service in the firm. Culture in this sense covers a wide range of behaviour: the methods of production; job skills and technical knowledge; attitudes towards discipline and punishment; its way of doing business; the methods of payments; the values placed on different types of work; beliefs in democratic living and joint consultation; and less conscious conventions and taboos.”* (Senior & Swailes 2010, 129.)

An organization's culture defines all common values, standards and attitudes, which influence the decisions, activities and behaviours of the employees. Therefore, culture is a social phenomenon, that is functional, learnable and convertible. (Senior & Swailes 2010, 128-130.)

Per Kotter (1996) culture indicates to norms of behaviour and shared values in a group of people. Norms of behaviour define the common way of how group members work and act. These norms are persistent since established employees pass them on to new members.

Shared values are goals and interests which are shared by most of the people in a group. These values help to shape the group behaviours and are persistent over time as well, even when old members leave or new members get hired. (Kotter 1996, 148.)

From Kotter's point of view (1996) there are three primary reason why culture is powerful:

- Culture is selected by the individuals and they always pass it on and teach it to the new members.
- Culture is anchored very well in an organization, because all employees apply it all the time.
- Culture happens without people being aware of it, not realizing it. This can be a problem for a company because it is difficult to challenge and discuss culture. (Kotter 1996, 151.)

The culture of a company is defined by the traditional way of thinking and doing. It contains common values, norms, and attitudes that influence the behaviour of employees. Culture is invisible and difficult to understand for outstanding people and it needs a long time to immerse oneself into it.

### 2.2 Long Established Team

To define at which time a team becomes a long-established team is almost impossible. The integration of people in organizations or teams are completed, when the new employee fits in his or her role and work environment in a mutually satisfactory manner and succeeds in fulfilling its tasks. (Hentze & Kammel 2001, 441).

One cannot give absolute evidence that a team evolved into a long-established team, but only a situational. Bright and Parkin (1997) brought it with their definition to the point: *“This is how we do things around here.”* (Bright & Parkin 1997, 13). If an employee can make this statement, the integration is completed and he or she is a fully integrated member of the organization.

A long-established team has anchored the organization’s culture deep in their daily work and behaviour, such as shared common values, habits and behaviour patterns. It is much heavier to motivate them to change their routine and behaviour in their work, than it is with new entrants, who have not already anchored the culture that deep. Especially, as culture is difficult to explain and not written down, so that the team leader cannot change it easily. The traditional way of thinking and doing things is difficult to change and needs a lot of motivation and a huge amount of time is required to implement a new way of working.

This overview about the organizational culture is helpful for the following chapters. Motivation is a part of human behaviour and thus a part of organizational culture as well. The knowledge of how a long-established team is defined helps to understand why team members avoid uncertain situations and act cautiously in terms of changes.

### 3 MOTIVATION

#### 3.1 Definition of Motivation

The original word for motivation is the Latin word “movere”, which means “to move” (Steers, Porter & Bigley 1996, 8). Therefore, if individuals are motivated, they are able to move, to do and change something.

However, in the current literature there are many different definitions and descriptions of the word motivation. Following is a definition of Koontz & O’Donnell (n.d.):

*Motivation is a general term applying to entire class of desires, needs, wishes and similar forces...*

*... to say that managers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce them so as to act in a desired manner.” (Mehta S. 2016.)*

Motivation has influence on the behaviour of an individual. It is a term which will be stimulated by desires, needs and wishes and helps individuals to be active and target oriented. Therefore, motivation plays a very important role in all workplaces.

On the following aspects one can see the importance of motivation for a company. Motivation...

- ... puts employees into action.
- ... improves the employees’ efficiency.
- ... helps that employees achieve organizational goals.
- ... builds a friendly concern’s atmosphere.
- ... stabilizes the work force. (Management Study Guide 2008.)

Lack of motivation can occur due to frustration of employees. They have fewer ideas and inspiration, and their quality of work decreases. It also leads to a higher absent rate and more fluctuations. These consequences of demotivation are highly costly for the company. (Handelsblatt 2013.)

### 3.1.1 Elements of Motivation

The definition of Nevid (2013) describes motivation as follows:

*"The term motivation refers to factors that activate, direct, and sustain goal-directed behaviour... Motives are the "whys" of behaviour - the needs or wants that drive behaviour and explain what we do. We don't actually observe a motive; rather, we infer that one exists based on the behaviour we observe."* (Canvas Network 2014)

According to Nevid (2013), there are three key elements, which represent an important factor in the understanding of human behaviour at work, and why motivation is as much as important.

The elements are intensity of effort, persistence and direction toward organizational goals.

- The intensity measures how high the **effort** is to do something. That means how hard a person tries to do something. An employee who is higher motivated is able to work harder than someone who is not.
- Employees who are **persistent** hold their high level of effort despite barriers or difficulties. The higher the effort of motivation the stronger is the persistence and the employee stays longer at the same task.
- Individuals are more successful when the effort is **directed** on a goal that benefits the organization or themselves. If they have a goal, they know how important their work is and they are more motivated to do it. (Robbins 2000, 408.)

Motivation is one major reason for doing something either in private or professional life. Motivated employees work harder to achieve their goals, which results in positive effects for the company.

Every team member should develop a desire to achieve his or her goals, whereby the function of a team leader is to help the team members to work towards them. This contains to push the employees' effort, the clarification of the direction and to help the workers to be persistent in achieving their goals.

### 3.1.2 Sources and Forces of Motivation

Motivation stimulates forces that energize, direct, and sustain behaviour. In work life employees have various needs and wants, which allow them to be active and to have a driving force to achieve the goals of a company.

In the theory one defines between internal and external forces which influence people's motivation. The first one comes from the person itself and pushes one. The other one evolves from the environment surrounding the person and pulls one. (Hitt et al. 2009, 297.)

Still, where does a human take the sources for these forces of motivation? Employees receive it from three basic categories of variables which are influenced by external and internal forces.

- The first category is the **characteristics of an individual** and represents an internal force. Characteristics sum up what everyone brings to work. The personal needs, attitudes and goals help individuals to motivate themselves.
- The second category contains the **characteristics of the job** and it is an external force. The focus is what an employee does at work, for example like the variety and scope of the job's task or the personal work load.
- The last category is also an external force, which is described as the **characteristics of the work situation**. Here it is important to know what happens to the individual, meaning the immediate social environment of an employee that includes the supervisor, team members and the subordinates, but also the organizational actions such as rewards practice or the availability of training. (Hitt et al. 2009, 297.)

Motivation increases if a team leader knows what employees define as important and matches them to jobs that fit their interest and personality. Team leaders should observe the employees' motivation, because the interest and personality of workers change with time and conditions. (Robbins 2000, 406.)

In work life, employees have various needs and desires, which allow them to be active and to have a driving force to achieve the goals for their company. For team leaders, it is important to understand by which forces employees are currently motivated. If the demotivation rises from an external source, then a team leader can react rapidly and can help with suggestions of improvement. However, if demotivation has its origin due to a personal problem, then it is more difficult to help to increase motivation again, because a team leader does not have influence on internal forces.

Therefore, the team leaders should have a look on the work itself and the work situation in general. They have to motivate the team, but it is not possible to control their motivation at all. It is only possible to influence it. (Hitt et al. 2009, 297.)

### 3.2 Theories of Motivation

Numerous theories of motivation exist, which describe how motivation occurs and how motivation influences the behaviour of humans.

The theories of Maslow and Herzberg represent the type, content and the effect of the need of individuals in general.

These two theories are part of the content theory, which focuses on the factors which specify potential needs that motivate people. They try to identify those human needs, analyze their influence on motivation and how they need to be satisfied. (Hitt et al. 2009, 297.)

None of these theories should be considered as the correct way to motivate employees. They offer valuable approaches but not all of them are verified through research. Additionally, not all cultures can apply these theories, as they were developed in the context of western cultures. Other cultures have different needs and behaviours which team leaders have to define. (Hitt et al. 2009, 297.)

#### 3.2.1 Hierarchy of Needs

The psychologist Abraham Maslow attempted to explain the different motives and the resulting behaviours of humans. In order to do so, he developed a pyramid which defines the five levels of need. The framework of each level describes the individual desire to satisfy the corresponding need. (Robbins 2000, 408.)

In his view, there are two basic categories of needs: the deficiency needs and the growth needs.

Deficiency needs are results of deficiencies. For eliminating this deficiency, motivation is necessary. If the deficiency needs are not satisfied over a long time period, the individual loses his or her healthy personality state and frustration will emerge.

Growth needs only consist of self-realization. In contrast to deficiency needs, growth needs are more difficult to satisfy. According to Maslow, the satisfaction of needs is a continuous process and an individual strives to develop and to achieve more. (Robbins 2000, 408; Steers et al. 1996, 14.)

Maslow states that an individual has to achieve and to satisfy the preceding level to climb up to the next one. In Maslow's belief, it is only possible to go to the next level if the lower level is completely fulfilled. This process runs through the hierarchy of the pyramid from the bottom to the top.

Furthermore, unsatisfied needs have a huge impact on human behaviour. Only if an individual has unsatisfied needs, there is motivation given for being active. When the individual is motivated it is possible to achieve the higher level. Therefore, a need influences the activities and the work of an individual until he or she is satisfied and the level is fulfilled.

(Steers et al. 1996, 14.)

To demonstrate the two basic categories of need, and to differentiate them in a hierarchical way, Maslow created a pyramid.

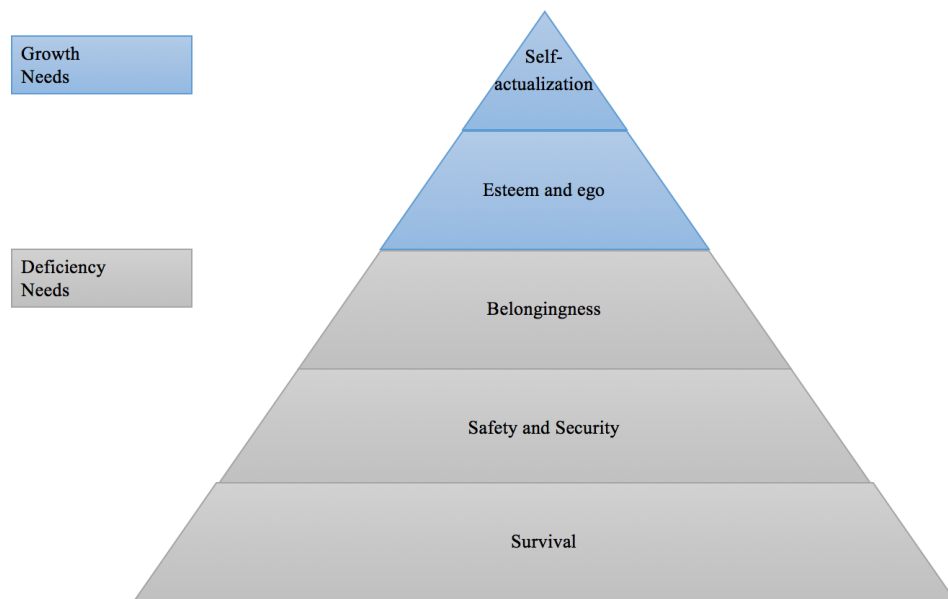


Figure 2: Hierarchy of Needs adapted by Steers et al. (Steers et al. 1996, 14.)

Deficiency needs contain the first three steps of the pyramid.

- **Survival:** The lowest level includes basic physiological needs, like food, drink and shelter. This level can be satisfied relatively easy by financial recourses. In work life, this level includes the basic working conditions like moderate temperature, clean air, light and useful work equipment.
- **Safety and security:** This level includes safety and security of physical and emotional environment. Here an individual demands stability, order, security, and freedom from physical and emotional danger. At work, a company has to ensure safe working conditions and job security.
- **Belongingness:** This level describes social needs. An individual requires acceptance from others, thus friendships and love. In the workplace, collective and common activities are useful for achieving this level. This could include a company excursion or common lunch with the team. (Steers et al. 1996, 14-15.)

The two highest pyramid`s steps of the pyramid belong to the growth needs.

- **Esteem and ego:** The level of desire for self-respect and self-esteem, and respect and esteem from others. At work, it is important that supervisors praise good work. Reward, recognition and appreciation from team members and team leaders are helpful for achieving this level.
- **Self-actualization:** The highest need level contains the desire of self-fulfillment. At this level, humans develop their full and unique potential as individuals. In companies, team leaders can allow employees to be creative and innovative in their work style. With this possibility, team members improve their own skills and abilities. (Steers et al. 1996, 14-15.)

As reported by Maslow a team leader has to understand on which level of the hierarchy an employee is currently working on and he or she needs to focus on facilitating the employee's effort to satisfy needs at or above that level. Team leaders can seize the knowledge provided by Maslow's hierarchy model to motivate employee in the right way. (Robbins 2000, 408.)

### 3.2.2 Motivator-Hygiene Theory

The theory of Frederik Herzberg puts focus on the difference between factors, which increase satisfaction versus the factors which can prevent dissatisfaction at work. He believed that an employee is either satisfied or dissatisfied at the workplace. A state between satisfaction and dissatisfaction does not exist. (Steers et al. 1996, 17.)

Frederick Herzberg's motivator-hygiene theory is based on an empirical research. The name of his research was the study of Pittsburg, in which Herzberg had questioned more than 200 employees from different companies of a specific industry. The employees were asked in which working situations and conditions they were satisfied or dissatisfied. (Chartered Management institute 2012, 1-2.)

The picture below describes the answers of the study. On the left, there are factors resulting in dissatisfaction at work and on the right side those affecting the satisfaction at work.

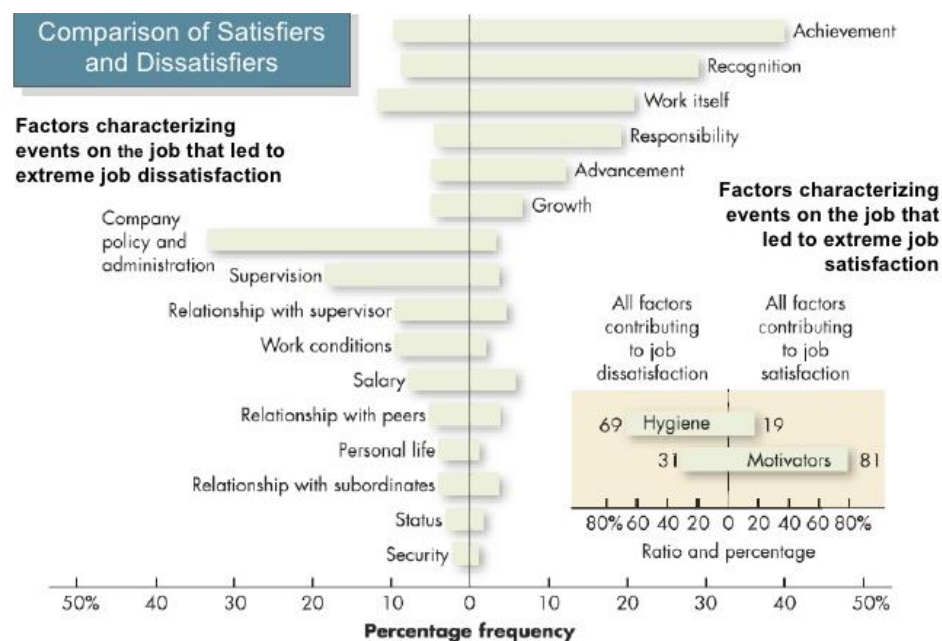


Figure 3: Evaluation of Pittsburg study (Slide Share 2010, 9)

The study of Pittsburg has provided Herzberg with useful information to learn that things which satisfy and motivate on the job are different in kind from the things that dissatisfy (Herzberg F. 2003).



In the theory of Herzberg, there are two different factors which are called the motivator and the hygiene factors. The motivator factors describe the intrinsic motivation and stimulate satisfying experiences. They give indication of the job itself. A desire or a need leads to motivation that influences employees to be and to do the best in their work. This desire or need arises from the fifth level of Maslow and is called self-actualization. The need for self-actualization is satisfied if motivator factors direct to positive job attitudes and superior job performance. Therefore, employees motivate themselves. Workers find the motivators intrinsically rewarding. One can see the factors as an additional benefit.

Intrinsic motivation means to do something because it is inherently interesting or enjoyable. The enjoyment of the work itself motivates individuals to become active, hence an employee who does his or her work because it has a personal value for him or her which eventually leads to self-success. (Steers et al. 1996, 17; Management Study Guide 2008; Ryan & Deci 2000.)

Motivator factors include:

- **Recognition:** Team leaders should praise and recognize the work of their teams.
- **Achievement:** Team leaders should make it possible that the employees could achieve their goals.
- **Growth:** A company must have the possibility for employees' growth.
- **Responsibility:** Employees should be responsible for their own work. Team leaders should minimize control but maintain the overview of the employees' work.
- **The work itself:** Employees perform better and are more motivated due to meaningful, interesting and challenging work.
- **Advancement:** Team leaders should advance abilities and skills of their employees.

When the motivator factors take place, then it results in high motivation, high satisfaction and strong commitment. (Management Study Guide 2008; Robbins 2000, 415.)

Otherwise, there are the hygiene factors, which contain extrinsic motivation and dissatisfying experiences. These factors describe the physical job environment and are not a part of the performed work itself. Extrinsic motivation contains the motive to do something because it leads to a separable outcome. An employee does his or her work only because it has consequences for not performing as supposed, which might lead to the loss of the workplace or problems with the supervisor. One attains the separable outcome to avoid sanctions and bad consequences.

Hygiene factors include:

- **Salary:** The salary should be appropriate and reasonable.
- **Company policies and administration:** The company policies should be fair and clear.
- **Supervision:** Kind of supervision like leadership, management and perceptions which employees receive.

- **Work conditions:** A company should guarantee safe, clean and hygienic working condition and should provide that work equipment is updated and well maintained.
- **Status:** The employees' status should be familiar and retained.
- **Interpersonal relations:** The relationship with peers, superiors and subordinates should be appropriate and acceptable.
- **Security:** The organization must provide job security. When the hygiene factors occur then it results in general satisfaction and prevention of dissatisfaction. (Steers et al. 1996, 17; Management Study Guide 2008; Ryan & Deci 2000.)

Satisfaction and motivation would appear only in relation to the motivator factors. Nevertheless, when causes of dissatisfaction are eliminated throughout the hygiene factors it would not automatically result in a state of satisfaction but in a neutral state. Hence, the hygiene factors are not responsible for job satisfaction and motivation, but they prevent for job dissatisfaction due to good work conditions and company police. If all or a few of these factors are of a low standard, employees are dissatisfied with their work (Steers et al. 1996, 17; Herzberg F. 2003; Thomson 2002, 79.)

For motivating employees, Herzberg was of the opinion that particularly intrinsic motivation is responsible for employees' satisfaction such as the work itself or the achievement. According to Herzberg, in order to improve the employees' performance team leaders have to have a look on the motivator factors and must make sure that the work is stimulating and rewarding. If they are not, the team leader should optimize them. Still, it is necessary that team leaders do not forget the hygiene factors neither. In the following chapter 4, Change Management, one can see that both of these factors are included. (Robbins 2000, 415.)

## 4 CHANGE MANAGEMENT

### 4.1 Definition of Change Management

The environment of an organization is always in a changing process. Due to globalization, competitive pressure increases and a company does not only face more competitors in the home country, but also all over the world. In the definitions below, the authors describe change management as a help to exist in a continuously changing world and to react rapidly.

*“Change Management: activities involved in (1) defining and instilling new values, attitudes, norms, and behaviours within an organization that support new ways of doing work and overcome resistance to change; (2) building consensus among customers and stakeholders on specific changes designed to better meet their needs; and (3) planning, testing, and implementing all aspects of the transition from one organizational structure or business process to another. “(gao.gov 1998).*

This definition describes how team leaders are supposed to behave in a changing process. It defines not only the activity of them, but also which persons they have to consider. A changing process includes shareholders and stakeholders, which a company should be able to satisfy.

In the next definition, Dawson (1992) describes change management as follows:

*“Organizations are never static: something about them is always changing. For example, there is a turnover in the membership, new administrative procedures are introduced, or a new customer arrives on the scene. None of these events is completely self-contained; each has implications for other aspects of organizational life. Some of them obviously result from decisions made within the organization, some of them originate with decisions outside, and others just seem to happen. The common factor is that when something changes, whether or not it has been planned or decided by organizational members, it will have repercussive effects which will be variously welcomed, discarded or ignored by people within and outside the organization. Their reactions will in turn affect other things.”*

(Thomson 2002, 203.)

A change is an alteration of an organization’s environment, structure, technology, or people. A company has to be able to recognize such a change situation and to act rapidly.

Reasons for an organization to decide to implement a change has forces, which evolve from the outside as well as from the inside of an organization.

The forces that come from the environmental surroundings of the company are external forces. Conversely, there are the internal forces, which can be located within the company.

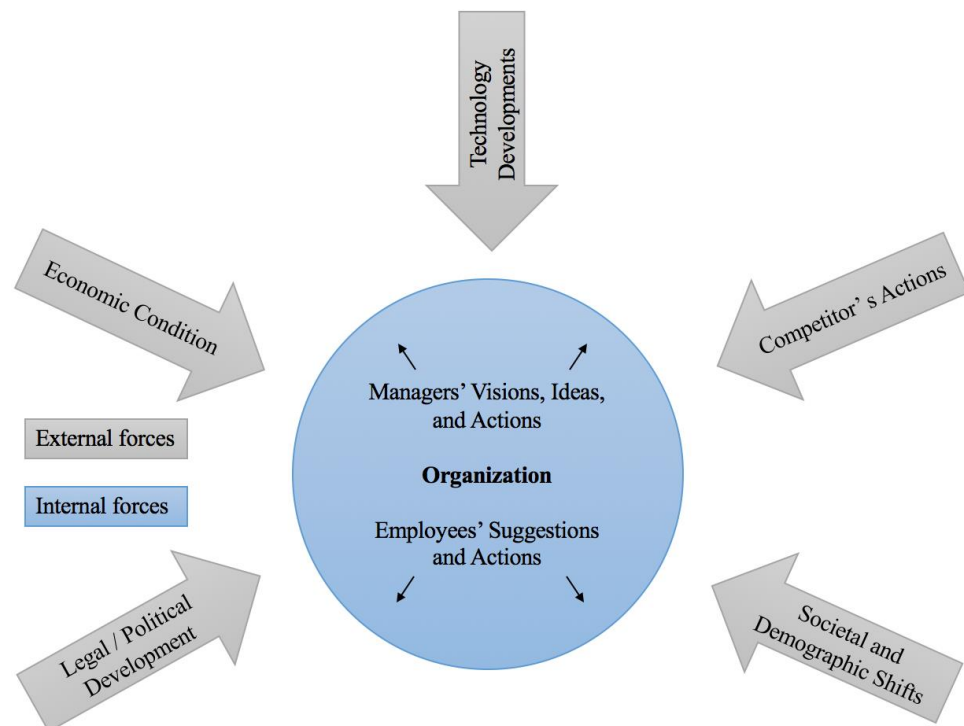


Figure 4: Internal and external forces, adapted by Hitt et al. (Hitt et al.2009, 452)

External forces are out of the company's control and cannot be influenced by it. These forces contain changes of technology, policy, economy, the market situation, competition and social issues. External reasons for changing are often of a huge and dramatic scope for an organization, because they are usually not predictable.

Internal forces are internal reasons for initiating a changing process. Reasons could be to improve corporate growth or production processes, change of corporate strategy, enhancement of human resources or for correcting wrong decisions of the past. These internal changes are often planned and therefore, they are predictable. (Vahs 2009, 310; Kotter 1996, 17-20; Thomson 2002, 203-209; Hitt et al. 2009, 452-456.)

### 4.2 Emotional Reactions in a Changing Process

In a changing process, people usually become concerned. For this reason, it is important to understand employee's reactions.

Changes are always associated with feelings. A few people consider this as a challenge or an opportunity to improve their work and to find out new strength. Unfortunately, often people fear change or an uncertain situation. People feel change as a disturbance in their work, because they think it affects their payment, status, place of work, chances of advancement or any other aspect of their job, which is important to them.

A change disturbs their usual work routine, processes and their practical work. Therefore, they lose their work balance and they feel confused about the change. Additionally, there is plenty of gossip and uncertainty, which employees fear. (Thomson 2002, 79)

According to Klimmer (2011) the first reaction is to question the change. Employees are uncertain about this change and they do not know if this implementation is good or bad for them. Employees hesitate in terms of the change's importance and if there are information underlying which are held back by their supervisors.

Team members are also uncertain if they are able to do the new work, hence meet and fulfil the demands made to them. They are not sure, if they can be successful with their new assignments. Such situations could lead to employees' fear to lose their job as they are not able to do the new work as well as expected.

Additionally, employees consider the gained benefits coming with this change and how they should react to them. (Riesen P. 2015)

According to this reaction, a company is confronted with feelings such as fear, uncertainty, despondency, curiosity and existential fear.

Therefore, before a company decides that a change is desirable and initiates it, the organization has to consider important issues and be prepared for corresponding reactions and feelings. (Riesen P. 2015)

Richard K. Streich defined the reactions in seven phases. For doing so, he put the employees' self-esteem on the y-axis and time on the x-axis.

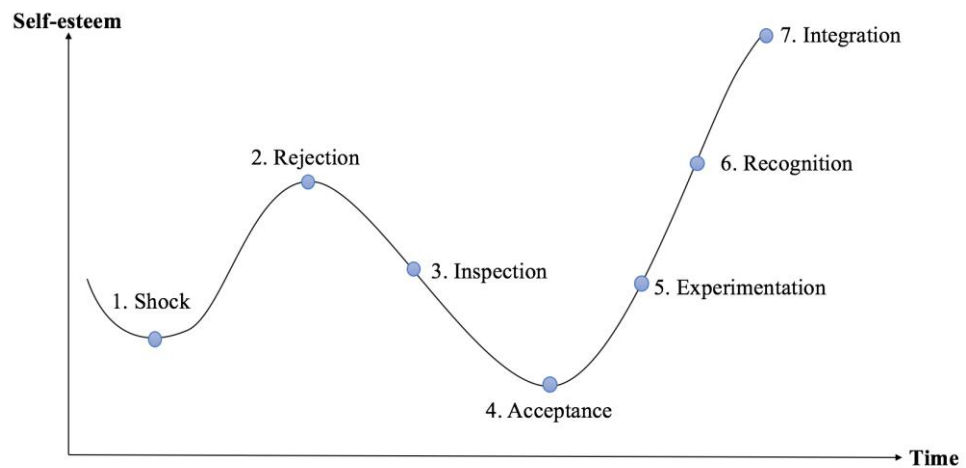


Figure 5: Seven phases of reaction, adapted by Zelesniack E. & Grolmann F. (Zelesniack E & Grolman F. n.d.)

From shock to integration, the reactions of employees who are confronted with changes are different and depend on the time of change, resulting in a fluctuating level of an employee's self-esteem, as it goes up and down when moving along the reaction process.

A description of each phase can be as followed:

- **Shock:** In the first phase, employees are confronted with change. Typical reactions are shock, surprise and fear of the new situation. Often employees' productivity decreases because they think their behaviour is not compounded for the new situation.
- **Rejection:** After this shock situation, employees join together and protest against change. This resistance bases on the thought that employees might lose their habits and their work balance.
- **Inspection:** Employees recognize that resistance is not helpful and does not bring the desired success. They also realize that change is not avoidable, maybe even necessary. A first step towards change is implemented but it is only superficial and short-term oriented.
- **Acceptance:** The lowest point on the curve describes the decisive breakthrough. Employees are willing to accept the change and adjust their behaviour.
- **Experimentation:** Employees are going to be curious and learn to deal with the new situation. Success and failure help to develop new behaviour patterns.
- **Recognition:** The employees realize that change is necessary and good. Success helps to improve new behaviour and the integration of it in the working process.
- **Integration:** New working behaviour become firmly anchored in the work life and are obvious for all employees.

(Zelesniack E. & Grolman F. e.d.)

With the help of this model a team leader recognizes the reactions in each phase of a change. Thus, he or she is able to proceed against negative and optimize positive reactions.

### 4.3 Resistance to Changes

Resistance within a company is not always negative. It also shows a certain degree of stability and predictability. If there is no resistance in an organization, organizational behaviour only exists in a chaotic randomness. In a changing process resistance can also be a source of functional conflict, which can help to improve the change and take better decisions. (Robbins 2000, 562.)

Each employee's degree of resistance is different. The deepness of resistance depends on the degree of how much an employee is involved in the changing process.

Resistance is also considered as a human's natural form of behaviour. It is a part of human nature to create a comfort zone in which people feel good and safe and if that special zone is threatened resistance might occur. (Thomson 2002, 215.)

Kotter and Schlesinger (1979) defined main reasons why employees tend to resist a change. First of all, if employees put their own interest before that of the organization, they do not fully understand the importance of the change. Therefore, these persons do not realize why they have to change their working behaviour.

Additionally, if employees could not gather enough information about the change, they will not understand the importance of it and are not amenable to implement it.

Further, team members misunderstand the implications of the change and their jobs due to a lack of trust. There is a lot of uncertain proposals and employees do not have enough information about suggested change.

Another reason is the employees' diverging assessments of the situations. Each person values the advantage and disadvantage of change different.

Finally, employees have low tolerance of the change, if they have a strong need for security and stability. They perceive a change as a disruption and do not want and accept it. (Thomson 2002, 216.)

Resistance can appear in different ways. For a company, it is the easiest to act against an overt and immediate form of resistance. The employees complain loudly and directly at the beginning. The company knows about the problems and can remove them rapidly.

More difficult to manage is implicit or deferred resistance. Implicit resistance occurs silently. Employees lose their loyalty in the organization and also their motivation to work. The rate of errors and absences increase immediately. This kind of resistance is difficult to identify.

Additionally, it is difficult to rectify resistance that appears at a later point in time. The company is not ready for it and it will take longer time to be removed. (Robbins 2000, 563.)

### 4.4 Theories of Change Management

There are several theories and models available about change management. They provide guidance for a successful implementation of a change, and can help to reduce employees' resistance towards such. With the different theories, a company can prepare itself and act effectively against poor reactions and resistances.

Two of the most famous change management models are the three-step model from Kurt Lewin and the eight-stage process from John Kotter, which will be examined further in the following chapters.

#### 4.4.1 The Three-Step Model

Kurt Lewin's three steps model describes the basic theory of the following change management models. He developed the force field analysis model, which contains two different force groups, namely the driving forces and the restraining forces. The driving forces contain external and internal forces, which are implemented in a change. On the other side, restraining forces describe the forces, which prevent a change. Between these two forces, there exists an equilibrium. If a change is going on, the equilibrium is affected by those forces. According to Lewin it is better to reduce the restraining forces for moving the equilibrium than to intensify the driving forces. Therefore, the resistance tends to be smaller. (Zelesniack E. & Grolman F. n.d.)

Lewin defined three critical stages which a company has to pass in a changing process. These stages are mentioned below.

**Unfreezing:** In this first stage companies have to prepare the alteration. It is important to communicate what is going to be changed in the future. In this phase supervisors conduct meetings with involved employees and they jointly discuss and plan change. Besides, it is important to keep employees who cannot attend meetings or those who are interested to participate in the change informed. Suitable for this purpose are newspapers or flyers. If involved persons need to acquire new skills, it is necessary to prepare arrangements for such trainings. Communication is a very important topic in this step. Employees get informed and therefore their feeling of uncertainty will be reduced. Workshops or special trainings help to overcome one's inhibitions and to prevent resistance due to fear regarding the new work task. The new skills required in the workshops and trainings motivate employees since they realize that they are able to manage their work after change. (Thomson 2002, 213-215)

**Changing:** The second stage implements change. This phase builds upon the previous stage and can only be implemented successfully if the unfreezing stage is well planned and prepared. Even though the planning and the preparation phase can be rather good, it is always possible that something unforeseen happens which can change the situation. Companies are required to be highly flexible in a situation of change and have to maintain an overview of the process at all time. Thus, they are able to act rapidly and improve the plan or at least revise it. In this stage, team leaders must be able to retain



control over change. Therefore, they could prevent later resistance of employees and other unforeseen disturbances. (Thomson 2002, 213-215)

**Refreezing:** The finale stage contains the solidification of change. The new implemented change has to be completely fitting to the work. That ensures a smooth task monitoring after the implementation. Despite ongoing monitoring employees could easy revert to their old work situation. It is therefore important to anchor change deeply into the company's culture. Problems could also occur after implementation. Supervisors have to identify such threats and try to rectify those to prevent disruptions. Not until employees can hold up the new work by themselves, change is accomplished. Team leaders must motivate their team members to not fall back to their old working habits. (Thomson 2002, 213-215)

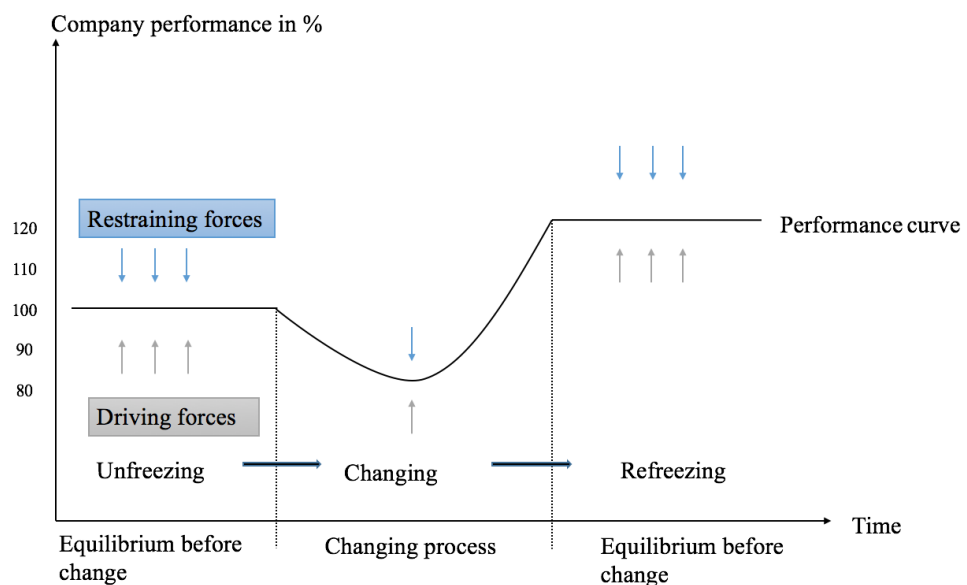


Figure 6: Three step model, adapted by Zelesniack E. & Grolmann F. (Zelesniak E & Grolman F. n.d.)

Employees' performance changes in each phase, as shown in the picture above. Through the path of strength between restraining and driving forces, the equilibrium of the performance moves. In the changing phase, performance decreases under 100%, because employees have to acquire the new work process in advance. Additionally, the company struggles with negative reactions and resistance. The performance increases over 100% if the refreezing phase starts. Therefore, the change is applied successfully.

### 4.4.2 The Eight-Stage Process

John P. Kotter has defined eight errors why organizations fail in a changing process in his book “Leading Change” (1996). These eight errors show important characteristics of even the smallest aspects that can make a company fail. To prevent these eight errors Kotter developed an eight –stage process. The organizations should follow this model when deciding to make a change. With the following steps change will be more likely to succeed. The model builds up on the theory of Kurt Levin’s three-stage model.

#### **1. Stage: Establishing a Sense of Urgency**

- *Examining the market and competitive realities*
- *Identifying and discussing crisis, potential crises, or major opportunities*

(John Kotter 1996, 21)

The first stage is based on the error “Allowing too much complacency”. Supervisors of a company are incapable of creating a high enough sense of urgency for change. It is difficult to motivate people to leave their comfort zone if the urgency is not given. Employees have to recognize how important change is. Therefore, they can also influence other positive effects of change. However, if the feeling of urgency fails, employees become even more resistant to change. (John Kotter 1996, 4-5)

#### **2. Stage: Creating the Guiding Coalition**

- *Putting together a group with enough power to lead the change*
- *Getting the group to work together like a team*

(John Kotter 1996, 21)

The second stage is the solution of the error “Failing to create a sufficiently powerful guiding coalition”. Without a motivated, powerful team, which is led actively, it is often impossible to carry out a change. (John Kotter 1996, 6-7)

#### **3. Stage: Developing a Vision and Strategy**

- *Creating a vision to help direct the change effort*
- *Developing strategies for achieving that vision*

(John Kotter 1996, 21)

This stage is build up on the error “Underestimating the power of vision”, which can lead to a company’s failure. Vision is a key factor for managing a change. It describes the direction, alignment of change and is also an inspiration for all employees. Without a clear vision an implementation will move in the wrong direction, because the employees are not directed and do not know the goal of change. (John Kotter 1996, 7-9)

**4. Stage: Communicating the Change Vision**

- *Using every vehicle possible to constantly communicate the new vision and strategy*
- *Having the guiding coalition role model, the behaviour expected of employees*

(John Kotter 1996, 21)

Stage four is based on the error “Under communicating the vision by factor of 10 (or 100 or even 1000)”. This means that a company does not communicate its vision in a good way. Thus, the company will continuously fail. Often an organization has a good vision, but then team leaders correspond to it rarely and employees forget about it. On the other hand, the volume of the vision is too small and employees do not understand the message. Additional to a too small volume, supervisors might still work in the same way they did before. Team leaders have to communicate the vision with words and deeds, as they are role models for their employees. (John Kotter 1996, 9-10)

**5. Stage: Empowering Broad-Based Action**

- *Getting rid of obstacles*
- *Changing systems or structures that undermine the change vision*
- *Encouraging risk taking and non-traditional ideas, activities, and actions*

(John Kotter 1996, 21)

Stage five solves the error “Permitting obstacles to block the new vision”. A changing process always involves a high number of employees. If one or a few do not agree with the vision and block the change process, it will get disastrous for the company. (John Kotter 1996, 10-11)

**6. Stage: Generating Short-Term Wins**

- *Planning for visible improvements in performance, or “wins”*
- *Creating those wins*
- *Visibly recognizing and rewarding people who made the wins possible*

(John Kotter 1996, 21)

Stage number six is based on the error “Failing to create short-term wins”. Companies fail to perform a change, because they do not create short-term wins. People often give up if they do not see any wins or advantages for them. Besides, their resistance towards change intensifies. For managing this change successfully, team leaders should look for a way to obtain clear performance improvements and established goals. Thus, they can reward involved employees. (John Kotter 1996, 11-12)

**7. Stage: Consolidating Gains and Producing More Change**

- *Using increasing credibility to change all systems, structures, and policies that do not fit together and do not fit the transformation vision*
- *Hiring, promoting, and developing people who can implement the change vision*
- *Reinvigorating the process with new projects, themes, and change agents*

(John Kotter 1996, 21)

Stage number seven is created on the error “Declaring victory too soon”. That means, companies often celebrate that the changing process is completed. Most of the time that is a huge mistake. Until changes are finally implemented and anchored in the corporate culture it can take years. If companies and employees declare victory too soon, change could slowly disappear and companies need to start from the beginning again. (John Kotter 1996, 12-14)

**8. Stage: Anchoring New Approaches in the Culture**

- *Creating better performance through customer- and productivity-oriented behaviour, more and better leadership, and more effective management*
- *Articulating the connections between new behaviours and organizational success*
- *Developing means to ensure leadership development and succession*

(John Kotter 1996, 21)

Finally, this error is about “Neglecting to anchor changes firmly in the corporate culture” and the reason for step eight. Changes are only deep-rooted if they are obvious for the whole company. (John Kotter 1996, 14-15)

The consequences of these eight errors are crucial as well as critical for the future of a company. The changing process is slowing down and that causes stress. Employees are frustrated about the new work and develop more resistance. This situation could result in performance reductions, which can annoy customers. This can effect a decreasing of company profit. (John Kotter 1996, 15)

## 5 CURRENT CHANGING SITUATIONS

The current changing situations were defined by interviews with four team leaders who are working in different companies in the countries of Switzerland and Finland. For a connection to the praxis and for the support of the theoretical parts, the team leaders' experiences of motivation in a changing process should flow in. The interviewed persons provide, due to their belonging to a company, the necessary knowledge and experiences.

The interview questions were deduced from the theoretical parts Motivation and Change Management. The evaluation of the team leaders' answers should help to describe the role of a team leader in a real changing situation.

Each interview evaluation is created as a case which starts with a description of the company. Then the employees' reactions and problems concerning the change were described and defined. Furthermore, the author analyzed how the team leaders solved these problems and how they experienced the change.

Therefore, the author asked how the team leaders motivated their team members during the changing process. Furthermore, the interviews answered the question of how companies defined the vision and how employees were supported.

Additionally, in this chapter of the thesis, each case was directly compared and evaluated with the theories of Maslow's hierarchy of needs, Herzberg's motivator-hygiene theory and Kotter's eight-stage process. The direct comparison of the current changing situation and both theory parts give a clear overview of each cases' evaluation. Moreover, this method should simplify the analyses of the result in the next chapter.

The color in the evaluation tables should show what the team leader did right or wrong in the changing process compared to the theory. Grey and blue highlighted boxes stand for "achieved". Orange means "not achieved" in consideration with the levels of the pyramid, motivator factors and hygiene or stages of the eight stage process. In the appendix 3 and 4, there is a summary of the comparison of all cases with the different theories.

It should be noticed that the interviewed team leaders were chosen accordingly to the aspects of organization's culture. All teams were evaluated by the outcomes of chapter 2 in relation to the research question: "How can team leaders motivate a long-established team during a changing process?" In all cases, the team was long-established. They have a familiar and closed relationship. Each team has anchored the organization's culture deep in their daily work and behaviour. The team leaders noted that their teams have common habits and behaviour which they maintain every day. Smaller habits like a shared coffee break in the morning or bigger like the daily routine of work.

The traditional way of thinking and of doing things, which is embedded deep in the organizational culture, is very important for the teams of the different team leaders.

### 5.1 Salt Mobile SA

Salt Mobile SA is one of three national mobile phone providers in Switzerland and employs more than 900 people. The company offers 2'166'000 customers (2014) mobile communication and fixed lines for businesses.

Before change, the company's name was Orange Communication SA, an offshoot of the foreign parent company in France. Then, in 2015 the French entrepreneur Xavier Niel acquired the mobile phone provider and the name changed from Orange to Salt. This renaming or rebranding costed more than 40 billion Swiss francs.

Additionally, the rebranding included a change of organizational culture, because the company was no longer French but a Swiss organization. (Müller G. 2015; salt.ch 2014)

Change included not only the rebranding of the company, but other small reconstructions like an IT-transformation for improving the old system. In this case, only the rebranding is described. Through the rebranding of the company's vision, the working process and the highest management were changed.

The team leader, Nassim Berrani, manages a team of eight employees in the consumer service of the company. Each team member has been working there for more than three years and they have a familiar and close relationship.

#### 5.1.1 Problems and Reactions of the Employees

At the beginning of the changing process, the employees of the team leader reacted in different ways. The situation was very emotional for most of them and many were concerned about the change. They could not identify themselves with the company any longer and they did not accept the new philosophy.

Additionally, the fear of job loss was present all the time, as for most employees it was unclear what was going to happen with their jobs and if they had to apply for another work place.

In the entire company, but also within the team, there were many rebels, who resisted the change. The behaviour of several employees was even aggressive. This group of resistance was the main problem of the change, because they were followed by supporters, which slowed down the process significantly.

On the other hand, there were a few employees like the team leader, who reacted with optimism and tried to implement the change.

### 5.1.2 Solutions of the Team Leader

The reaction of the team leader was to look carefully on the rebels, that they do not become a virus in his team and that they could not recruit new followers.

In situations where employees were demotivated, the team leader had discussions to identify the problems. For him, it was important to know why exactly the employees were not motivated. In this conversation, he showed always sympathy and tried not to be emotional or annoyed. Therefore, the demotivated employees felt vindicated and taken seriously. He removed the fear of job loss, because his team was not affected by the reduction of workplaces due to the efforts of Nassim Berrani.

During the changing process, the team leader gave the unmotivated employees new targets and responsibility. Thus, the team members learned new skills and had a goal on which he or she could focus and concentrate.

Nassim Berani created with other team leaders of the same department internal competitions between the teams. For every week, team leaders analyzed the work outcome of each team. The team with the most sales and highest work rate won a special prize, like a bonus for the team excursion or a meal voucher for the canteen. With these competitions, the team members were distracted from the change, but nevertheless they were in the midst of the change activities. Through these competitions, the employees learned their new work and they could identify better with the new company's brand.

The vision was well defined by the higher management of the company. It described the new philosophy in a structured way and the new organization's goal were clear defined. The team leader spoke more of a team vision than a company's vision, thus the employees felt that they were perceived. Therefore, this was more personal and individual for each team member. The communication about the vision took place once a month in a team meeting. For Nassim Berrani it was very important that his team was informed and up to date with the change. Therefore, the team members felt that they were an important part of the company and this is helpful to fulfil the change well. Furthermore, the employees learned with the vision that the change is necessary for the company.

The biggest change from Orange to Salt is already finished and it is anchored in the company's culture. Now, the team leader has to implement other smaller changes. He is confident to challenge it successfully with his new gained experiences from the previous change.

### 5.1.3 Comparison of the Current Changing Situation with the Theory

The team leader motivated his team in different ways in the changing process. The main point was the discussion with each employee. Therefore, the team leader always knew how motivated his team was, and how he could improve motivation.

A good action of the team leader was to delegate new targets and responsibilities to demotivated employees. Thus, they were directed towards a goal. Furthermore, the variety and scope of the job tasks were expanded.

Another important point were the competitions, which increased the persistence to do the new work well. The employees wanted to win for their team. They realized that it is not a good idea to resist these competitions for the team spirit and the belongingness to the team.

The resistance at the beginning of the change was influenced by the fear of job loss and the disruption of stability and order at the workplace. The new philosophy of the company led to emotional danger as well, because they did not identify with it. Additionally, the employees did not understand how to use their full potential at the new work.

The table below compares the team leader’s actions to Maslow’s hierarchy of needs. Furthermore, one can see how the team leader removed the motivation problems and resistance in the changing process.

Table 1: Evaluation of hierarchy of needs with Salt Mobile SA, adapted by Steers M. et.al. (Steers et. al. 1996.14)

	Hierarchy of Needs	Salt Mobile SA
Deficiency Needs	<i>Survival</i>	•Not affected by change
	<i>Safety and Security</i>	•Discussions with all employees
	<i>Belongingness</i>	•Not affected by change
Growth Need	<i>Esteem and Ego</i>	•Prize for the best competition’s result •Team leader reward for good performance
	<i>Self-actualization</i>	•Allocation of new targets and responsibility
<b>Legend:</b>		<b>Achieved</b> <b>Achieved</b> <b>Not Achieved</b>

In the beginning, the team did not tolerate any change. The change disturbed their work stability and security, and triggered fear and uncertainty for the future. The discussions were helpful for the employees’ safety and security. It tempered fear and stability returned in the working process, because the team leader found out the demotivation’s problems. Therefore, Nassim Ber-rani could create with the employees a solution, which fitted for everyone. With the allocation of new targets and responsibilities he ensured the achievement of the highest level of the pyramid, self-actualization. He gave the employees the possibility to use their full potential and to learn new skills. The competitions were helpful to increase the esteem and the ego as well.



Even in the evaluation of Herzberg's motivator-hygiene theory one can see that the team leader motivated his team well in this changing process.

Table 2: Evaluation of motivator-hygiene theory with Salt Mobile SA, adapted by Management Study Guide (Management Study Guide 2008)

	<b>Motivator-Hygiene Theory</b>	<b>Salt Mobile SA</b>	
<b>Motivator Factor</b>	<i>Recognition</i>	<ul style="list-style-type: none"> <li>•Prize for the best competition's result</li> <li>•Team leader rewards for good performance</li> </ul>	
	<i>Achievement</i>	<ul style="list-style-type: none"> <li>•Generate short-term wins with competitions</li> </ul>	
	<i>Growth &amp; Advancement</i>	<ul style="list-style-type: none"> <li>•Team competitions</li> </ul>	
	<i>Responsibility</i>	<ul style="list-style-type: none"> <li>•Allocation of new targets and responsibility</li> </ul>	
	<i>The Work Itself</i>	<ul style="list-style-type: none"> <li>•Learn the new work with new target and the competitions</li> </ul>	
<b>Hygiene Factor</b>	<i>Salary</i>	<ul style="list-style-type: none"> <li>•Not affected by change</li> </ul>	
	<i>Company Policies and Administration</i>	<ul style="list-style-type: none"> <li>•Were clear and fair defined</li> </ul>	
	<i>Supervision</i>	<ul style="list-style-type: none"> <li>•Was clear defined</li> </ul>	
	<i>Work Condition</i>	<ul style="list-style-type: none"> <li>•Change improved working conditions</li> </ul>	
	<i>Status</i>	<ul style="list-style-type: none"> <li>•Not affected by change</li> </ul>	
	<i>Interpersonal Relationship</i>	<ul style="list-style-type: none"> <li>•Competitions reinforced team spirit</li> </ul>	
	<i>Security</i>	<ul style="list-style-type: none"> <li>•Discussions with all employees</li> </ul>	
<b>Legend:</b>	<b>Achieved</b>	<b>Achieved</b>	<b>Not Achieved</b>

The recognition was not missed out in this change. The company as well as the team leader rewarded good performance. Important is that not only one employee received a prize for achieving the goals in the competitions. Because the team performance was in the foreground and the whole team won. The result was that the team grew together more closely and the team members were much more motivated to learn their new work.

The motivator factors and the hygiene factors are satisfied in this case. The team leader improved the motivator factors so that the employees were motivated and satisfied.

Learning new skills and accepting the goal were crucial for the employees in order to go along with the change. Additionally, the success and the failure that the team members generated throughout the competition's experimentation helped to develop new behaviours. Through the success of the competition and the vision, the team recognized change and integrated it in their daily work.

The success of the change is well described in Kotter’s eight-stage process.

Table 3: Evaluation of eight-stage process with Salt Mobile SA, adapted by Kotter J. (Kotter J. 1996, 3-15,21)

<b>The Eight-Stage Process</b>	<b>Salt Mobile SA</b>
<i>1. Establishing a Sense of Urgency</i>	The change was a decision of the higher management. The change was build up of the examination of the market and competitors.
<i>2. Creating the Guiding Coalition</i>	Only the team leader was in the guiding coalition. He had to introduce his team. The team leader was motivated to implement change.
<i>3. Developing a Vision and Strategy</i>	The new vision was clear defined, but the employees did not accept it at the beginning.
<i>4. Communicating the Change Vision</i>	The information about the change was communicated constantly and immediately. The vision was communicated once a month.
<i>5. Empowering Broad-Based Action</i>	A lot of discussions with each team members to find out their problem about the change.
<i>6. Generating Short-Term Wins</i>	Goals in form of new targets and responsibility.
<i>7. Consolidating Gains and Producing More Change</i>	Implementation of competitions to learn new skills and abilities.
<i>8. Anchoring New Approaches in the Culture</i>	The implementation is anchored successfully in the culture.
<b>Legend</b>	<b>Achieved</b> <b>Achieved</b> <b>Not Achieved</b>

In the table, it is obvious that the eight steps were implement very well. The case of Salt Mobile SA has only one difference compared to the theory. As one can read in the theory of Levin and in the theory of Kotter as well, defining a good structured and clear vision is essential for a change. In this case, the situation is different. The employees did not understand how important the change is. Although, they had enough information about it due to the vision and the immediate disclosure of information through the team leader. The team was not willing to implement the change and resisted it loudly. The team leader could react rapidly against this resistance and conducted discussion to remove the problem.

### 5.2 Swisscom

Swisscom is the leading company of telecommunication in Switzerland. The organization employs more than 19'000 people. Swisscom offers corporate and residential customers mobile and fixed-line telephony, Internet and digital TV. Furthermore, the company is one of Switzerland's largest providers of IT services. The employees build and maintain infrastructure for mobile and fixed-line telephony, transmit broadcasting signals and are active in the banking, energy, entertainment, advertising and healthcare sectors. (swisscom.ch 2016)

The change contains an association of two different teams of the database department of Swisscom. Both teams had different standards and databases, which they had been editing separately before the change. The goal of the change was to create one big team with the same standards and databases. Therefore, the company wanted to have standardization and automation in the work process.

The interviewed team leader Steven Kemmler was the leader of one of the two teams and is now the new head of this big team. Furthermore, he was responsible for the implementation. The new team obtains more than 30 people.

#### 5.2.1 Problems and Reactions of the Employees

The first problem of the change was immense. Before change was implemented, an external Consulting firm analyzed each team to examine the work of the employees. The results of the analysis were severe and upsetting. The analysis was only intended for the leaders of both teams, but unfortunately the employees heard from it. The employees' reaction was devastated and triggered in a big resistance even before the change had started. The employees were completely demotivated and upset because they thought their work was unworthy. Uncertainty about the future appeared.

Furthermore, to merge these two teams into a big one caused much trouble, because they did not know each other very well. A lot of employees were not willing to work with the other team, which intensified resistance as well. The change should not affect the amount of jobs, however several employees quitted their job because of dissatisfaction.

The employees did not accept the change from the beginning and did not implement it. The refusal to work obviously slowed down the changing process. Additionally, the team leader's supervisor had no valid argument for the change due to the not clear defined vision of the higher management. Therefore, the employees did not understand the value, importance and opportunity of it and they refused their work unofficially. Moreover, the results of the staff survey were shocking and put the company in a bad light.

### 5.2.2 Solutions of the Team Leader

With the bad attitude of the employees, it was difficult for the team leader to implement the change. Steven Kemmler had to temper the resistance first, before the change could start. The team leader arranged several team events for catching up feedbacks and to understand what exactly the problems of both teams were. In these meetings, he tried to explain the need of the change and to show the positive aspects of it.

The team members' feedbacks and the team leader's measures were discussed with the next higher management, who improved the vision. Therefore, the higher management, the team leader and the employees found a good solution and the team was able to commence with the change.

Additionally, these team events were the meeting point of the two teams. Here they got to know each other better and learned to think and work as one single team.

Due to the bad arguments before the change, Steven Kemmler communicated the vision one time per quarter in the team events. The changes' information was communicated regularly and prompted with e-mails and presentations. This way, he could be certain that every employee was informed about the current situation.

The team size was too big to be coordinated by one person. Therefore, Steven Kemmler built a guiding collation with five team members, who had a positive attitude for the change. Each of these employees had a team of six persons to help them to accept and implement the change.

Furthermore, he arranged external and internal trainings. This way the employees effectively learned the common work, standards and new skills.

During the changing process, he held regularly discussions with his guiding collation. Thus, he could evaluate if the employees were still motivated and agreed with the situation.

Steven Kemmler added in the interview that he would have meetings with each team member in the future time. Thus, he will show that he takes his employees seriously and that he appreciates them. In these meetings, he will fix target agreements and development opportunities with each employee as well.

Steven Kemmler organized several team excursions and personal gifts for birthdays or Christmas, in which he thanked for the performed work and to give the employees a feeling of respect.

The change is not entirely finished yet. The main work is done, the team accepted the change and tried to implement it, but the team members need a lot more time to anchor the new work in their work behaviours. The team leader is confident to manage it, because of the cooperation and integration of the employees in the change process. But the team leader knows there is still a lot of work to do and he must observe the changing process all the time.

5.2.3 Comparison of the Current Changing Situation with the Theory

The team leader had to temper the negative feelings in both teams before he could start with the change. Due to the bad result of the external Consulting firm, which the supervisors held back, employees had not enough trust anymore for the change. They believed that the supervisors were not honest to them and kept a lot of secrets. Several discussions together with all involved persons were necessary to bring back trust in the company and their work. Additionally, discussions were helpful to improve the unclearly defined vision. Therefore, each employee knew the main goal of the change and understood how to implement it.

In regard of Maslow’s hierarchy of needs all levels except the fifth level self-actualization were achieved with the effort and ideas of the team leader.

Table 4: Evaluation of hierarchy of needs with Swisscom, adapted by Steers M. et.al. (Steers et. al. 1996.14)

	Hierarchy of Needs	Swisscom
Deficiency Needs	<i>Survival</i>	•Not affected by change
	<i>Safety and Security</i>	•Discussions with all employees and higher management to improve the vision
	<i>Belongingness</i>	•Several team events •Allocation of the 30 persons in five little team, thereby everyone is integrated
Growth Need	<i>Esteem and Ego</i>	•Team leader rewards for good performance, reward more as before •Personal gifts •External and internal trainings
	<i>Self-actualization</i>	•Team leader should develop goals with each team member how they could use their full potential in their new work.
<b>Legend</b>		<b>Achieved</b> <b>Achieved</b> <b>Not Achieved</b>

Many discussions with the employees and the higher management were essential to make sure that stability returns into the team. Additionally, team events helped to increase the belongingness.

Furthermore, the knowledge that one’s own work was unworthy and not good, led to the workers’ loss of self-respect, self-esteem and self-confidence. The external and internal trainings could bring back the employees’ esteem and ego due to the knowledge that new skills improve the value of their work. The employees now know that they are able to do the new work. Therefore, Steven Kemmler should support his employees that they can use their full potential in their new work and they apply their new skills and abilities.

It is unsurprisingly that not all motivator factors are satisfied in the comparison of theory of Herzberg’s motivator-hygiene theory with the change of Swisscom.

Table 5: Evaluation of motivator-hygiene theory with Swisscom, adapted by Management Study Guide (Management Study Guide 2008)

	Motivator-Hygiene Theory	Swisscom	
Motivator Factor	<i>Recognition</i>	<ul style="list-style-type: none"> <li>•Team leader rewards for good performance, reward more as before</li> <li>•Personal gifts</li> </ul>	
	<i>Achievement</i>	<ul style="list-style-type: none"> <li>•Team leader should agree a personal goal with each team member</li> </ul>	
	<i>Growth &amp; Advancement</i>	<ul style="list-style-type: none"> <li>•External and internal trainings</li> </ul>	
	<i>Responsibility</i>	<ul style="list-style-type: none"> <li>•Team leader should give responsibility only when the employees recognize that change is necessary.</li> </ul>	
	<i>The Work Itself</i>	<ul style="list-style-type: none"> <li>•Team leader should develop goals, which make the new work meaningful and interesting.</li> </ul>	
Hygiene Factor	<i>Salary</i>	<ul style="list-style-type: none"> <li>•Not affected by change</li> </ul>	
	<i>Company Policies and Administration</i>	<ul style="list-style-type: none"> <li>•After the discussion, it was clear</li> </ul>	
	<i>Supervision</i>	<ul style="list-style-type: none"> <li>•Was clear defined</li> </ul>	
	<i>Work Condition</i>	<ul style="list-style-type: none"> <li>•Change improve working condition</li> </ul>	
	<i>Status</i>	<ul style="list-style-type: none"> <li>•Several team events</li> </ul>	
	<i>Interpersonal Relationship</i>	<ul style="list-style-type: none"> <li>•Relationship with peers was improve by team events</li> </ul>	
	<i>Security</i>	<ul style="list-style-type: none"> <li>•Discussions with all employees and higher management</li> </ul>	
<b>Legend</b>	<b>Achieved</b>	<b>Achieved</b>	<b>Not Achieved</b>

The hygiene factors were satisfied because of discussions and clarifications of the different factors, before change was implemented.

In the next steps, the team leader should make it possible to satisfy the motivator factors. In the interview with Steven Kemmler, he mentioned that his team has accepted the change and recognized that it is necessary. Now it is time for agreeing new goals whereby the employees could get away from their old behaviours and develop new ones. Therefore, they could use acquired skills of the trainings and revive interest in the work itself. Important is that the team leader does not give too much responsibility for the change until the employees changed their behaviours. Otherwise, they could be overload.

As in the evaluation of motivation and as in the evaluation of change management there are similarities regarding the achievement of goals.

Table 6: Evaluation of eight-stage process with Swisscom, adapted by Kotter J. (Kotter J. 1996, 3-15,21)

<b>The Eight-Stage Process</b>	<b>Swisscom</b>
<i>1. Establishing a Sense of Urgency</i>	The change was a decision of the higher management. The change was built up of the examination of the market and competitors.
<i>2. Creating the Guiding Coalition</i>	First, only the team leaders were in the guiding coalition. But, the team is too big, therefore he arranged six motivated team members for a guiding coalition.
<i>3. Developing a Vision and Strategy</i>	Vision was not clear defined. Discussions with higher management were necessary for improvement.
<i>4. Communicating the Change Vision</i>	The information was communicated constantly and immediately. The vision was communicated one time per quarter.
<i>5. Empowering Broad-Based Action</i>	A lot of discussions with each team members to find out their problem about. Feedback to the higher management to improve the change. Reward for good performance. External and internal workshops to learn the new system and work.
<i>6. Generating Short-Term Wins</i>	Agreements of personal goals, which employees could achieve easily.
<i>7. Consolidating Gains and Producing More Change</i>	Hire new employees. Team leader should reinforce change with new projects and goals.
<i>8. Anchoring New Approaches in the Culture</i>	Needs still much time for anchoring change in the organizational culture.
<b>Legend</b>	<b>Achieved</b> <b>Achieved</b> <b>Not Achieved</b>

One can see in the table above, the first five steps are done and the team leader has to generate short-term wins now. Therefore, the agreements of easy visible goals are necessary. Thus, employees generate wins, which increase the esteem and the ego in additional. These positive feelings help to integrate new behaviour in the working process.

Moreover, Steven Kemmler should occupy job vacancies, so that he can avoid overload of the remaining team members.

### 5.3 Post Finance

Post Finance is one of Switzerland's leading retail financial institutions and employs more than 3'570 people. The company offers 2'951'000 private and business customers a wide range of banking products and services. (postfinance.ch 2015)

The company had one of the biggest changes three years ago. It was a reorganization of the higher management level of the company and it affected all employees more effectively.

The reason for this change was to improve efficiency, to avoid duplication in the working processes, and to use the skills, abilities and knowledge of the employees better.

Therefore, new teams were built and new fields of activities were implemented. This also meant that several jobs did no longer exist. It is to note that Post Finance has a big change every couple of years. However, this change was different than the others due to job losses.

The team leader Virginia Tendilla, who was interviewed, led a well-coordinated and long-established team. The relationship between the team members was very familiar and close.

#### 5.3.1 Problems and Reactions of the Employees

The team members were shocked and reacted very emotional. Especially the uncertainty was always present. For a long time, most employees of the higher management were not certain what will happen to them because the new teams and working areas were not clearly defined. Several employees were concerned about their jobs. Especially the long-established team members were frightened to lose their old work and team members.

The biggest evil were rumors, which circulated at all levels of the company, because of the obscurities how the new teams would look like. Therefore, the employees' reactions were to create a big resistance, due to the fear to lose the job and the uncertainty of new work, team members and leaders. Post Finance required a lot of flexibility of the employees, because they had to accept the change. Otherwise, they had to go.

#### 5.3.2 Solutions of the Team Leader

The uncertainty about the future of the employees was the blame of the higher management, who announced the change too early. Although, the change and the vision were neither thoughtful nor planned properly.

Virginia Tendilla communicated the change as often as possible and kept it present. She informed her team directly about the new steps. Therefore, she tempered rumours and dampened uncertainty.

In her opinion, the vision was communicated often enough. The problem was that the vision was not clearly defined due to not badly planned change.



Her team did not understand how the company wanted to achieve the vision. This led to misunderstandings and work delays.

Virginia Tendilla had given to understand that the change could be a chance and an opportunity to learn new skills, tasks and to get to know new team members. She tried to increase the credibility of strategy plans and explained her team how important this change is for the company.

The team leader tried to understand the problems and concerns of her team members. Thus, she had several discussions with each of them. Continuously communicating the newest information of the change was very important for her. Thus, she could temper fears and uncertainty as well.

Additionally, the social recognition and the esteem were important for her. She rewarded the employees more than before and gave them the feeling of being important and needed.

The team of Virginia Tendilla was not much affected by the change. The team was rather the same, only the working processes were changed. This was because the team leader helped to guarantee that each team member could keep his or her job. For that, she arranged several trainings, thus the team members learned new skills and improved their old ones. Therefore, they were well prepared for the new work. One person was newly hired. This new team member visited the trainings as well for reaching out with the team.

Two persons of the old team found a job in another department of the company, which fitted better with their skills, knowledge and ability. For these two employees Virginia Tendilla arranged meetings with the new teams to get to know each other better.

After the change, she kept the contact sustain and helped their old employees to orient themselves in the new work and team.

This change was held three years ago and was successfully implemented per all these discussions. Next year Post Finance has planned a new reorganization and Virginia Tendilla is going to adapt her strategy as before.

### 5.3.3 Comparison of the Current Changing Situation with the Theory

This changing process was very special. The team leader remarked in the interview that it is normal to have a bigger reorganization after several years in this company. But, this time the change was announced too early and was neither well planned nor prepared. All team leaders used a lot of persuasion to make comprehensible that the change is useful and necessary.

Even more than usual, conversations and discussions were necessary to temper emotional danger and to bring back stability in the work.

The conversations were necessary as well to solve the main problem of the resistance in the team. The employees lost trust in the company due to many uncertain proposals. They did not have enough information about the extent of the change. The rumours could be remove in time, because the team leader Virginia Tendilla passed the news immediately to her team members and gave to understand that the change is useful and has advantages for all employees.

One can see in the evaluation of Maslow hierarchy of needs what the team leader did for the deficiency and growth needs of the employees.

Table 7: Evaluation of hierarchy of needs with Post Finance, adapted by Steers M. et.al. (Steers et. al. 1996.14)

	Hierarchy of Needs	Post Finance
Deficiency Needs	<i>Survival</i>	•Not affected by change
	<i>Safety and Security</i>	•Guarantee job security •Discussions with all employees
	<i>Belongingness</i>	•Arrangement of team events
Growth Need	<i>Esteem and Ego</i>	•Team leader rewards for good performance •Personal gifts
	<i>Self-actualization</i>	•Training to improve knowledge and abilities
<b>Legend</b>	<b>Achieved</b>	<b>Achieved</b> <b>Not Achieved</b>

The change was designed to use the employees’ skills better and more efficient. Therefore, employees were able to require skills which were not necessary before. The team of Virginia Tendilla could fulfil the level self-actualization due to the knowledge that trainings help to use the employees’ full potential for their new work.

Additionally, discussions were helpful to bring back the safety and security in the employees’ work life.

The evaluation of Herzberg’s motivator-hygiene theory points out one failure in the motivations part of Post Finance.

Table 8: Evaluation of motivator-hygiene theory with Post Finance, adapted by Management Study Guide (Management Study Guide 2008)

	Motivator-Hygiene Theory	Post Finance
Motivator Factor	<i>Recognition</i>	•Team leader rewards for good performance •Personal gifts
	<i>Achievement</i>	•After implementation, the goals were defined for new work and teams.
	<i>Growth &amp; Advancement</i>	•Personal trainings
	<i>Responsibility</i>	•Fitted of the new work, but not less as before
	<i>The Work Itself</i>	•The new work should fit better to each employee’s skills and abilities
Hygiene Factor	<i>Salary</i>	•Not affected by change
	<i>Company Policies and Administration</i>	•Also after the change difficult to understand
	<i>Supervision</i>	•Was clear defined
	<i>Work Condition</i>	•Change improve the working condition
	<i>Status</i>	•Several team events
	<i>Interpersonal Relationship</i>	•Arrange team event with the new teams of her employees
	<i>Security</i>	•Discussions with all employees
<b>Legend</b>	<b>Achieved</b>	<b>Achieved</b> <b>Not Achieved</b>

The clarification of the company’s policies and administrations are still missing. But the new change next year will modify this failure. Again, in this case one has to note that reward and recognition are important points to bring back the employees’ esteem and to make become workers aware that they are an important resource for the company.

The effort of the motivation can be found in the change management evaluation of Kotter’s eight-stage process as well.

Table 9: Evaluation of eight-stage process with Post Finance, adapted by Kotter J. (Kotter J. 1996, 3-15,21)

<b>The Eight-Stage Process</b>	<b>Post Finance</b>
<i>1. Establishing a Sense of Urgency</i>	The change was a decision of the higher management. The change was built up of the examination of the market and competitors.
<i>2. Creating the Guiding Coalition</i>	Only the team leader was in the guiding coalition. She had to introduce her team.
<i>3. Developing a Vision and Strategy</i>	The vision was created too late (after the change was announced) and not planned properly enough.
<i>4. Communicating the Change Vision</i>	The information about the change was communicated constantly and immediately. The vision was communicated ones a month.
<i>5. Empowering Broad-Based Action</i>	A lot of discussions with each team members to remove their problems and fears. Reward for good performance in the preparation for the new work, meetings with the new team members.
<i>6. Generating Short-Term Wins</i>	Change of the teams and implementation of the new work.
<i>7. Consolidating Gains and Producing More Change</i>	Agreements of new working goals.
<i>8. Anchoring New Approaches in the Culture</i>	Implementation is anchored successful in the culture.
<b>Legend</b>	<b>Achieved</b> <b>Achieved</b> <b>Not Achieved</b>

Despite the fact that the third stage was not achieve, the change was finally successful. In the sight of Virginia Tendilla, the change costed more than expected, both whether time or money. This was of course not the liability of the resistance, but the liability of the poorly planned and poorly defined change.

### 5.4 Restaurant

The higher management of the restaurant chain company wanted to implement a new IT- system for all the associated 20 restaurants in Finland. The change was based on a distribution of more responsibility to kitchen managers. It should improve the customization of the menus to meet customers demand and it should increase customer satisfaction. For this, the restaurants' unit managers and their employees had to learn to use a specific software system.

The interviewed unit manager Ville Riikonen was responsible that all the team members learned how the new system works.

#### 5.4.1 Problems and Reactions of the Employees

The first reaction of the employees about the change was enthusiastic due to the better possibilities to have an influence on their everyday tasks. But there was a feeling of uncertainty as well, because the company did not organize trainings for educating the new skills. Therefore, the employees had to learn it by themselves. The acquisition of new skills needed a lot of time and generated much overtime. This situation was annoying for the team. Additionally, to learn the new system, without external help was not simple for the most employees as they had no previous knowledge in computer work. Most of them did not understand the structure of the software and therefore stopped using it. Thus, this situation had a negative influence on the employees' certainty and demotivated the team members steadily. The team doubted if they could handle this new system right and finally they stopped to implement the change.

#### 5.4.2 Solutions of the Team Leader

Ville Riikonen tried to communicate with his supervisor, that the system was too difficult for his team and if there was a possibility to make it simpler. Concurrently he motivated and encouraged his team members to use their existing skills and gave them more time to learn.

The vision was not clearly communicated by the higher management throughout the changing process. The team leader received the information from his supervisors and he passed it directly to his team. However, this information was too paltry and not useful.

All efforts of Ville Riikonen achieved nothing. His team was not willing to learn and to use the new system. The higher management did not improve or make it simpler. The supervisor insisted on the software. Officially, the team had to work with them but most of the time they ignored it.

This change was not successfully implemented. In the next change, the team leader want to organize a special training for all employees to avoid the overload.

5.4.3 Comparison of the Current Changing Situation with the Theory

This case is totally different compared to the three cases before, because the change was never finished. As the team leader Ville Riikonen announced the implementation of the new software, the whole team was excited of this new responsibility. Unfortunately, the happiness did not last long, because the system was too difficult to understand. The employees were not able to do their new work, which damaged their healthy personality and their frustration emerged. Furthermore, the employees were not able to improve their skills and abilities, thus they lost their self-respect and self-esteem.

In the evaluation of Maslow’s hierarchy of needs one deduces what caused the frustration.

Table 10: Evaluation of hierarchy of needs with Restaurant, adapted by Steers M. et.al. (Steers et. al. 1996.14)

	Hierarchy of Needs	Restaurant
Deficiency Needs	<i>Survival</i>	•Not affected by change
	<i>Safety and Security</i>	•Ignore the new system, which brought back safety and security at the work place
	<i>Belongingness</i>	•Not affected by change
Growth Need	<i>Esteem and Ego</i>	•The team leader rewards for using the new system •Discussions with all employees and higher management
	<i>Self-actualization</i>	•Team leader should arrange trainings to improve knowledge and abilities of the employees
<b>Legend</b>	<b>Achieved</b>	<b>Achieved</b> <b>Not Achieved</b>

Both growth needs were not fulfilled. Despite the discussion with the higher management to accommodate needs of the employees to create the software simpler were unsuccessful, because the higher management did not agree. This unwillingness led to upset and frustrated the employees more and more. Furthermore, the lack of an introduction how to use the system demotivated the employees, because it was too difficult to understand. The employees achieved the deficiency need safety and security again, by ignoring the new system, because the cooks knew that they can still do their old work well.

This frustration is evaluated in the theory of Herzberg as well.

Table 11: Evaluation of motivator-hygiene theory with Restaurant, adapted by Management Study Guide (Management Study Guide 2008)

	<b>Motivator-Hygiene Theory</b>	<b>Restaurant</b>
<b>Motivator Factor</b>	<i>Recognition</i>	•Team leader rewards for using the new system
	<i>Achievement</i>	•Team did not achieve the goal of the change
	<i>Growth &amp; Advancement</i>	•The team leader was not able to help to satisfy this factor
	<i>Responsibility</i>	•More responsibility, which led to an overload of the employees
	<i>The Work Itself</i>	•Is the same as before
<b>Hygiene Factor</b>	<i>Salary</i>	•Not affected by change
	<i>Company Policies and Administration</i>	•Too difficult to understand
	<i>Supervision</i>	•Was clear defined
	<i>Work Condition</i>	•Change should improve working condition
	<i>Status</i>	•Not affected by change
	<i>Interpersonal Relationship</i>	•As good as before
	<i>Security</i>	•Discussions with all employees and higher management was unsuccessful
<b>Legend</b>	<b>Achieved</b>	<b>Achieved</b> <b>Not Achieved</b>

The team leader rewarded his team more than before. Nevertheless, he was unsuccessful. Without a special training the employees lost their courage and willingness to learn the new work process. The new responsibility overloaded the employees as well, what boosted the resistance even more and the employees stopped to implement change.

The employees appreciated the work itself as before the change and were satisfied with it.

In one point, the team leader blamed himself. He had given to understand that the team members could use their existing skills and abilities. This statement increased the unwillingness to learn the new work, because they thought their skills were good enough.

The evaluation of Kotter's eight-stage process shows which consequences the resistance created.

Table 12: Evaluation of eight-stage process with Restaurant, adapted by Kotter J. (Kotter J. 1996, 3-15,21)

<b>The Eight-Stage Process</b>	<b>Restaurant</b>
<i>1. Establishing a Sense of Urgency</i>	The change was a decision of the higher management. The change was built up of the examination of the market and competitors.
<i>2. Creating the Guiding Coalition</i>	Only the team leader was in the guiding coalition. He had to introduce his team. The team leader was motivated to implement the change.
<i>3. Developing a Vision and Strategy</i>	The defined vision and strategy were not clear to understand.
<i>4. Communicating the Change Vision</i>	The information about the change was communicated constantly and immediately but not clear.
<i>5. Empowering Broad-Based Action</i>	Many discussions with each team members to find out their problem. Feedback to the higher management to improve the change. However, the discussions did not bring the expected success.
<i>6. Generating Short-Term Wins</i>	No short-term wins due to overload of the employees.
<i>7. Consolidating Gains and Producing More Change</i>	Not possible in this case.
<i>8. Anchoring New Approaches in the Culture</i>	The implementation failed.
<b>Legend</b>	<b>Achieved</b> <b>Achieved</b> <b>Not Achieved</b>

The change achieved only the first two steps but not more. Despite the rewards, recognition and support of the team leader Ville Riikonen the resistance did not disappear. The employees did not understand the function of the system and the higher management did not change it. Therefore, the change failed. Ville Riikonen is not satisfied with the current situation. The higher management insists that the employees use the new software, but, nobody likes to work with it.

The team leader remarked that the failed change did not affect the motivation and performance of his employees. The team members like their work as before and are satisfied with it.

## 6 ANALYSIS OF THE RESULTS

The comparison of the interviews with the theoretical parts provided a wealth of information. From this information, results can be drawn regarding the reactions and problems of the long-established teams and the solutions of the team leaders in a changing process and the differences and similarities with the theories of motivation and change management.

First, for a clear analysis of the results, similarities and differences of the theoretical parts and the current changing situations have to be defined. Furthermore, the worst reactions and problems and the most usual ones, were analyzed. Finally, the best and worst solutions of the team leaders were described.

Therefore, it is recognizable which situation the team leaders handled well and in which it has potential for improvement for a future change.

### 6.1 Differences and Similarities between the theoretical Parts and practical Cases

Different aspects of both theories can be adopted in the current changing cases. The aspects of the theory of motivation are similar to team leaders' approaches to motivate their teams.

The evaluation of the theories of Maslow and Herzberg describe well how the team leaders motivated their team. The tables of evaluation make it visible which level of the hierarchy of needs or hygiene or motivator factor the team leaders had stimulated or not during the changing process.

The evaluation of Kotter's eight stage process is helpful to know in which stage the company was during the change. In the case of the restaurant one can see on which stage the change failed and therefore what the company did wrong. However, there are exceptions as well, how one can read in the previous chapter current changing situation. A company can implement a change successfully without achieving all stages. Kotter defined that a clear prepared vision is one of the essential aspects of a change, because the vision leads employees and therefore they know goals and the reasons of the implementation. In the case of Post Finance, the change was implemented successfully without a clear definition of the vision and the strategy. Another exception describes the opposite. The company Salt had a good planned and prepared change, but the employees triggered a big resistance.



### 6.2 Summaries of the worst Problems and the Team Leaders' best Solutions

In the four-current changing situations several common problems emerged, which endangered or slowed down the change. In appendix 2, there is a summary of all problems, consequences and solutions of the cases.

#### **Resistance**

The biggest problem in all teams was the resistance of the employees. The worst case happened in the restaurant of Ville Riikonen. In this case, the resistance led to an incomplete change and frustrated employees. In the other cases, the situation was similar at the beginning. Employees who did not accept the change created a big resistance. All team leaders needed a lot of effort and time to temper or to eliminate it.

**Solution of the team leaders:** In most cases, discussions tempered the resistance. The clarification of the change's meaning helped employees acknowledging how important and useful the change is. The team leader of Salt Mobile SA mentioned to observe the group of resistance all the time. Therefore, resistance fighters were not able to recruit new ones.

#### **Rumours**

If a team has not enough or not clear enough information about the change, rumours might arise. This led to uncertainty and a lack of trust, which often had a reinforcing effect of the resistance. In the case of Post Finance, rumour was the main problem of the case and had a great impact on the whole change due to the badly planned change and that the change was announced too early. The change of Swisscom slowed down significantly and it needed much more time to gain back the trust of the employees.

**Solution of the team leaders:** Discussions were necessary again. Informing employees about each step of the change is necessary to avoid rumour, which upsets workers. The team leader of Post Finance passed all the new information immediately on to her team members.

#### **Refusal of work**

In the case of Swisscom, the resistance went so far that the employees refused their work unofficially. The extent of the refusal to work finally concerned other departments and teams as well, because the processing of the database was necessary for their work.

In the other cases, the employees did not refuse their work, but they worked still in the same way and assumed the new work later in the change.

Except in the case of the restaurant, employees did not accept the new working process.

**Solution of the team leaders:** A clarification of the change's visions and a lot of discussion with the higher management were necessary to eliminate the refusal of work in the team of Swisscom.

### **Feelings**

Negative feelings such as the loss of stability, order and uncertainty about the future were other problems of each company that reinforced the resistance against change.

**Solution of the team leaders:** Rewards and recognition helped to temper the negative feelings. All team leaders were certain that this brings back stability in their team and the team members felt that they are important for the company.

### **Scheduling**

Except for the case of Salt Mobile SA, each company had a problem with their vision and the badly planned change.

**Solution of the team leaders:** Swisscom SA was the only case which exchanged the vision together with all involved employees. Therefore, the team leader was certain that each person understands the value and the goals of the change.

The other two failed on their vision. The team leader of Post Finance motivated her team by explaining the importance of the change in her own words and managed to convince her team.

The Restaurant's team leader was not able to convince and motivate his team due to the badly defined vision.

## 7 RECOMMENDATION

The main topic of this bachelor thesis is to give recommendations how team leaders can motivate a long-established team during a changing process. In the following text, several main recommendations of how a team leader can motivate a long-established team to implement a change successfully are described. The recommendations are situation-related and the team leader has to decide what is best for his or her team.

### 7.1 Recommendation

#### **Good preparation of the change**

Before a change is announced, it is necessary to define scenarios. What can happen in the worst cases during a changing process? The team leaders must be prepared for possible reactions and problems of his or her employees.

In a long-established team, the need for work stability and order is very important and the team leader has to prepare good arguments for explaining how important and necessary a change is. Therefore, the team leader can avoid a bigger resistance, because employees recognize the sense of urgency faster. If the vision is not clear enough, the team leader must improve it.

Furthermore, if several employees cancelled their job at once, the team leader of a bigger team has to have a good plan to split the additional work. If the team is smaller, the employees might be overloaded and the work process is slowed down significantly, therefore the team leader should hire new employees.

Finally, the company has to plan enough time to implement the change and to anchor it in the organizational culture.

#### **Vision**

The vision is the big goal of a change, which a team or a department or a whole company has to achieve. It describes the direction, the alignment of the change and it is an inspiration for all employees. Without a clear vision, employees are not directed and do not know the importance of the change and in the worst case it can fail.

#### **Role of the team leader**

The team leader has to show an interest in his or her team members and takes them seriously. He or she must know which qualifications and abilities each employee exhibits. Therefore, the employees are not overloaded or bored. Additionally, the workers have to understand that their needs are known and the team leader must support them. Especially in a changing process the head of the team must support his or her team and give them the feeling that they are able to do the new work.

Furthermore, the role of the leader is to be an exemplary function. He or she has to show how to exercise the new work. If the team leader has not the right skills for the change, the whole team should go in a training.

The team leader's role is to bring back stability and order in the team after the change is announced. This tempers resistance and the fear of the future.

### **Discussions**

In a changing process, discussions are necessary. First of all, all involved persons are to be informed about the change. Thus, resistance and the fear of the future are tempered, because the employees know what is going to happen and rumours are avoided. On the other hand, workers can tell their problems and reasons why they resist the change. One knows that the resistance is not only time wasting or a danger for the change, but to discuss it helps to find some appropriate solutions and to improve the change.

In a bigger team, it needs a lot of time to discuss with each employee, but it is necessary as well and this time has to be planned before change starts.

### **Rewards and recognition**

Rewards and recognition are very important to motivate someone. The employees feel that they are an important part of the company and know that their work is worthy and well done. It is to note that the team leader rewards all team members in the same way and does not prefer one employee over the others. This can lead to discrepancies within the team and the other team members might think that their work is not good enough. Hence, the regards and recognitions have to be fair and performance-related.

### **Team events**

Team events reinforce the belongingness of the team. The solidarity supports to overcome change together. A long-established team has a deeper friendship and if for example jobs are in danger it can be helpful to temper this fear with other discussion topics than work.

### **Trainings**

Trainings are essential for the employee's confidence. After the education, workers know that they are able to do the new work and are motivated to test the new gained abilities. The trainings give the certainty that employees are important and useful for the company. Additionally, the employees develop their full and unique potential and therefore they accomplished their self-actualization.

### **Competition**

The creation of a competition helps to motivate employees to implement change faster. A battle between different teams reinforces the belongingness, because each team member works for his or her team and gives his or her best to win for the team.

A competition between team members has to be created very carefully and fair, because it can have negative effects too, if several employees cannot lose. Afterwards they are demotivated since they have lost.

### **Goals**

A motivated person strives to achieved motives and therefore to fulfil needs and demands. A defined organizational goal that coincide with the motives of the employee leads, if the goal is achieved, not only to satisfaction of the supervisor, but also to work satisfaction of the worker. Furthermore, with defined goals, the employee knows exactly what he or she has to do and in which time frame. Depending on the person, only goals are motivation

enough to do the work, if the employee recognizes in these goals an important motive for him or her. Especially, the goal fulfilment has a motivating effect. After the fulfilment, the employee knows what he or she is able to do. Therefore, to define goals which generate short term wins are essential for the motivation. It is even possible that the employee strives higher goals in the future and the change will be achieved much quicker than expected. The team leader should discuss the goals with the team members and define them together. Thereby, the worker does not feel compelled and is satisfied and more motivated to achieve it.

### 7.2 Critical Discussion and Further Actions

This bachelor thesis has provided data that describes problems of a long-established team in a changing process, which role a team leader has in this particular situation and what he or she can do to support the team.

The theories of Motivation and Change Management compared with the interviews with different team leaders have shown several useful recommendations to motivate a long-established team in a changing process. However, some parts require further action in this important field of study. These include:

- **Age of the team member:** How strong is the impact of the age of long-established team members in relationship with the motivation for a change? It is interesting if age influences the answers of the team leader. In the theoretical part, one has to analyze the differences between the several working generations like generation X and Y in addition.
- **Money:** Does salary have a great impact on motivation? The differences between lower and higher salary are interesting in a changing process.
- **Differences between small and big organizations:** Do bigger companies have more time to implement a change and does this situation have a positive impact on motivation? Does the long-established team in a smaller company have a closer relationship and does it therefore resist stronger? The differences of a change in a small or bigger company are fascinating according to time, money and motivation.
- **Differences in lower and higher management:** Do team members in the higher management level have more knowledge about change and how useful it is? Is resistance in the lower management stronger? The differences of the motivation for a change from the bottom to the top are very interesting to know.
- **Different culture:** What are the differences in motivating employees with another cultural background? The thesis was defined for western people, but a lot of companies are international and employ people with different cultures.

Motivation has uncountable impacts and it is not possible for a team leader to influence all of them.

## 8 CONCLUSION

The main topic of this thesis is to find out how team leaders can motivate a long-established team during a changing process. For this purpose, several theories of Motivation and Change Management were evaluated.

The theoretical part is based on four interviews, which allowed a direct theory-and-practice evaluation. Therefore, recommendations were provided based on the theoretical-and-practical analysis.

According to the objectives of chapter 1.2 “Research Question and Objectives for the Thesis”, the conclusion was provided as follows:

### **Evaluation of the theory**

The evaluation of the different theories has shown that motivation has an important impact on the implementation a change. Changes are essential for a company in order to remain competitive and successful. Therefore, a company has to be confident that employees are motivated to implement change. Motivation was described by hierarchy of needs from Maslow and the motivator-hygiene theory of Herzberg. Maslow’s theory is focused on the needs of the individual, while Herzberg’s theory focuses on the aspects of workplace that influence employees’ motivation. Both theories give a well-defined image of how a team leader can motivate a long-established team in general.

The change management part contains problems that can occur during a change as well as the eight-stage process of Kotter, which gives clear advice of how to implement a change successfully.

### **Current changing situations**

The interviews with four team leaders from different companies of various branches have shown the most common team members’ reactions and problems and the solutions of the team leaders. Each case company was struggling with the motivation during the change and it took a lot of time to improve it.

### **Evaluation of the analysis**

The comparison between theory and current changing situations results in common aspects. In the theory as well as in the current changing situations resistance and negative feelings have a great impact on the employees’ motivation. The fear of job loss and the uncertainty for the future demotivated employees. In all cases, they created a big resistance, which could only be tempered with many discussions. Rumours and refusal of work were often influenced by a shared lack of information about the change. Therefore, in three out of four cases, a not clearly defined vision played a crucial part. In all case companies, the employees did not know how to develop their full and unique potential in the new work.

### **Recommendations**

The best solution to improve the motivation in a changing process does not exist due to the fact that motivation comes not only from external factors but from the person itself, too. Additionally, there are uncountable factors that have an influence on the employee's motivation.

The best ways to motivate employees are provided by the work environment and the supervisors. Thereby, it is desirable to have a direct intervention on the employees' behaviour. However, it is only possible to motivate someone, if the right motives and needs are available.

A team leader should know the needs of his or her employees. One of the most important needs is stability and order. Long-established teams have anchored their working routine and habits deep in their daily work. The change disturbs this stability and fear for the future appears.

To motivate the team in this time is difficult but feasible. One needs much time and patience to change the behaviours of the employees successfully and to anchor the change in the organizational culture.

The team leader has to decide situation-related which recommendations fit with his or her team. Discussion with all involved employees are necessary to find out their problems and needs during the changing process. Therefore, the team leader knows in which way he or she can motivate the team members to help to implement the change. Furthermore, the vision helps to understand the importance of the change and how the company is going to achieve it. Finally, setting clear goals are crucial to direct the employees toward the changing goal.

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## Interview Questions

### Motivation in a Changing Process

How can team leaders motivate a long – established team during a changing process?

Dear Sir or Madam

I am a third-year Double Degree student of the Bern University of Applied Science from Switzerland. At this moment, I am writing my final thesis to complete my studies and graduate to be a Bachelor of Business Administration in International Business.

Now my final thesis is studying “Motivation in a Changing Process” which include the research question: How can team leaders motivate a long – established team during a changing process?

For my practical part I need interviews from two team leaders, who had managed a team in a changing process. The aim of these interviews is to find out the main characteristics of a leader in a changing process.

This interview should be held via skype or e-mail.

I would be more than thankful if you could be so kind to help me for my bachelor thesis.

Your sincerely,  
Melanie Höhener

- In which branch do you work?
- How much people work in your team?
- Do you describe your team as long-established?
- Why do you think that the team is long-established?
- Which kind of change did your company implement?
- What was the team reaction when you informed the team about the change?
- Which problems did you have with the team members during the changing process?
- How did you react to these problems?
- How did you motivate your team members during this process?
- How often did you communicate the company’s vision? Do you think that is enough?
- Was the vision clear defined?
- Do you think the change is implemented successfully?

## Summaries of Employees' Problems and Team Leaders' Solution

Salt Mobile SA			
Reactions of the Employees	Consequences	Solution of the Team Leader	Consequences
<ul style="list-style-type: none"> <li>•Emotional reaction like sadness and aggressiveness</li> <li>•Uncertainty about future</li> <li>•Identification problem with the new brand</li> <li>•Fear of dismissal</li> </ul>	<ul style="list-style-type: none"> <li>•Big resistance</li> <li>•Refusal of work</li> </ul>	<ul style="list-style-type: none"> <li>•Observing the situation carefully</li> <li>•Communication of team vision, monthly</li> <li>•Communication of new information immediately</li> <li>•Discussions about the problems</li> <li>•Allocation new targets and responsibility</li> <li>•Team competitions</li> </ul>	<ul style="list-style-type: none"> <li>•Less resistance</li> <li>•Employees understand why change is important</li> <li>•Employees are being taken seriously</li> <li>•Increase the motivation, employees developed new skills</li> <li>•Employees work for the team spirit</li> </ul>
Swisscom			
Reactions of the Employees	Consequences	Solution of the Team leader	Consequences
<ul style="list-style-type: none"> <li>•Incomprehension and anger due to the results of the Consulting firm</li> <li>•Demotivation due to the knowledge of doing unworthy work</li> <li>•Uncertainty about future</li> <li>•Unwillingness to work in a such big team</li> </ul>	<ul style="list-style-type: none"> <li>•Big resistance</li> <li>•Refused their work unofficial, backlog of work</li> <li>•Corporate image loss due to the shocking staff survey</li> <li>•Do not understand the value of the change</li> </ul>	<ul style="list-style-type: none"> <li>•Organization of several team meetings</li> <li>•Discuss the problem with the higher management</li> <li>•Discussions with each team member</li> <li>•Arrangement of training</li> <li>•Reward the teams with excursions and personal gifts</li> <li>•Informed the employees immediately</li> </ul>	<ul style="list-style-type: none"> <li>•Less resistance</li> <li>•Employees understand why change is important</li> <li>•Find solutions which solve the problems and uncertainty</li> <li>•Employees learn new skills, work and standards</li> <li>•Employee knew that they do good work</li> </ul>
Post Finance			
Reactions of the Employees	Consequences	Solution of the Team Leader	Consequences
<ul style="list-style-type: none"> <li>•Emotional reaction like sadness and shock</li> <li>•Uncertainty about future due to the not clearly defined vision</li> <li>•Fear of dismissal</li> </ul>	<ul style="list-style-type: none"> <li>•Rumours</li> <li>•Resistance</li> <li>•Refusal of work</li> <li>•Do not understand the value of the change</li> </ul>	<ul style="list-style-type: none"> <li>•Communicate change as often as possible</li> <li>•Explain credibility of strategy plans</li> <li>•Reward the employees more as before</li> <li>•Discussions with each team member</li> <li>•Guarantee of job security</li> </ul>	<ul style="list-style-type: none"> <li>•Temperance of the rumors, decrease the uncertainty</li> <li>•Employees understand why change is important</li> <li>•Feeling of being important and needed</li> <li>•Employees are being taken seriously</li> <li>•calm and stability returned</li> </ul>
Restaurant			
Reactions of the Employees	Consequences	Solution of the Team Leader	Consequences
<ul style="list-style-type: none"> <li>•Fist enthusiastic move to uncertainty</li> <li>•Overload about the new system</li> <li>•Demotivation due to the overload</li> </ul>	<ul style="list-style-type: none"> <li>•Resistance</li> <li>•Stop using the new system</li> <li>•Stop implement the change</li> </ul>	<ul style="list-style-type: none"> <li>•Communicate with the employees</li> <li>•Discuss with the higher management</li> <li>•Give more time to learn new system</li> </ul>	<ul style="list-style-type: none"> <li>•New system is implement for the higher management but the most employees do not use it. Change was not successful due to the uncooperative management</li> </ul>

### Evaluation of Maslow's Hierarchy of Needs and Herzberg's Motivator-Hygiene Factors

Maslow's Hierarchy of Needs		Salt Mobile SA		Swisscom	
		Needs in danger	Solution	Needs in danger	Solution
Deficiency Needs	<i>Survival</i>	•-	•Not affected by change	•-	•Not affected by change
	<i>Safety and Security</i>	•Fear of job loss •Loss of stability and order •Emotional danger	•Discussions with all employees	•Loss of stability and order •Emotional danger	•Discussions with all employees and higher management to improve the vision
	<i>Belongingness</i>	•No problem	•Not affected by change	•Do not know each other	•Several team events
Growth Need	<i>Esteem and Ego</i>	•Loss of self-respect	•Prize for the best competition's result •Team leader reward for good performance	•Loss of self-respect •Loss of self-esteem •Loss of self-confidence	•Team leader rewards for good performance, reward more as before •Personal gifts •External and internal trainings
	<i>Self-actualization</i>	•Employees did not understand how to use their full potential at the new work	•Allocation new targets and responsibility	•Employees did not understand how to use their full potential at the new work	•Team leader should develop goals with each team member how they could use their full potential in their new work.
<b>Herzberg's Motivator-Hygiene Theory</b>		<b>Salt Mobile SA</b>		<b>Swisscom</b>	
Motivator Factor	<i>Recognition</i>	•Prize for the best competition's result •Team leader rewards for good performance		•Team leader rewards for good performance, reward more as before •Personal gifts	
	<i>Achievement</i>	•Generate short-term wins with competitions		•Team leader should agree with each team member a personal goal	
	<i>Growth &amp; Advancement</i>	•Team competitions		•External and internal trainings	
	<i>Responsibility</i>	•Allocation of new targets and responsibility		•Team leader should give responsibility only when the employees recognize that the change is necessary.	
	<i>The Work Itself</i>	•Learn the new work with new target and competitions		•Team leader should develop goals, which make the new work meaningful and interesting.	
Hygiene Factor	<i>Salary</i>	•Not affected by change		•Not affected by change	
	<i>Company Policies and Administration</i>	•Clear and fair		•After the discussion, it was clear	
	<i>Supervision</i>	•Was clear defined		•Was clear defined	
	<i>Work Condition</i>	•Change improve working condition		•Change improve the working condition	
	<i>Status</i>	•Not affected by change		•Several team events	
	<i>Interpersonal Relationship</i>	•Competition reinforced team spirit		•Relationship with peers was improve by team events	
	<i>Security</i>	•Discussions with all employees		•Discussions with all employees and higher management	
<b>Legend</b>		Achieved	Achieved	Not Achieved	

Maslow's Hierarchy of Needs		Post Finance		Restaurant	
		Needs in danger	Solution	Needs in danger	Solution
Deficiency Needs	<i>Survival</i>	•-	•Not affected by change	•-	•Not affected by change
	<i>Safety and Security</i>	•Fear of job loss •Loss of stability and order •Emotional danger	•Guarantee job security •Discussions with all employees	•Loss of stability and order •Emotional danger	•Ignore new system
	<i>Belongingness</i>	•Not sure how is in which team and how has which work	•Arrangement of team events	•No problem	•Not affected by change
Growth Need	<i>Esteem and ego</i>	•Loss of self-respect	•Team leader rewards for good performance •Personal gifts	•Loss of self-respect	•Team leader rewards for using the new system •Discussions with all employees and higher management
	<i>Self-actualization</i>	•Employees did not understand how to use their full potential at the new work	•Training to improve knowledge and abilities of the employees	•Employees did not understand how to use their full potential at the new work	•Training to improve knowledge and abilities of the employees
Herzberg's Motivator-Hygiene Theory		Post Finance		Restaurant	
Motivator Factor	<i>Recognition</i>	•Team leader rewards for good performance, reward more as before •Personal gifts		•Team leader rewards for using the new system	
	<i>Achievement</i>	•After the implementation, the goals were defined for the new work and teams.		•Team did not achieve the goal	
	<i>Growth &amp; Advancement</i>	•Personal trainings		•None of them could team leader help to achieve	
	<i>Responsibility</i>	•Fitted of the new work, but not less as before		•More responsibility, overload of the employees	
	<i>The Work Itself</i>	•The new work should fit better to each employee's skills and abilities		•Is the same as before	
Hygiene Factor	<i>Salary</i>	•Not affected by change		•Not affected by change	
	<i>Company Policies and Administration</i>	•Also after the change difficult to understand		•Too difficult to understand	
	<i>Supervision</i>	•Was clear defined		•Was clear defined	
	<i>Work Condition</i>	•Change improve the working condition		•Change should improve the working condition	
	<i>Status</i>	•Several team events		•Not affected by change	
	<i>Interpersonal Relationship</i>	•Arrange team event with the new teams of her employees		•As good as before	
<b>Legend</b>		<b>Achieved</b>		<b>Not Achieved</b>	

### Evaluation Kotter's Eight-Stage Process

The Eight-Stage Process	Salt Mobile SA	Swisscom	Post Finance	Restaurant
1. Establishing a Sense of Urgency	The change was a decision of the higher management. The change was build up of the examination of the market and competitors.	The change was a decision of the higher management. The change was build up of the examination of the market and competitors.	The change was a decision of the higher management. The change was build up of the examination of the market and competitors.	The change was a decision of the higher management. The change was build up of the examination of the market and competitors.
2. Creating the Guiding Coalition	Only the team leader was in the guiding coalition. He had to introduce this team. the team leader was motivated to implement the change.	First, only the team leaders were in the guiding coalition. But, team is too big, therefore he arranged six motivated team members for a guiding coalition.	Only the team leader was in the guiding coalition. She had to introduce her teams.	Only the team leader was in the guiding coalition. He had to introduce his team. The team leader was motivated to implement the change.
3. Developing a Vision and Strategy	The new vision was clear defined, but the employees did not accept it at the beginning.	Vision was not clear enough. Discussions with higher management for improving.	The vision was created too late (after the change was announced) and not planned properly enough.	The defined vision and strategy were not clear to understand for the team members.
4. Communicating the Change Vision	The information about the change was communicated constantly and immediately. The vision was communicated one time per month.	The information about the change was communicated constantly and immediately. The vision was communicated one time per quarter.	The information about the change was communicated constantly and immediately. The vision was communicated one time per month.	The information about the change was communicated constantly and immediately but not clear.
5. Empowering Broad-Based Action	A lot of discussions with each team members to find out their problem about the change.	A lot of discussions with each team members to find out their problem about the change. Feedback to the higher management to improve the change. Reward for good performance. External and internal workshops to learn the new system and work.	A lot of discussions with each team members to remove their problems and fears. Reward for good performance in the preparation for the new work, meetings with the new team members	A lot of discussions with each team members to find out their problem about the change. Feedback to the higher management to improve the change.
6. Generating Short-Term Wins	Goals in form of new targets and responsibility.	Agreements of personal goals, which the employees could achieve easily.	Change of the teams and implementation of the new work.	No short-term wins due to overload of the employees
7. Consolidating Gains and Producing More Change	Implementation of a competition to learn new skills and abilities	Hire new employees. Team leader should reinforce the change with new project and goals.	Agreements of new working goals	Not possible in this case.
8. Anchoring New Approaches in the Culture	The implementation is anchored successful in the culture.	Needs still much time for anchoring the change in the organizational culture.	The implementation is anchored successful in the culture.	The implementation failed.
<b>Legend</b>	<b>Achieved</b>	<b>Achieved</b>	<b>Achieved</b>	<b>Not Achieved</b>

