MANAGING CHANGE WITH AN INTERCULTURAL TEAM

Master's (one year) thesis in Informatics (15 credits)

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Abstract:

The study explores the subjects of organizational change and management of intercultural teams. The goal of the study is to spread knowledge about how an intercultural team should be managed in order to assure the best possible success of an organizational change initiative. It has long been recognized that organizations constantly need to change in order to stay competitive. At the same time it has also been recognized that organizations today operate on the global arena with operations spread to many different parts of the world. It is thus important to understand how an intercultural team should be managed in order to assure the success of an organizational change initiative.

The aim of this study has been to provide information and guidelines that may be used by academia as well as professionals to better understand how to manage an intercultural team that conducts an organizational change. A total of six different guidelines have been presented in this research - each one important in assuring an effective teamwork and a successful organizational change.

The study has been conducted using a qualitative research approach and the method used for gathering data has been interviews as well as literature studies.

Keywords: Change, Change Management, Organizational Change, Intercultural Team Management, Multi-Cultural Management

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1 INTRODUCTION

1.1 Background

The world today is more globalized than ever before, markets that used to be closed are now open and exposed to greater competition than ever before (Burnes, 2009; Albescu, et al., 2009). There are many factors that contributes to this fears global competition, rising competitiveness form China and other developing nations, protected or semi-protected markets has been opened, public monopolies has been lifted, and so on (Burnes, 2009); McKinsey & Company, 2008; Albescu, et al., 2009). As a result of this rise of competition, organizations today are more vulnerable from outside pressures than ever before.

At the same time as these pressures from outside competitors have mounted, organizations have also found themselves under strain from other areas of concern too. During the last decades there has been a boom in mergers and acquisitions, industries like the car industry and companies such as Hewlett-Packard has all experienced major mergers during the last decades (Economist, 2012; Burnes, 2009; Palmer I, 2009). All these factors have had a great impact in determining how organizations work and are structured today.

In the wake of these mounting challenges organizations find themselves having to change in order to cope with these situations and stay competitive in the global marketplace (Palmer I, 2009). Organizations need to cope with challenges such as mounting competition, mergers and acquisitions as discussed previously as well as rapid growth, emergence of new technologies and so on in order to stay competitive (Burnes, 2009). In fact organizations need to change continuously to be able to stay competitive (McKinsey & Company, 2008).

> "We have seen more change in the last 10 years then in the previously 90"
> *-Adj. Scheepbouwer, CEO, KPN Telecom* (IBM, 2008)

At the same time the evidence is painting a gloomy picture of the effectiveness of these change efforts. Only a small part of changes are successful (McKinsey & Company, 2008; Burnes, 2009), in fact as many as 70 % of charge efforts fails (Bain & Company, 2002; IBM, 2008). The reason for these failures varies, but it is clear that there is a need for effective Change Management in order to counteract this high failure rate (Bain & Company, 2002; Burnes, 2009). Unfortunately there is no easy way to do this; it has been shown that Change Management is extremely difficult to pull-off (Burnes, 2009)

The reasons for this difficulty vary, but it is clear that the most pressing problem is that there is no universal way of working when it comes to Change Management (Burnes, 2009). All changes are unique and hence demands diffident approaches in order to be

successful (Burnes, 2009; Palmer Ian, 2009). As a result of this complexity, each method of use needs to be tailored to the specific circumstances in order for the change to be successful.

1.2 Statement of problem

As a result of globalization, companies find themselves having spread their operations over the world (Burnes, 2009; Brett, et al., 2009). In today's environment, many organizations are not just located in their country of origin – instead they have spread their organizations into many different markets and parts of the world. At the same time as many companies are more globalized they are also experiencing change as never seen before.

A result of this globalization of organizational operations and rise of international change initiatives it is also likely that the teams themselves that conduct these change initiatives consist of members form various cultural backgrounds (Brett, et al., 2009). It is thus important to understand the impact that cultural aspect may have on the team in order to manage the change initiative as effective as possible.

However in the context of Change Management there is limited to no information about how an intercultural team should be managed in order to assure the success of an organizational change initiative.

1.3 Purpose of the study

Organizations find themselves in a more complex and competitive environment than ever before. In order to stay competitive in a globalized world, organizations need to change constantly. As changes are a constant phenomenon in today's organizational life and that organizations have spread their operations all over the world and become global players. It is important to understand and recognize the fact that the cultural aspect will have a major impact an influence the management of organizational changes initiatives.

However in the context of Change Management there is little to no information that explores how these cultural aspects affect the management of intercultural teams - Clearly there is a need for more information that may provide data about how these global change efforts should be managed in order to be as effective as possible.

The purpose of the study is to investigate this - In the context of an organizational change explore and determine the best way of managing intercultural teams in order to assure the best possibly success of an organizational change initiative.

1.4 Research questions

Research question:

What are suitable guidelines for managing an intercultural team that conducts an organizational change initiative?

1.5 Expected outcome

The expected outcome of this study is to add to the existing body of knowledge's in the form of guidelines. These guidelines might be used by professionals as well as academia in order to better understand how an intercultural team should be managed in order to assure the best possible chance of a successful organizational change.

1.6 Target group

There are two main groups that might find this information interesting Academic researchers and professionals:

Professionals:
The result may be used by professionals to understand the different aspects of Change Management and in particular how the intercultural dimensions affect the Change Management. The result may be used by both professionals who are about to undertake a change as well as by professionals who have a general interest in the field.

Academic researchers:
The result of this study may be used to inspire and provide information as well as inspire future academic studies in to the field of Change Management and particular how cultural/intercultural dimensions affect the Change Management.

1.7 Delimitations

The research question for this study will determine the delimitation for this study. The research question explore two areas of interest, what is an organizational-change and how does the cultural aspect affect the management of an intercultural team. Everything not included in these areas will not be covered by this report.

Furthermore this study will be based on a western and in particular a Swedish perspective. The empirical data gathering will in its entirety be based on data gathered from Swedish respondents. Therefore the result cannot be said to be applicable for the population at large.

1.8 The authors' own experience and background

The author has a BSc; in Informatics and Business- Development at University of Borås. The program courses were divided into two main blocks, business and informatics. During the last year the author continued to studying Informatics but this time on an advanced level at the University of Borås, aiming to obtain an MSc; in informatics.

When it comes to subject of change and Change Management the author has both practical as well as theoretical knowledge. During the MSc studies the author has both been working as well as taken courses in Change Management. These experiences sparked the author's interest in the field of Change Management and especially helped the author to better understand the cultural impact on Change Management in a better way.

1.9 Structure of the thesis

Chapter 1, Introduction
The primary focus of this first chapter is to introduce the background of the study and present the research questions. The chapter will form the conceptual framework that this study will be based upon.

Chapter 2, Research and design
In this chapter the author will discuss and present the main research strategies and research methods that this thesis will be based upon. This strategies and methods chosen will be based upon the conceptual framework of the thesis.

Chapter 3, Theoretical study
The focus of this section is to present the theoretical framework. Several areas of interest for this study will be presented. The information presented will provide parts of the foundation for the analysis and hence form the basis result of this thesis.

Chapter 4, Empirical survey
In this chapter the author will present the findings form empirical survey. These findings together with the findings from the theoretical study will form the foundation for the result of this thesis.

Chapter 5, Analysis and Result
The focus of this chapter is to present the analysis as well as the result form the analysis. The analyses will be conducted based on data from the theoretical study as well as from the findings made in the empirical survey.

Chapter 6, Discussion
This final chapter presents the method discussion as well as the result of the thesis.

References
At the very end a reference section will be presented (Harvard style)

Figure
The purpose of Figure 1 is to illustrate the relation and the chapters of the thesis.

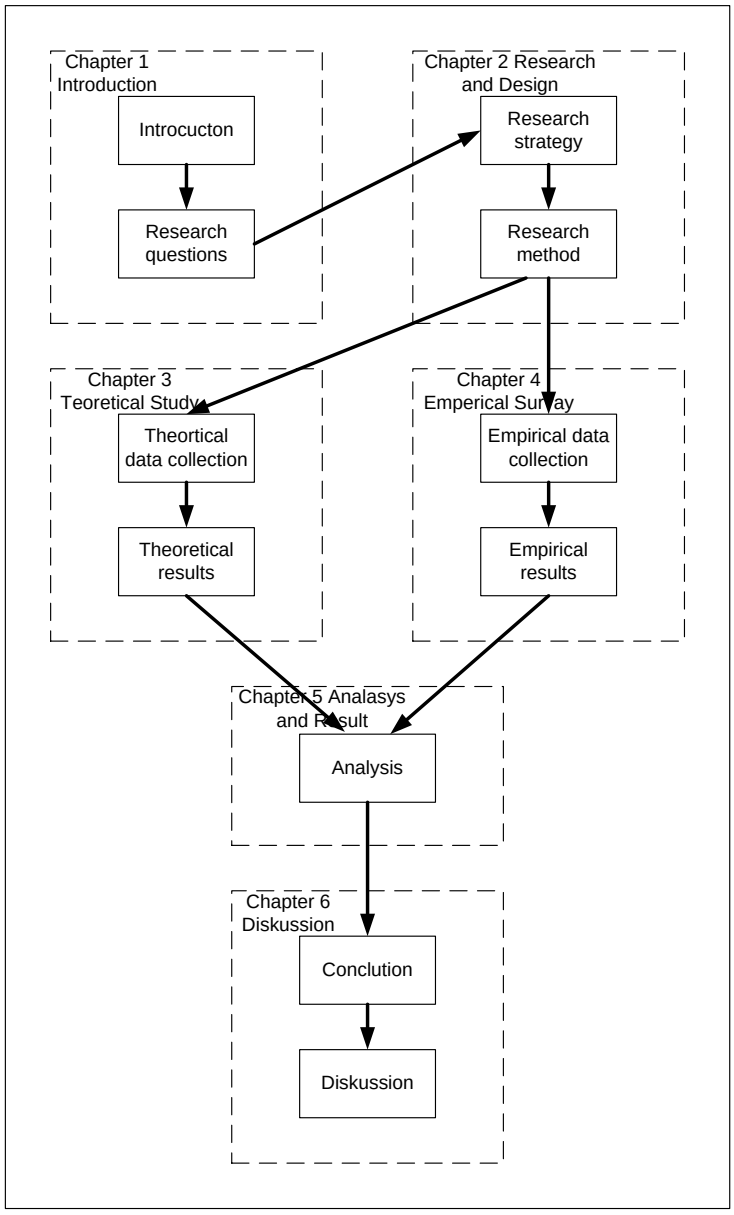

Figure 1: Thesis structure model

2 RESEARCH DESIGN

2.1 Research perspective

There are two main scientific perspectives for conducting a scientific research, the positivistic perspective and the hermeneutic perspective. The positivistic perspective is the dominant perspective within the domain of natural science while the hermeneutic perspective is usually applied when conducting scientific research in the humanities (Patel & Davidson, 2003).

Positivistic perspective
The positivistic perspective has its origin in a natural science tradition. The main idea is that knowledge and observations should be based on logical research (Patel & Davidson, 2003). The positivistic perspective is based on two basic assumptions; that are world is ordered and regular and that it can be investigate objectively. The positivistic perspective may be characterized as follows (Oates, 2006):

- Both the physical as well as the social world can be studied, captured and measured
- The researcher observes the world by doing measurements and models.
- The result is expected to be genuine representations of what's being observed.
- The researcher is neutral and objective;
- Research is based on empirical testing of theories and hypotheses.
- There is often a preference for using quantitative methods
- The researcher looks for generalisations

Hermeneutic perspective
The hermeneutic perspective may be said to be the opposite of the positivistic perspective. Instead of trying to explain the world, the hermeneutic perspective argues for an understanding and an interpretation of what being studied, i.e. It does not try to explain the world but instead it tries to understand it. The hermeneutic perspective argues that there is not just one truth; instead there are several interpretations of the truth and the focus is not to create a comprehensive theory that may be generalized. The focus is to understands and interpret what's being investigated. The hermeneutic perspective is closely linked to the qualitative research approach (Patel & Davidson, 2003).

It is also this perspective, the hermeneutic perspective that will form the foundation for this study.

The hermeneutics explains meaningful concepts through the understanding and interpretation of human action, language and text. It is often limited to the understanding of a specific area of interest, i.e. the focus is not to generalize the findings in the population as a whole, rather the findings are only relevant to the specific case that are

being investigated (Patel & Davidson, 2003). The same line of reasoning holds true for this study; the study is focused on conducting an in-depth investigation of a specific case and interpretation of the phenomena under investigation and by doing so achieve rich and nuanced understanding of the specific case that has been investigated.

As for the approach of collection data, this too is rooted in the hermeneutic perspective (Patel & Davidson, 2003). The approach for collecting data will be done by interpreting transcriptions that is based on interviews. The procedure will start by acquiring a holistic understanding of what's been discussed during the interviews; the process will then focus on a deeper and more nuanced understanding, eventually leading to an in-depth understanding of what's being investigated.

The result of this is that a qualitative method of thought will be applied in this study.

There are mainly two methods for conducting research, the qualitative- which has a strong connections to the hermeneutic perspective and the quantitative method - with a strong connections to the Positivistic perspective (Oates, 2006; Patel & Davidson, 2003). Since this study is based on the hermeneutic perspective the method that will be used for conducting research will be the qualitative method.

2.2 Research strategy

A research strategy is normally chosen based on the purpose of the study; different research perspectives demand different research strategies. Hence there is a need to be a match between the overall purpose of the study and the research strategy chosen.

As has been presented in chapter 1.3, the focus of the study is to provide data about how an intercultural team should be manage in order to assure that an organisational change initiative is as successful as possible. As there is no or limited information concerning this area of interest, the study will be characterised by being explorative and inductive in nature. At the same time the research perspective chosen for this study is the hermeneutic perspective. To summarize the study is characterised by the following characteristics.

- Explorative in nature
- A inductive approach
- A hermeneutic perspective

Based on these characteristics, the research strategy chosen for this study is the case study. As the inductive approach for research is used to form a theory based on collected information - the same will be done in this study (Patel & Davidson, 2003).

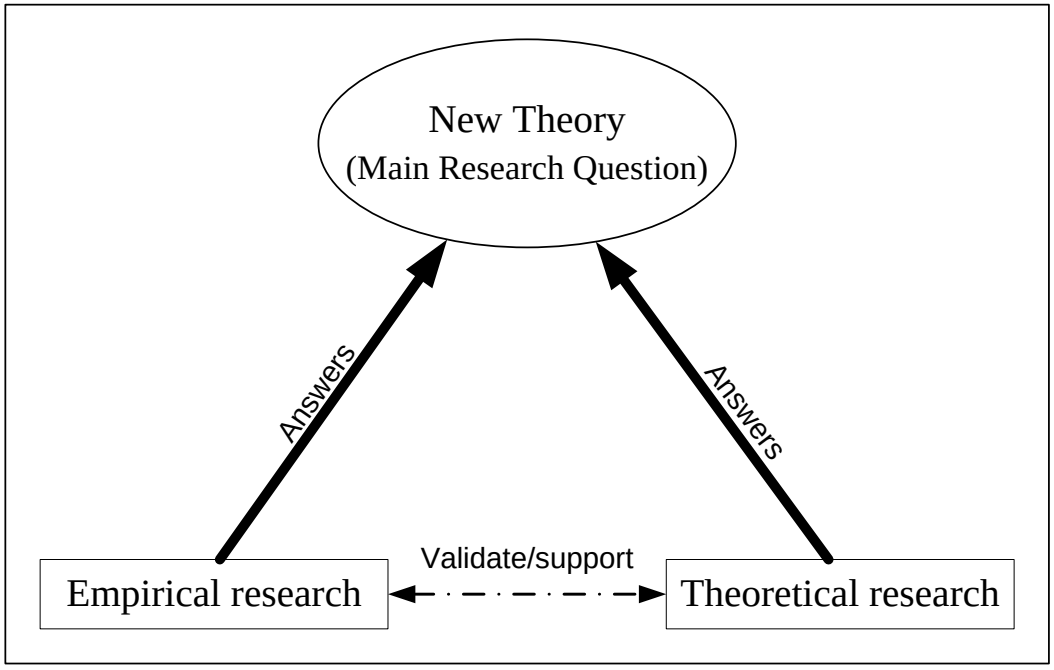

Figure 2: Role of Empirical data and Theoretical data

The main Research question will be answered based on data from bout empirical- as well as theoretical research.

As there is limited to no information about how a intercultural team should be manage in order to assure the success of an organizational change initiative the empirical data will be essential in providing answers to be used to answer this question.

Having said this there are available data in form existing theoretical sources that might be in finding answers for the main research question. Change Management as well as the area of intercultural management has booth been extensively reversed over the years – these existing theoretical data will be an important part in answering the research question.

Data from bout the empirical data as well as theoretical data will be gathered and used to support and help validate the findings made from the research. Data will be collected from the empirical research that will be used to validate and support the findings made in the theoretical research. The same is true with the data collected form the empirical research, theoretical data will be gathered with the aim of validating and support the findings made by the empirical research.

When the data form the theoretical as well as from the empirical data has been collected it will then be assembled and combined to one result, i.e. form a new theory and answer the research question.

2.3 Data collection procedures

There is a multitude of different techniques for collecting data - none of these techniques are not better or worse than any of the others. The techniques chosen depends primarily on the aim of the research, different techniques are good for different circumstances (Patel & Davidson, 2003).

The sources for collecting data in this study will be interviews and document studies. Interviews will be the primary method of data collection for the empirical study and documents will be the primary method for collecting theoretical data.

The reason for using these methods may be related to the research perspective and the research strategy. The aim of the study is to gather an in-depth understanding of what's being investigated – consequently there is a need to use a method that is designed and may be used for just this purpose. Interview is a method that may be used in this way - it may be designed so that it may be used to gather the data necessary for an in-depth understanding of what's being investigated (Oates, 2006). At the same time there will also be a need for collecting theoretical data in the survey and the collection method that is best suited for this is the documentation method (Patel & Davidson, 2003).

Interviews
An interview is a data collecting method for empirical research. The method works in such a way that there is a discussion between two or more persons with the aim of one person, the interviewer, to gather knowledge and information from the other/others, the respondent (Oates, 2006).

Interviews may be structured in many different ways depending on if it is a qualitative or quantitative research that is conducted (Patel & Davidson, 2003). Quantitative interviews are normally highly structured and standardized where's qualitative are normally not as highly structured and standardized.

The interviews conducted in this study are characterized as semi-structured - The semi-structured interview allows the respondent to explore and expand his or her thoughts, thus enabling in-depth understanding of the area researched. Simultaneously it enables the result of the interview to be structured and analyzed in an easy and organized way (Briony, 2006).

Documents
Documents may be any type of text documentations such as, literature, letters, protocol, newspapers, etc. It may also be any kind of video and audio documentation such as movies, paintings, photos and so on (Patel & Davidson, 2003).

The documents that will be studied in this report will be conducted by examining texts from published articles, scientific journals and textbooks. The documents that will be chosen for this study are all recognized as well-known and trustworthy sources.

2.4 Data analysis procedures

When conducting a study based on a qualitative research it is important that the method used is consistent with the main perspective. A qualitative research is often characterized by being focused on understanding the deeper meaning and to create a holistic view of what's being investigated (Patel & Davidson, 2003).

In order to understand the deeper meaning and to create a holistic view of what's being investigate it is important to make sure that the author really understand the material and the nuances of what's being said (Patel & Davidson, 2003). This may be done in many ways, however it is normally done by a process of repetitive analyses of the material with the aim of finding a deeper and more fulfilling meaning of what's being stated (Oates, 2006; Patel & Davidson, 2003).

The method of used for this research will be based upon this fact – the method used method may be symbolized as a stair case, each steep leads to a fuller and more fulfilling picture of what's being researched. The individual steps of the method are as follows:

1. The first stage of the process is to initialize the analysis by analyzing the transcribed interviews. The aim of this initial stage is to interpret the material and find the most important areas of interest as well as possible patterns with in the material (Patel & Davidson, 2003; Oates, 2006). This initial stage is characterized by being a continuously process whereby the researcher re-interprets the material over time each time getting a more truthful picture of what's being researched (Patel & Davidson, 2003).

2. The second stage of the process is to present the material and have it structure in such a way so that it is easy to understand and easy to interpreted by the reader (Oates, 2006; Patel & Davidson, 2003).

   These two initial stages of the analysis process will be presented in chapter 4, the Empirical study.

3. The third stage of the process is a form of triangulation in which a cross-reference of the findings will be done with the aim of recognizing common patterns in the material as a whole. This will be done by identifying themes from the different data sources and cross reference them among each other.

	Data source 1	Data source 2	Data source 3	Data source 4
Theme X	**X**	**X**		**X**
Theme Y		**X**	**X**	
Theme Z	**X**			**X**

Table 1: Template for data analasys

Structuring the data in this way will also enable the author to present the main themes of the research in such a way so that it is easy for the reader to understand as well as providing an easy way for the researcher to find common themes in the material (Patel & Davidson, 2003; Oates, 2006).

4. The fourth and final stage of the method is to analyze these discovered patterns and themes in conjunction with existing theories with the aim of answering the main question with the aim of presenting guidelines on.

   The two final stages of the analysis will be presented in chapter 5, the chapter for analysis.

2.5 Strategies for validating findings

When choosing what criteria to be used it is important to match this to the research (Yin , 2008; Oates, 2006). The criteria's for validating the findings that will be used in this thesis is Internal Validity, External validity and triangulation. The reason for choosing these strategies is as a result of the overall research perspective of the thesis, the hermeneutic perspective.

Internal Validity
This strategy is used to check if there is a match between what's being observed and what's being presented in the research (Oates, 2006; Patel & Davidson, 2003). Important to recognize is if the author has obtained and presented the data necessary to make a trustworthy interpretation (Patel & Davidson, 2003).

External Validity
This criterion is used to determine if the findings may be generalized in the population at large (Oates, 2006). The result from a qualitative research can often not be generalized in the population as a whole; however these criteria may still be used to determine if the result is applicable to similar situations or a similar context (Patel & Davidson, 2003).

Triangulation
This method may be used to determine the overall credibility of what's being stated

(Oates, 2006). Triangulation works by using different data sources or methods for data collection and combining this for a more nuanced and full picture (Patel & Davidson, 2003; Oates, 2006).

2.6 Result presentation method

The result will be presented in a textual form with the aim of answering the research questions. Throughout the result presentation figures and tables will be used for additional visualization. The Harvard system will be used as a template throughout the report.

3 THEORETICAL STUDY

3.1 Key concepts

Organizational Change
Organizational change is when the organization changes from one state to a new state (Kanter, et al., 1992). An organizational change is seen as creating a state of uncertainty within the organization (Bordia, et al., 2004; Hunt, et al., 2004)

Change Management
In the context of this report Change Management refers to a structured and controlled way of conducting an organizational change. It includes activities such as planing, organizing, commanding, coordination and controlling the change. This may be doen by using a array of different techniques, tools, methods, models, etc. (Burnes, 2009; Nickols, 2006).

Change Manager
The change manager is the one that is managing the change initiative. The change manager has the ultimate responsibility for coordination and the execution of the change on a daily basis. To some extent the change manager is also in charge of the methods used in the change (Burnes, 2009; Palmer I, 2009)

Multicultural Team
Multicultural teams are defined as organizational teams that consist of three or more individuals from two or more different countries who are provided with tools and procedures to address certain sets of organizational tasks for a longer period of time (Hajro & Pudelko, 2010).

Multi-cultural Management
Multi-cultural management refers to the management of a group of people that originates from two or more different cultures i.e. an intercultural team (Hajro & Pudelko, 2010).

3.2 Subject areas relevant for the research

This sub-chapter will discuss and introduce the reader to the main areas relevant in this research. It will also discuss the relations between the areas of interest and the research question that this research is based upon.

Research question:
What are suitable guidelines for managing an intercultural team that conducts an organizational change initiative?

Areas related to research questions:
Based on the research question, two areas of inters have been identified:

- Change Management – how to conduct an organizational change
- Management of multicultural teams – how to manage a intercultural team

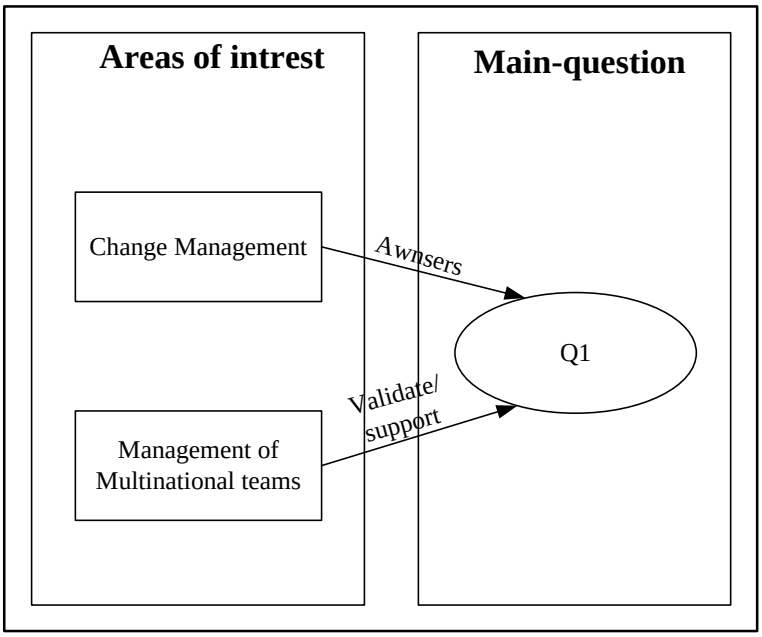

Figure 3: Relevant research areas

Change Management
The area of change management will be used to provide answers about how an organisational change should be conducted in order for it to be successful. Collecting this data will be the main objective of this theoretical research. The data gathered will be used to answer the main question.

The secondary objective is to provide an overview and introduce the reader to the subject of interest for this research.

Management of multicultural teams
The management of multicultural teams will be used to provide data about how an intercultural team should be managed. The objective of this data is to provide information that may be used to support and validate the findings made by the empirical research.

The secondary objective is to provide an overview and introduce the reader to the subject of interest for this research.

3.3 Previous research

As has been discussed chapter, 1.2, in the context of Change Management there is limited or no information about how a multicultural team should be managed in order to conduct an organisational change as effective as possible.

However, research show that studies have been conducted that addresses these two areas of inters, both Change Management as well as Management of Multicultural teams have extensively been investigated over the years, but seldom or never in relation to each other.

3.4 Management of Multicultural Teams

Today's business environment is more competitive than ever before. In order for companies to stay competitive, maintain profitability and sustain growth companies can no longer rely on their local markets for growth and profitability. Instead corporations need to find new markets and become globalized in order to compete and stay profitable (Hafhirian, 2011; Rigby, 1987).

As part of this globalization effort, corporations have found themselves having spread their operations to many different parts of the globe (Burnes, 2009; Hafhirian, 2011). A result of this global distribution of company operations is that the workforce is more diversified and multicultural than ever before. Workforces that used to be homogeneous are now spread over many different cultural and geographical locations (Rigby, 1987; Hajro & Pudelko, 2010). This diversification of the workforce has also forced workers from different cultural backgrounds to collaborate and work together to much higher degree than ever before. It is now common that different teams in these globalized organizations consist of members form different cultural backgrounds (Brett, et al., 2009). However parallel to this increase of teams that consist of members from different cultural backgrounds it has also been recognize that these teams pose serious problems in regards to management (Hafhirian, 2011; Brett, et al., 2009; R.M., et al., 1992; Rigby, 1987).

It has been recognised that cultural differences might be a major obstacle for creating an effective teamwork environment (Brett, et al., 2009). The main reason for this is that people from different cultures may have different basic notions when it comes to values, perceptions, etc. (Rigby, 1987; Brett, et al., 2009). People from different culture may react totally different when it comes to things like uncertainty, hierarchy, confrontation and so on (Luthans, et al., 2006; Redding G, 2003). For example Managers from Japan or Greece tend to prefer a stable environment and tries to avoid personal risk where's a manager from Sweden or America are the opposite (Rigby, 1987). It is often these underlying cultural differences in values and perceptions that make it difficult to manage multicultural team (Brett, et al., 2009; Rigby, 1987). The challenge for creating an effective teamwork is to recognize the underlying cultural causes of conflict and

intervene as early as possible in order to create a positive and harmonious climate where the team members can work together and be effective (B.J, 1997; Brett, et al., 2009) .

This problem of managing multicultural teams has been widely acknowledged by both academia and practical researches over the years (Rigby, 1987; Redding G, 2003; Brett, et al., 2009; Luthans, et al., 2006) and many of them has also set out to find ways to avoid or at least find ways to minimize the negative cultural impact management of these multicultural teams (Rigby, 1987; Brett, et al., 2009; Hajro & Pudelko, 2010; Hafhirian, 2011; etc.).

There are more than 30 different cultural dimensions that impact the relationship between different team members, however only a few of these are said to cause major frictions with in a multicultural team (Rigby, 1987). However what cultural dimensions that is important varies from author to author (Rigby, 1987; Brett, et al., 2009), but there are a a few that often are recognized as more important than others. These are the following dimensions:

Direct versus indirect communication
People from different cultures differ when it comes to communication. Some cultures are typically direct and explicit; people form these cultures express and mean what they say and the listener doesn't need to know much about the context in order to understand the meaning. Other cultures differ, in these cultures the meaning of the message is embedded in the way the message is presented and the receiver needs to know the context in order to understand the message (Brett, et al., 2009; Luthans, et al., 2006). This differences in direct vs. indirect communication can cause serious misunderstandings and damage relationships in times of stress and problems (Brett, et al., 2009).

Trouble with accents and fluency
Even though the language of international business is English there might be major differences in fluency and understanding between people from different cultures backgrounds (Luthans, et al., 2006; Brett, et al., 2009). These differences in understanding and fluency might cause misunderstandings and deep frustration. Non-fluent team might very well be experts in their field, but because they can't express themselves they might feel left out and les motivated to contribute (Brett, et al., 2009).

Conflicting norms for decision making
Different cultures differ when it comes to how a decision is made, this is especially true when it comes to how fast it should be made and what analysis is required to make the decision. Some cultures prefer to take fast decisions with relative little analysis compared with people from other cultures where a discussion normally is made on thoughtful analysis and contemplation (Brett, et al., 2009; Luthans, et al., 2006).

Relationship to Authority
Different cultures may very well have different relationships toward hierarchy and authority, i.e. Power distance (PDI) as it´s called. In some cultures people might be treated differently according to their status and position in the organization (Rigby, 1987;

Luthans, et al., 2006; Brett, et al., 2009). For example a senior team member from a high PDI background might find it difficult to conduct team activity where the members of the team talk to each other as equals. They might feel that they are addressed and treated disrespectfully and in some cases even be humiliated (Rigby, 1987; Brett, et al., 2009). People from a high PDI background might also have a problem with addressing, question or disagree with senior figures such as managers, senior consultant of the team (Luthans, et al., 2006; Rigby, 1987). On the other hand people from a low PDI background might be very frank and normally have now problem in expressing their views in an open and frank manor. Doing this can hurting the feelings of a team member from a high PDI background without them knowing what they have done (Rigby, 1987).

Uncertainty Avoidance
Uncertainty avoidance (UAI) refers to how people from different cultural backgrounds feel comfortable in situations of uncertainty and ambiguity (Rigby, 1987; Luthans, et al., 2006). Cultures populated by people that don't like uncertainty tend to have a high need for security, where's people from a low UAI tend to view risk as something normal and something that can't be avoided (Luthans, et al., 2006). For example people from a high UAI tend to prefer structure, rules and regulations these people are also less prepared to take individual risk than people from a low UAI (Rigby, 1987).

3.4.1 Four Strategies for effective management of multicultural teams

Different authors have devised different strategies on how best to counteract and deal with these cultural challenges (Hajro & Pudelko, 2010; Holden, 2002). Some authors have focused on discussing the problems from a management perspective where others have discussed culture from the perspective of the individual team members (Holden, 2002; Brett, et al., 2009; Hafhirian, 2011; Rigby, 1987). Brett et al, have discussed this issue from a managerial and structural perspective and have created four different strategies that can be used in dealing with cultural challenges. These strategies are adaptation, structural intervention, managerial intervention and exit (Brett, et al., 2009).

Adaptation
One way of avoid and overcome these cultural problems within the teams that consist of people from different cultural backgrounds is let the team members adapt the practices or attitudes within the team to a common goal. This method works best when the team members themselves are willing to acknowledge and take responsibility to figure out what the underlying cultural problems are and overcome these problems themselves. This strategy is also recognized as the best approach to overcome the cultural problems. The reason for this is because it involves les managerial involvement then other strategies and at the same time it forces the team members to take the problem in their own hand, making them learn from the process (Brett, et al., 2009).

Structural Intervention
If it´s not possible for the team to adapt to the problem themselves structural intervention might be a good strategy to use. A structural intervention is to deliberate reorganize the

organization or reassigned members of the team in order to remove the source of the conflict (Brett, et al., 2009).

Managerial Intervention
The third strategy that might be used in times of cultural problems is managerial intervention. Managerial Intervention is when the manager acts as a judge, making the final decision without the team involved in the decision making. The problem with this method is that there is a risk that the underlying cultural problem is not recognized by the team or the manager, thus making it hard to understand what the underlying causes of conflict is. However despite its problems this method is still useful when sorting out a problem (Brett, et al., 2009).

Exit
The final strategy for handling these cultural problems is Exit. The exit strategy is considered to be the strategy of last resort. Exit is when one or more leaves the team, this can be either voluntarily or by managerial intervention. Exit is likely when three's a lot of emotions involved and too much face has been lost on both sides (Brett, et al., 2009).

3.4.2 Characteristics of the team members

Other authors such as Hafhirian and Rigby have also recognized that cultural differences might lead to misunderstandings and frictions between team members from different cultural backgrounds (Hafhirian, 2011; Rigby, 1987). However these authors has taken a slightly different perspective, instead of formulating general guidelines on how to manage a multicultural team they have focused on finding characteristics of importance on an individual level.

In his book Hafhirian recognized one aspect that is important for effective multicultural teamwork and knowledge transfer with in these teams, this one is perceived cultural difference (Hafhirian, 2011).

In a multicultural team different team members have different cultural preferences; this will influence the communication between team members of different cultural backgrounds. Cultural differences raise barriers for understanding and cooperation with in the team. To counteract this cultural problem it is important for the different team members to interact and learn from each other. As the different team members learn from each other it is also more likely that they understand each other's situations, perspective and culture which will help forming an effective cooperation among the team members (Holden, 2002; Hafhirian, 2011).

This view is also shared by Rigby. The author recognizes that the main problem when working in multicultural teams is the lack of empathy and understanding of people from other cultural backgrounds. There is a natural tendency for team members to relate to and prefer to work people that act in a similar way as they themselves prefer to work (Rigby, 1987). It is important for the different team members to be aware of this tendency and be

open for new ideas and different ways of working in order to create an effective team (Rigby, 1987).

3.4.3 Characteristics of the leader

Authors such as Holden, Hajro and Pudelko have all investigated how these cultural aspects could be managed from managerial perspective. They have suggested a couple of characteristics that a manager of a multicultural team should process in order to manage the multicultural team as effective as possible (Hajro & Pudelko, 2010; Holden, 2002).

Hajro and Pudelko discuss five key competences that a multicultural team leader should facilitate (Hajro & Pudelko, 2010). These are Knowledge management and transfer, multi-cultural awareness, motivation, knowledge of foreign language and the ability to transfer the organizations culture to the team.

Knowledge management and transfer
The most important competence of team leaders of multicultural teams is knowledge management and transfer. The team leader should act to facilitate a good communication among the team members and resolve potential conflicts. The team leader should also act to create a positive climate in the team. The team leader plays an important role in transferring knowledge with in the team and to the organization as a whole (Hajro & Pudelko, 2010; Holden, 2002).

Multi-cultural Awareness
The second most important competence of team leaders is cross- cultural awareness. Many failures is a direct result of that multicultural team leaders is unable to cooperate with people from different cultures, hence it is important for team leaders to be aware of cultural differences and be willing to adapt their own behavior to different cultural preferences and contexts. Multicultural team leaders should also make sure that the team members of the team gains factual and conceptual understanding of the different team member's background and preconditions (Hajro & Pudelko, 2010; Holden, 2002).

Motivation
Another important area for multicultural team leaders is the ability to motivate team members from different cultural backgrounds. It is important that the team leader have the ability to motivate the team members to strive towards a common goal, it is also important to motivate the team members to explore and challenge their opinions and perceptions (Hajro & Pudelko, 2010)

Knowledge of foreign language
Communication is essential in order to manage a team; hence it is important that the team leader knows the language that is used in the team (Hajro & Pudelko, 2010).

Ability to transfer the organization culture
The final competence that a multicultural leader should possess is the ability to create a system of shared values and norms within the team. It is important to teach the team members what's important and how to behave within the organization (Hajro & Pudelko, 2010; Holden, 2002).

3.5 Change Management

3.5.1 Why Change and Change Management?

At the same time as the companies has realized that they no longer only can rely on their local market for growth and profitability, they have realized that they need to compete on a global market. In order to stay competitive in a global market companies have realized that they constantly need to change and re-invent themselves in order to meet demand and compete on the global scene (McKinsey & Company, 2008; Burnes, 2009; Palmer I, 2009).

Paradoxically at the same time as companies has realized that they need to change constant in order to stay competitive it is also clear that high proportion of these change efforts fail (Burnes, 2009; McKinsey & Company, 2008). In order to make sure that these change efforts are successful they need to be managed in a planned and systematic fashion in order to assure success (Burnes, 2009).

This is considered to be the practice of Change Management. Change Management is defined as the skill of managing a change in a planned and managed or systematic fashion (Nickols, 2006; Hurn, 2012). Change Management is considered to be the process of planning, organizing, commanding, coordination and controlling a change with the goal of assuring successful change (Palmer I, 2009).

Change Management is considered to be a professional practise which is based on standardised models, methods, techniques, tools, and other forms of knowledge that help and support the change process (Nickols, 2006; Palmer I, 2009).

3.5.2 Models for change

The first model and now classical approach for a planned approach to change was introduced by Lewin in 1946 (Todnem, 2005; Kanter, et al., 1992) the idea was to provide a framework that could be used as a tool for Change Management, it was built on the notion that in order for a change to be successful previous behaviors has to be rejected (Todnem, 2005). Lewin presented a three stage change model based on this assumption. Lewin imagined the organization as an ice-cube in which the change process was conducted through unfreezing, changing and then refreezing (Palmer Ian, 2009; Kanter, et al., 1992).

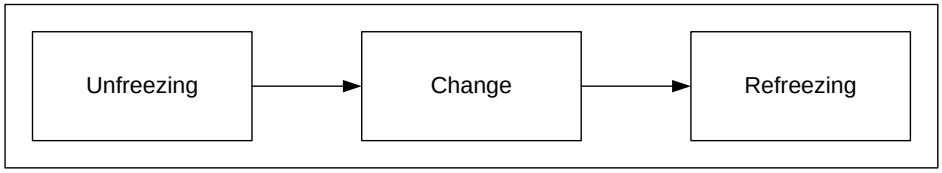

Figure 4: Lewin´s Three step model for planned change

However since the time when this first model were introduced by Lewin the notion of using models in the process of Change Management has been greatly expanded and developed further (Todnem, 2005; Palmer I, 2009).

Today there are several models that have all been developed in order to support the process of Change Management. Common to these Change Management methods and models is that they all consist of a step by step process (Palmer I, 2009).

The most famous of this model is Kotters eight-stage process for change (Palmer I, 2009; Todnem, 2005; Hurn, 2012), it divides the change process in to eight individual stag (Kotter, 1996).

Another well-known method for Change Management is a method that created by Kanter. It's the Ten Commandments for executing change (Palmer I, 2009; Todnem, 2005), this model consist of ten individual stages instead of eight as Kotters model does (Kanter, et al., 1992).

3.5.3 The Eight-stage process (Kotter)

As discussed in previous paragraph, Kotter´s eight-stage process for change is considered to be the most famous and well known model for change. The model consist of eight steps, each important to ashore a successful change. The author emphasizes the importance of conducting this steps in sequence in order to ashore a successful change (Kotter, 1996). The steps are the following:

1. Establishing a sense of urgency
2. Creating the guiding coalition
3. Develop a vision and strategy
4. Communication the change vision
5. Empowering broad-based action
6. Generating short-term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the culture

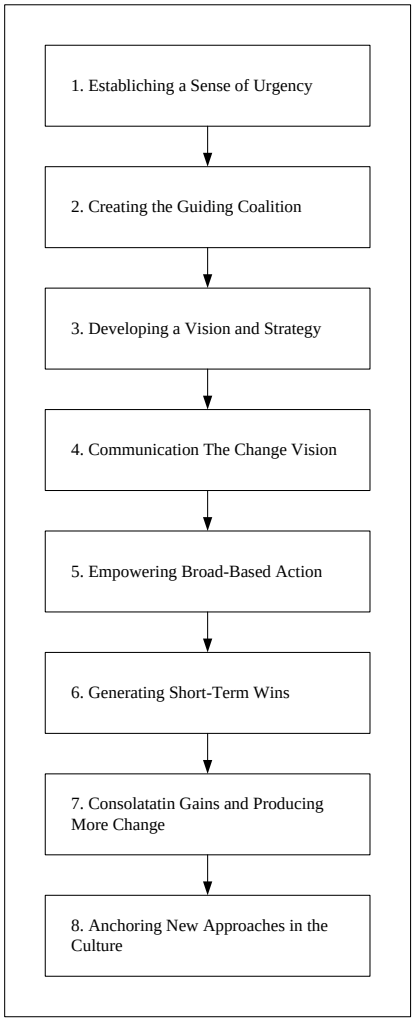

Figure 5: Kotter's Eight-Stage Process

Establishing a sense of urgency

Complacency within the organization is always a danger to the change effort, when the complacency is high the change effort normally goes now ware. This is because few people are interested in the change and it is difficult to involve people in the change process. In order to counteract this sense of complacency a sense of urgency needs to be created within the organization. This is one of the most important stages in ensure successful change (Kotter, 1996).

Creating the guiding coalition

It is important to form a group of strong individuals and highly influential people that will drive the change. The people involved in this coalition should have a strong power base, broad expertise and a high credibility. The reason why this is important is because these people will help build credibility and communicate the importance of the change to the organization (Kotter, 2009; Kotter, 1996).

Develop a vision and strategy
The third stage of the process is to create a vision and strategy for the change. The vision has three important purposes; it clarifies the general direction of the change. Second, it motivates people to take action in the right direction. Third it helps coordinate the actions of different people in a fast and efficient way. But a vision is not everything in order to reach the vision a strategy must be created, this will show the way on how to reach the vision (Kotter, 2009; Kotter, 1996).

Communication the change vision
The fourth stage in the process is to communicate the change vision throughout the organization. Without credible communication and a lot of it, it is hard to convince the organization about the importance of the change, the hearts and minds of the people affected by the change will never be captured (Kotter, 2009). Communication the vision will help the organization to commit to the change effort (Kotter, 1996).

Empowering broad-based action
It is important to empower a broad base of people to take action this is important because it enables the highest possible commitment to the change effort. This is done by removing as many obstacles to the change effort as possible; four of the most important obstacles to address are structure, skills, systems and superiors. These obstacles may be avoided by providing training, removing structural barriers, dealing with troublesome supervisors, etc. (Kotter, 1996).

Generating short-term wins
A change effort normally takes time, and if there is no short-terms win there is a risk that the change effort loses its momentum. Without this short terms wins there is a risk that people give up and start resisting the change. To counteract this risk short–term wins should be planed and reached creating a sense of progress with in the group and the organization (Kotter, 2009).

Consolidating gains and producing more change
In order to make sure that the change sticks it is important that it is consolidated in the company culture. If this is not done there is a risk that the change has been done in vain and that the organization continues to work as they did prior to the change. Instead of declaring victories, the change manager should use the credibility afforded by the short term wins to tackle ever bigger change obstacles (Kotter, 2009).

Anchoring new approaches in the culture
It is important that the new change has been firmly rooted in to the organizations process, social norms and its values. If this is not done there is a risk that gains won might risk to disappear (Kotter, 2009).

3.5.4 Ten Commandments for executing Change (Kanter)

Kanter´s Ten Commandments for executing change is a common and influential model for managing change initiatives. It is made up by ten stages each important to achieve a successful change (Kanter, et al., 1992). Kanter continues and points out that the commandments does not need to be conducted in sequence rather they are a representation of different important tactics that is important to take in to account when conducting an organisational change. The Ten Commandments are as follows:

The Ten Commandments	
1.	Analyse the organisation and its need for change
2.	Create a shared vision and common direction
3.	Separate from the past
4.	Create a sense of urgency
5.	Support a strong leader role
6.	Line up political sponsorship
7.	Craft an implementation plan
8.	Develop enabling structures
9.	Communicate, involve people and be honest
10.	Reinforce and institutionalized change

Figure 6: Kanter´s Ten Commandments

Analyse the organisation and its need for change

Managers should understand the company's, operations, how it functions, its strengths and weaknesses in order to craft and effective plan for the change initiative (Kanter, et al., 1992).

Create a shared vision and common direction

When conducting the change it is important to unite the organisation behind a central vision. The focus of this vision is not simply to state a mission, a strategic vision, etc. Rather it should be aligned with the overall vision of the company (Kanter, et al., 1992).

Separate from the past

There need to be a break from the past, to unfreeze as Lewin put it. This is important because it is difficult for an organisation to embrace a new change initiative until it has identified that the current routines structure that doesn't work. Doing this will help the organisation to realise that it needs to change (Kanter, et al., 1992).

Create a sense of urgency
When an organisation is on the brink of bankruptcy it is not hard to conveying the need for change in the organisation. But when this is not the case the change manager should work to establish a sense of urgency for the change. This is important in fact critical in order to really the organisation behind the change (Kanter, et al., 1992).

Support a strong leader role
It is important to ashore that the change initiative is managed by a strong leader in order to motivate, guide and manage the people involved in the change process. It is important for the leader to be able to convey, create and make shore that the precipitants have the right vision and motivation (Kanter, et al., 1992).

Line up political sponsorship
In order to ashore success it is important that the change initiative is supported by the organisation and especially those effected by the change. It is important to involve this stakeholder s and make shore that they support the change (Kanter, et al., 1992).

Craft an implementation plan
It is important to create a "road map" for the change process, a change process need to know when and what to do during the change process. This implementation plan should specify everything from when the first meeting are to be done to the different objectives of the change process (Kanter, et al., 1992).

Develop enabling structures
The mechanisms needed for conducting the change need to be created, these mechanisms may be part of the existing organization or it may be to create a parallel organization. The mechanisms may range from setting up and design the faculties needed to implementing a new training program (Kanter, et al., 1992).

Communicate, involve people and be honest
Whenever possible a change manager should seek to find ways to involve people and build trust within the organisation. This is not necessary in every circumstance but it might be a potential tool for overcoming resistance and give employees a personal stake in the outcome of the change (Kanter, et al., 1992).

Reinforce and institutionalized change
Throughout the change process, managers and leaders should make a top priority to prove their commitment to the change effort, reward risk-taking and incorporate new

behaviours to the day to day operations. The change should be incorporated to the organisation (Kanter, et al., 1992).

3.6 Summary of theoretical findings

As stated in chapter 3.2 the main objective is to provide information about how an organisational change should be managed in order to be successful. The data provided will then be used to answer the main question:

"What are suitable guidelines for managing an intercultural team that conducts an organizational change initiative?"

3.5.5 Manage an organisational Change

As discussed in chapter 3.5, Change Management is considered to be the practice of conducting a change. Change management is defined as role of managing a change in a planned and systematic fashion (Hurn, 2012; Nickols, 2006). Change management is considered to be a professional practise which is based on standardised methods and techniques (Nickols, 2006; Palmer I, 2009). Change management, i.e. how to conduct a change may be summarized in the following way:

"A change initiative should be managed in a planned and systematic fashion using standardized methods and techniques"

It is thus evident from the theoretical research that an organizational change should be managed in a planned and systematic fashion using standardized method and techniques.

3.5.6 Management of intercultural teams

The secondary objective of this theoretical study was to provide data about how to manage an intercultural team that could be used to validate and support the findings made by the empirical research. As is stated in chapter 3.2 the research will be done by examining the area of Management of multinational teams. From discussion in chapter 3.4, it is illustrated that the cultural aspect may affect the team work of a multicultural-/intercultural team in a negative way (Brett, et al., 2009; Luthans, et al., 2006). There are many different cultural dimensions that might have a negative impact of these intercultural teams - different styles of communication, troubles with accents and fluency, conflicting norms, etc.

In order to avoid and counteract and minimize these cultural challenges different authors have devised different strategies in dealing with these problems related to culture (Hajro & Pudelko, 2010; Holden, 2002). Different authors discuss how to manage a multicultural team in order to avoid possible cultural chalanges from different

perspectives, some authors explore this from a managmetn perspecitve wheres others discuss it from a team perspective (Brett, et al., 2009; Hafhirian, 2011; Rigby, 1987).

Despite that different authors have recommend different ways of how to conteract these cultural problems thay all agree on two things:

1. All authors reconises cultur as a potential major obsitcle in creating a team.
2. All authors reconises that messures need to be taken in order to avoid possible problems within these intercultral teames relate to culture.

3.7 Arguments for an empirical study

The expected outcome of this study is to provide guidelines that may be used by used by professionals and academia to better understand how to manage an intercultural team that conducts an organisational change (chapter 1.5).

The result generated by this chapter related to how a multicultural team should be managed may be characterised as being general. No definite information about how to manage an intercultural team that conducts an organisational change has been provided by this theoretical research. The information gathered and presented in this chapter will not be sufficient and cannot be used as the sole data for creating guidelines that discuss how an intercultural team conducting an organisational change should be managed.

In order to formulate these guidelines on how best to manage an intercultural team in the context of Change Management further research need to be conducted. The aim of this investigation is to provide information about how an intercultural team that conducts an organisational change should be managed. This will be done by collecting empirical data, se chapter 4.

However, the information gathered in this chapter is still valuable, it will be used to validate and justify the findings made by the empirical survey. Doing this will help to create a stronger and more persuasive end result.

4 EMPIRICAL SURVEY

4.1 Purpose

The main purpose with the empirical study is to collect data that that will be used to answer the main research question, W*hat are suitable guidelines for managing an intercultural team that conducts an organizational change initiative?* In the context of Change Management there is little to no information that explores how an intercultural team should be managed – Because of this additional data with the aim of explore this subject need to be gathered in order to answer the main question.

4.2 Sampling

4.2.1 The case

The case which this study is based is on a large international company which has operations in many different parts of the world. The actual survey was carried out at the companies IT-department which in itself is an international company with more than 5000 employees located in many different parts of the world. The main purpose of the IT-department is to support the company's operations.

4.2.2 Method for sampling

Sampling is a process that is based on selection of a population from which empirical data may be collected. The idea with sampling is that instead of investigating the whole group/population a selection is made of a group that that will represent the population at large. This approach will make the survey and gathering of empirical data manageable (Patel & Davidson, 2003).

There are an array of sampling methods that may be used when selecting a group of respondents, each method with its own benefits and drawbacks (Briony, 2006). The methods used for this study are the snowball sampling- and the purposive sampling-method. The purposive method is characterizes by that that the researcher hand-picks the samples. The snowball method is based on a suggestion from the person interviewed, i.e. the persons interviewed suggest respondent that may be interviewed (Briony, 2006).

The main reason why the snowball sampling- and the purposive sampling- method were used is because of the qualitative research method that this research is based upon. By using this sampling methods the researcher are able to make sure with relative certainty

that the people interviewed possesses the knowledge's necessary to create a in depth understanding about the subject that´s being researched (Oates, 2006).

The down side of using these methods is that the result may not be valid in the population at large (Patel & Davidson, 2003). However as this research is based upon a qualitative research this is not necessary, the idea with a qualitative research is to provide an In-depth understanding of a particular case - not to produce a result that may be generalized in the population as a whole. This means that relatively few interviews may be conducted and still assure a high quality of the result (Oates, 2006).

4.2.3 The Respondents

The respondents interviewed in this study been chosen based on their knowledge and experience in the field that is of interest for this study. Each respondent has experience in managing organizational changes that is conducted by an intercultural team. The respondents has experience from managing teams that comprises of individuals from many different cultures as well as experience of implementing organizational changes in different countries and cultures.

The data collected in this study is not based on a single organizational change initiative - instead the respondents have provided data based on experiences from many different change initiatives.

4.3 The interviews

The method for collecting the empirical data will be by interviews. An interview may be constructed in many ways; it may be a structured interview, a semi-structured interview, etc. The character chosen depends on the aim and research method chosen for the study (Patel & Davidson, 2003).

The interviews conducted in this study are characterized as semi-structured; the reason for this is so is twofold. The first and main reason is because the thesis is based on qualitative research method, a qualitative research method aims to provide in-depth understanding of a specific area of interest. The semi-structured interview allows the respondent to explore and expand his or her thoughts, thus enabling in-depth understanding of the research area to be created (Briony, 2006).

The second reason why this method was chosen is because it enables the result of the interview to be structured and analyzed in an easy and organized way (Briony, 2006). This will make it easy to analyze the interview using the prescribed method for analysis, chapter 2.4.

4.3.1 Information that the respondents got

The respondents were all contacted well in advanced prior to the interviews. The respondents were provided with basic information of what the studies were all about - In short the information they received prior to the interview was; *the study will explore how to manage an organizational change that is carried out by an intercultural team*. The wording was deliberately kept short in order to avoid influencing the respondents in one way or another.

The interviews were deliberately constructed with open-end questions in order to avoid influencing and allow further explorations to be done. A total of three questions were formulated, these were:

1. What is organizational change?
2. How do you work when working with Change Management?
3. What is important to think about when managing an intercultural team that conducts the organizational change initiative?

When each of the interviews had been conducted a transcription of the interview followed. Each transcription was then initially analyzed and the main themes summarized in the following Chapters:

4.4 The Controller

4.4.1 The respondents background

The respondent has a background in business, among other things the respondent has prevails worked as a project controller and a system owner. Currently the respondent is responsible for a taskforce with the aim of aligning and merging the existing financial systems to on common financial system that will be used by the entire company.

The respondent has a firm understanding of Change Management as well as change in general. The respondent has been involved in both international changes as well as national ones.

4.4.2 What is an organizational Change?

An organizational change is something that might be both large and small in scale and everything in between. A small organizational change might be that just a role within the organization is changed change. A large organizational change might be when the overall organizational process is altered.

> "It might be that my position within the organization changes, this will impact my role in the organization."
>
> "It might also be when the CEO expresses the need to change the over al operation of the company"

4.4.3 Change Management

A change within the organization is normally conducted in a standardized way in a form of a project. The organizational has a standardized method that is used when a project/change is carried conducted.

> "The organization has a very good tool, it´s our model for project management and it is this one that is used to conduct a change"[1]

The respondent also discussed the similarities between the model that is used by the organization and other models such as the one that is presented by Kotter, etc. The respondent talked about that there is similarities in every stage of the method that is used with other change models.

> "If you identify the different stages in the model process with Kotter there is great similarities between them."[2]

4.4.4 Change Management in intercultural projects

Communication
In order to conduct changes that transplant national borders and between different cultures special considerations needs to be taken in to account in order to assure the success of these changes. This is as a result of different cultures, languages, etc. During the interview the respondent talked about an array of considerations that needs to be considered when working with Change Management in intercultural projects. One of the most important considerations is communication.

The respondent talks about that there is a gap between what the members of intercultural team thinks they understand and what we really do understand. When conveying a message in these teams there are a risk that the meaning of the message is misunderstood. The reason for this is that the participants of these teams have different languages as well as different cultural backgrounds. These different cultural backgrounds might lead to different interpretation of the same matter.

When conveying a message in an intercultural team the message might be distorted or misunderstood. As a team member you might mean one thing but because of cultural

[1] The Controller
[2] The Controller

differences as well as language difference the message might be distorted or misunderstood.

> "Physically separates from each other, you don't understand each other. Language barrier is one of those barriers, as well as cultural barriers."[3]

> "Absolutely the biggest problem, the biggest cultural problem is when we think that we understand each other because we have similar looks i.e. between USA, Sweden or France or the same language, English. This does not mean that we understand each other. We understand each other to a far less extent than we think we do!" [4]

> "There is a lack of a common conceptualization that makes the work harder"[5]

The respondent continued and discussed ways on how best to avoid problem with communication. The respondent expressed the need to present the message in clear way in order to avoid misunderstandings. The respondent also talks about that the team members needs to have a mindset, where one always assumes that the messages will be misunderstood and then act accordingly. But this is not everything in order to be successful there is also a need to have a mutual understanding within the team.

> "In order to understand each other one must talk slowly and use clear descriptions"[6]

> "My prerequisite is that we won´t understand each other to 100%, as a result of problems with languages, different backgrounds and different cultures."[7]

Understanding

As mentioned in the previous paragraph there is a need to have a mutual understanding and respect within the team in order for the change to be successful.

The respondent talked about one scenario in which he got this wrong; he did what he called a classical mistake: As a result of lack of understanding about the culture in which he was working, he incorrectly assumed that an action that is considered to be a good action in one culture is considered to be good in the one that he was working in, when it actually was the opposite. This misunderstanding resulted in unnecessary harm to the relationship.

> "I came with the belief that because they were Asians they were the same as other Asians, I almost got a beating"[8]

The best way to avoid this problem is to gather information prior to working with new cultures in order to understand the culture and avoid potential pitfalls. The respondent also talked about the need to never be complacent and think that he/she know everything on forehand.

[3] The Controller
[4] The Controller
[5] The Controller
[6] The Controller
[7] The Controller
[8] The Controller

> "You need to have some background information that is good and helpful"[9]

> "My prerequisite is that we won´t understand each other to 100%, as a result of problems with languages, different backgrounds and different cultures."[10]

Finally the respondent also mentioned that it is always good to get an informal contact in the country in which you are working. This contact will be able to provide information about cultural aspects; the contact will also be able to help the overall communication with in the project.

> "I always acquire at least one person on the receivers end. So that I might get some information, I have one in France, USA and Korea."[11]

Respect

The respondent also discussed the need for respect for each other in order for the change to be successful. He talked about that the respect needs to come both ways, bout from the Change Manager as well form the precipitants of the change project.

> "I would say, when talking about the culture then communication is very important, to make a mutual respect between each other."[12]

This mutual respect needs to be nurtured over time. One cannot expect to get this respect to happen overnight. It is something that one needs to work for.

> "I was told that I have shown them so much respect that they now felt embarrassed that they couldn't show me the same respect. This resulted in a u-tern form there part and everything started to flow as water."[13]

Team spirit

The final consideration that the respondent talked about was the need to build a fellowship within the project and between the team members. The respondent talked about the need to "talk there language" and the need to adapt to the prevailing group.

> "I try to adapt to the group which I'm trying to integrate with"[14]

> "When I´m in the workshop, I will dress in a t-shirt and jeans, because that is what is appropriate for the situation"[15]

[9] The Controller
[10] The Controller
[11] The Controller
[12] The Controller
[13] The Controller
[14] The Controller
[15] The Controller

4.4.5 Summery

A change process that is done within the organization is normally done in a standardized way as a project. The organizational has standardized methods that are used when a project/change is carried out

When a change is taking place in a intercultural project there is a couple of parameters that needs to be taken in to account when working with Change Management under this circumstances. The respondent talked about four main considerations when working with changes in intercultural projects:

1. **Communication**
2. **Understanding**
3. **Respect**
4. **Team spirit**

These considerations are not unique to changes that are taking place in intercultural projects. They are an important part in all changes, but because of the cultural dimension this changes are more complex and hence these considerations are more important to take under consideration in order for the change to be successful.

4.5 The Sourcing Manager

4.5.1 The respondents background

The respondent currently works as a Sourcing Manager. The sourcing manager's responsibility is to reduce the company's reliability of external consultants and increase the growth of sites that is located overseas, that the company refers to as the BPIC´s, Brazil, Poland, India and China.

The respondent has a comprehensive knowledge and experience from Change Management as well as a Project Management. Among other things he has been in charge of an international change that took place between the Swedish and Polish sites.

4.5.2 What is an organizational Change?

The respondent sees an organizational change as a motivated reason to conduct a change of an existing structure to something different. An organizational change might be a large cohesive structural change to the existing organization. An organizational change might also be a change of rolls within the organization.

> "The question is hard to answer, but it must be that you have a motivated reason to change any existing structure"[16]

> "We did a relatively large organizational change in 2009 when we changed the organization and created application delivery, consulting serves, etc."

4.5.3 Change Management

A change is normally conducted done by formulating a project. These projects are then structured and managed based on existing methodology that is used by the organization. The project-, change managers are educated in the use of this methods and models. They are also mandatory to be used when forming a project within the organization.

> "We drive these changes as a project and we have our own project models that we use"

> "The project leaders are educated and know how to use these methods."

4.5.4 Change Management in intercultural projects

Communication
When conducting a change in cross national project communication is important. It is important to have a good communication both within the team as well as between the manager and the percipients of the team. This is an essential ingredient in making a successful change.

> "Communication is also very important"[17]

Form relations and build a team spirit
However, communication is not everything, what is far more important is to form relations between the different team members. Communication may be one part in getting to know each other and form relations. But it is the relations, to form a band and a team spirit between the team members that is the ultimate goal.

> "Communication is important when creating a sense of us in the team, avoid a *"we and them"* feeling"[18]

> "I'm certain that the team must get to know each other beyond normal communication, they must meet each other and socialize."[19]

> "How do you avid a "*we and them*" feeling within these cross national teams?[20] - It is a question about how intimately the team was built from the start[21]"

[16] The Sourcing Manager
[17] The Sourcing Manager
[18] The Sourcing Manager
[19] The Sourcing Manager
[20] The Interviewer
[21] The Sourcing Manager

The respondent also talked about the importance of letting the team members getting to know each other not only on a professional level, but also on a personal level.

> "One needs to know the real persons, not only their official roll in the organization"[22]

The respondent continued and talked about the need for the team members to know each other on a personal level and form at team spirit within the change project. The way to achieve this goal is to carry out joint team activities where all the team members could meet.

> "I´m sure that you have to get to know each other beyond normal communication, you have to meet and socialize"[23]

> "One goes from what I call communication to what I call relation, when doing these activities"[24]

Understanding/respect

One important part of these team activities is to do social things, things that are not connected to work. The idea with this team activity is to form a personal relationship based on understanding and respect for each other with in the team. This may be done by teambuilding activities and other social events.

> "Do actives that will change and influence their long-term relations"[25]

> "We had access to a professional coach so that we could do team building activities"[26]

> "25 of us ran the half marathon; all of us had similar cloths and all the other colleagues were there to cheer for us"[27]

> "If I have understood it correctly, it is very important to create a community, understanding and respect between the team members?[28] – that's correct"[29]

The reason why these activities are so important is because they help to create an effective environment so that it is more likely that the change initiative is successful. This affectivity gains is a result of the relations and respect that has been formed as a result of that the people has got to know each other throw this activities.

> "These activities will lead to efficiency gains downstream"[30]

> "We got payback as a result of lower cost to the change"[31]

[22] The Sourcing Manager
[23] The Sourcing Manager
[24] The Sourcing Manager
[25] The Sourcing Manager
[26] The Sourcing Manager
[27] The Sourcing Manager
[28] The Interviewer
[29] The Sourcing Manager
[30] The Sourcing Manager

Shared vision

The respondent concluded the interview by discussing the need for creating willingness and commitment to do the change in order for the transition of the change to be as effective as possible. If this is not done there is a risk that the change will face resistance and opposition, which will affect the change in a negative way. This is especially true when the change is affecting individuals' job security.

> "It is needed that the change is conducted with a positive spirit for it to successful. If this is not so there will be resistance to the change"[32]

> "Individuals might resist the change if they may lose their jobs and they don't know what will happen as a result of the change"[33]

One way to prevent this from happening is to address the underlying reason that underpins the resentment and opposition to the change. One way of doing this is to talk about the benefits that might occur as a result of the change. People might have the opportunity to undertake career training that will enhance their attractiveness and career potential. This might be done in different ways, but the fundamental idea is to change the attitude towards the change form something negative to something positive.

> "We can provide career training, let's say that we have a developer then we might be able to provide three different directions. Architect oriented one that is oriented towards business analysis and finally one that is oriented towards management."[34]

> "When you know what's going to happen and you know that it will have a positive influence on you, then you will start to have positive feeling towards the change."[35]

Changing the attitude from negative to positive might even create a state of urgency in the project; this will help to assure the success of the project.

> "One might even want the change to happen faster than you wanted from the beginning"[36]

4.5.5 Summery

A change is normally conducted as a project. These projects are then structured and managed based on existing methodology that is mandated to use in the organization.

When discussing Change Management of intercultural projects the respondent discussed a couple of considerations that is important to take in to considerations when managing

[31] The Sourcing Manager
[32] The Sourcing Manager
[33] The Sourcing Manager
[34] The Sourcing Manager
[35] The Sourcing Manager
[36] The Sourcing Manager

changes that involves stakeholder from different cultures. These considerations may be summarized in to five themes;

1. **Communication**
2. **Form relations and build a team spirit**
3. **Understanding/respect**
4. **Shared vision**

4.6 The Recruitment Manager

4.6.1 The respondents background

The respondent currently works as a Recruitment Manager, the respondent is currently in charge of the recruitment for some of the company sub-departments within the It-department.

The respondent has precisely worked as a line-manager. The respondent has also experience as a change manager of intercultural projects.

4.6.2 What is an organizational Change?

A change may be everything from something relatively minor in scope, such as a change of a resource within the organization. An example of this is when a manager is changed or leaving his/her position, this is considered to be an organizational change. An organization may also be more extensive, such as changes of processes.

> "An organizational change may be everything; an organizational change may be that a Department Manager leaves his or her position, this is an organizational change."[37]

> "If you change a process then you're doing an organizational change."[38]

4.6.3 Change Management

A change is normally conducted done by formulating a project. This project are then structured and managed based on existing methodology that has been developed by the organization.

> "You build a project, and work in a forum of a project"[39]

[37] The Recruitment Manager
[38] The Recruitment Manager
[39] The Recruitment Manager

> "Yes, you work by using a project model. The organization has a project metrology that is used"[40]

4.6.4 Change Management in intercultural projects

Communication

When managing intercultural changes a good communication with in the team is essential. A result of that the people involved in this intercultural teams originates from different cultural backgrounds is that they often have different languages and there is a need to put an emphasis on communication to make sure that everyone understand.

> "Communication is everything in a change process; the communication is often not as good as it should be"[41]

> "An international team normally has a more varied background; all comes from different socio- cultural backgrounds, have different language and so on. People don't understand that that has an impact and that people don't understand what´s saying, people think that everyone talks English but that's not true, all languages can be switched off"[42]

> "A problem is that communication is a monolog when I should be a dialog"[43]

It is not adequate to think that because everyone speaks English that is enough. In order to bridge the cultural and language differences the communication needs to be clearer, pervasive and repeated many times in order to be effective. It is also important that there is a dialog, in which the stakeholders have an opportunity to express their views.

> "When you present something in English, you think that everyone is with you, this is not true"[44]

> "Do you need to focus more on communication in order for the message to reach everyone?[45]- Yes, in my opinion that's true. You need to make certain that the message is clear, persuasive and correct[46]"

> "Do you need to loop the message more as well?[47] – Yes, I think so."[48]

Shared vision

One reason why it is important with communication is because it makes it possible to form a shared understanding about what the change is about and what's the overall purples and vision of the change.

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[40] The Recruitment Manager
[41] The Recruitment Manager
[42] The Recruitment Manager
[43] The Recruitment Manager
[44] The Recruitment Manager
[45] The Interviewer
[46] The Recruitment Manager
[47] The Interviewer
[48] The Recruitment Manager

> "A more important change demands more a higher focus on getting the involved to understand what the overall picture is and this is done throw dialog."[49]

> "A change needs to be anchored and be given time in order for people understand it"[50]

> "I made sure that those who were about to start work with the change really had the vision"[51]

The way to avoid this problem and make sure that as many as possible understands the vision is normally done through communication and dialog. It is important to move away from one way communication, where one part informs the other part., i.e. to push the message. It is far more important to and effective to have an open dialog between the parties in order for the messages to fester and be understood.

> "Have I got it right? You mean that the information is more like a monolog and not a dialog?[52] – Yes, it's a monolog, people hear but they don't understand."[53]

> "It was very important that we had the same understanding of what to do, so we talked a lot on the telephone"[54]

Form relations and build trust

Another integrate part in managing change in intercultural teams is to build trust. Trust is important because it helps the change to be as effective and easy as possible.

> "Trust makes it easier to do the change"[55]

The respondent continued and discussed ways of building this trust within the intercultural group. The respondent argues that communication, dialog and contact between the team members are all important when building trust within the team.

> "Contact means dialog and dialog forms trust" [56]

The respondent talked about scenarios when he used this method to form a relationship and build trust. The Recruitment Manager continually made phone calls in order to form a relationship.

> "In principal I called him when I sat in the car. Every time I went out to the car in the morning. I made a call, I didn't just call to get updated on the progress of the change; it was also to build a relationship."[57]

[49] The Recruitment Manager
[50] The Recruitment Manager
[51] The Recruitment Manager
[52] The Interviewer
[53] The Recruitment Manager
[54] The Recruitment Manager
[55] The Recruitment Manager
[56] The Recruitment Manager
[57] The Recruitment Manager

Find key people
The respondent concluded discussion by discoing how an international change is coordinated and managed. In order for the change to be successive it is important to find and involve people that will continue to work with what's implemented through the change in the future.

> "A normal change project works by finding key person that will work with what's been changed in the future"[58]

> "When you do these changes you try to find people that will be involved in the process in the future?[59] – Yes that's true"[60]

At the same time this change initiatives are also locally managed by this people. The management hierarchy of the change is often structured in that way that there is one central change Manager/project Manager that coordinates and manages different local manages. The local manager is then caring out the actual work.

> "Do you find people in the different country's that can act as spacepersons and help you manage the project?[61] – Yes, it's much better"[62]

> "The big projects are often managed by one central manager and the work is then done by the regional manager."[63]

4.6.5 Summery

A change is normally conducted done by formulating a project. These projects are then structured and managed based on existing methodology that has been developed by the organization.

When conducting a change in a cross national project that the change manager/project manager need to take additional factors in to account in order to assure the best possible success of the change initiative/project. The factors that has been disused in this text may be summarized as follows;

1. **Communication**
2. **Shared vision**
3. **Form relations and build trust**
4. **Find Key people**

These considerations are not unique to changes that are taking place in intercultural projects; they are an important part in all type of changes. As a result of the complexity

[58] The Recruitment Manager
[59] The Interviewer
[60] The Recruitment Manager
[61] The Interviewer
[62] The Recruitment Manager
[63] The Recruitment Manager

due to the cultural dimension this considerations stands out as important and hence needs to be taken under consideration.

4.7 The Department Manager

4.7.1 The respondents background

The respondent currently has a position as head of a department whit in the organizations IT unite. The department which the respondent is head of is in charge of the application deliveries both to the organization as well as to external customers.

The department is located in six different sites, in -Sweden, -India, -Poland, -China, -France, -USA and Brazil. The department currently staff around 450 employees, the most pulpous site is Sweden whit a total of 210 employees.

4.7.2 What is an organizational Change?

The respondent sees an organizational change as being everything from something small in scoop to something far more extensive and everything in between. A small organizational change may be something like transfer of responsibility, where an extensive organizational change could be the change to the overall operation of the cooperation.

> "A small change may be when a team gets a new manager"[64]

> "When we talk about big changes within the organization then we often talk about, ways of working, processes and models"[65]

4.7.3 Change Management in intercultural projects

Communication
The respondent talks about the need for a good communication with in the team as a integrate part of executing a successful change initiative. From the perspective of the respondent communication form the respondent point of view is to form a relationship and understanding with in different parts of the organizations as well as between the team members.

> "To conclude, communication is important to form a understanding?[66] – Yes that is correct[67]"

[64] The Department Manager
[65] The Department Manager
[66] The Interviewer
[67] The Department Manager

> "Communication why is that important?[68] – To form a better understanding about the company and between individuals"[69]

Shared vision

As was mentioned in previous chapter a communication is important because it enables an understanding about what it is that needs to be done to take form. In short the people involved in the change are provided with the necessary information through among other things communication which enables an understanding about what's going to happen in the change to take form.

> "It´s very important with information in order to form an understanding about what's going to happen"[70]

> "Is it important to create a understanding and have a shared vision?[71]- Yes, it is important![72]"

Understanding

The respondent continued and discussed that there is a need to form an understanding about the different preconditions and the emotional impact these have on the team members. This understanding is important because it enables a personal band and a relationship to form between the team members.

> "To work face to face, with something that is not connected to work in order to form relationship[73] – thus it is about understanding and get together?[74] – Yes![75]"

> "Do cultural exercises to get to know each other and each other's differences."[76]

Form relations and build a team spirit

The reason why it´s important to form relationships is because it helps to form a sense of unity in team and a team spirit. This unity/team spirit helps to avoid and manage difficulties that otherwise could have harmed the change process.

> "We have learned that it is important to form relationships as early as possible in the affected teams. The earlier this is done the more likely it is to avoid hurdles and gravel in the machinery"[77]

The respondent continued the interview by discussing ways on how best to form these bands between the team members. As discussed perversely one important part in doing this is to make sure that there is a mutual understanding between the different team

[68] The Interviewer
[69] The Department Manager
[70] The Department Manager
[71] The Interviewer
[72] The Department Manager
[73] The Department Manager
[74] The Interviewer
[75] The Department Manager
[76] The Department Manager
[77] The Department Manager

members. Another method that is useful in forming this bans is to let the individuals involved in the change project to meet each other in real life, doing this will help to form formal as well as informal bands and relationships between the team members.

> "To work face to face, with something that is not connected to work in order to form relationship[78] – thus it is about understanding and get together?[79] – Yes![80]"

> "Does the organization promote people to meet face to face?[81] – Yes, we try as to do this as much as possible. As a service company it´s really important to build these relations because it is built on personal skills!"[82]

The respondent continued and talked about that it is important to do things together in order to form a team spirit. The respondent talked about one scenario in which the team didn't have the opportunity to meet but still did a joint activity. The two parts of the team each got a cake and then they met online using live meeting tools, this meant that they could share this moment and form relationship even though they didn't meet in real life. By doing this the respondent was able to form a team spirit even though the people involved didn't have the opportunity to meet in real life.

> "If you work with smaller team you might not be able to meet, but in that case do a video conference where everyone can show how there cakes form there local countries looks like. These small things help a lot to form relations"[83]

Influencing the right people

The respondent also discussed management and how best to control and manage the intercultural teams. The respondent discussed the need to use the formal way of communication through the management hierarchies when managing intercultural teams. It is important to talk to the right manager in order to influence and ensure that the work is carried out. The best way to influence people in many cultures is to go through the manager of the one that you try to influence.

> "It´s very important to use the formal way of communication when working with different cultures"[84]

> "The right way to go is through the global management team, that is one step above my position"[85]

[78] The Department Manager
[79] The Interviewer
[80] The Department Manager
[81] The Interviewer
[82] The Department Manager
[83] The Department Manager
[84] The Department Manager
[85] The Department Manager

4.7.4 Summery

When conducting a change of cross national projects/teams that are the change manager/ project manager need to take additional factors in to account when managing the project. The factors that has been disused in this text may be summarized as follows;

1. **Communication**
2. **Shared vision**
3. **Understanding**
4. **Form relations and build a team spirit**
5. **Influencing the right people**

4.8 Empirical research results

The main purples with this chapter are to provide answers that will be used to answer the main research question.

"What are suitable guidelines for managing an intercultural team that conducts an organizational change initiative?"

4.8.1 Empirical Result

The result form the empirical research may be summarized in a number of attributes or themes. Each attribute represent an important factor that affect the management of these intercultural teams. The attributes found are the following ones:

1. **Communication**
2. **Understanding**
3. **Respect**
4. **Relations**
5. **Team spirit**
6. **Shared vision**
7. **Find Key People**
8. **Influencing the right people**
9. **Standardized method**

Communication
When working with Change Management in teams that consist of people from different cultures with different backgrounds and different languages - a good communication stands out as one of the most important factors in overbridging cultural difficulties and differences that might cause problems. From the data it is evident that communication is an important part in managing a change.

As a result of that the team members originates from different backgrounds, cultures, and speak different languages there always a risk that the information is misinterpreted and that different stakeholders have different perceptions of what has been said.

In order to overcome these communicational difficulties the manager must make sure that the communication is clear, pervasive and repeated many times in order it to be as effective as possible and ensure that the message is received. It is also important to make sure that everyone is involve in the discussion in order to avoid monologs, i.e. It is important to form an environment dialogs with in the team.

Understanding
When working in a intercultural team it is important that a mutual understanding exist between the team members in order for the change to be as successful as possible. Understanding is understood as the understanding that different cultural preconditions influence the team member's conduct and perception.

The reason why a mutual understanding is of such importance is because it is a integrate part of forming relations between the team members.

There is multiple ways to obtain an understanding about the different preconditions that the team members in intercultural team have. One way is to educate the team about the different cultural conditions that exist within the team. Another way is to have the team members learn from each other preferably in real life and in a non-work environment.

Respect
When talking about respect, the main idea is that there is need for mutual respect among the team members. Forming this mutual respect within the team will help the change initiative to be as effective as possible.

Respect is something that is built over time and cannot be expected to happen instantly. However a change manager can and should make activities that may help to fluster a respect between the team members. Such activities are different kinds of team activities; if possible these activities should not be connected to work. The main idea with these activities is to form relationships between the team members.

Relations
The reason why it´s important to form relations between the team members is because it helps to form a sense of unity and a team spirit within the team, it is important to form relations between the team members and on the way to do this is important to let the team members getting to know each other in person, doing this will help the team members to form formal- as well as informal- relationships. The most effective way of achieving this goal is to carry out joint team activities where all the team members could meet in person, these activities should not be connected to work to achieve the best result. If it´s not possible for the team members to meet in person the change manager should still plan informal meetings not directly connected to work in which people do things together. An

example of this may be to have a joint celebration in which the team members are connected through available communication tools.

Team spirit
A team spirit is the ultimate goal of forming relationship between the team members in the intercultural team. The main idea is to create a fellowship between the team members; a positive team spirit will enhance the chances of change initiative to be successful.

A team spirit is formed in much the same way as both, relationships, respect and understandings are formed. The most effective way to form a team spirit is to let the team conduct joint activities together in a non-work environment to ashore the easiest and most effective way of forming a fellowship among the team members. As discussed in previous paragraph, relations; it is not necessary for the team members to meet in person; informal activities with the intention of forming a team spirit can still be planted by the change manager.

Shared vision
A shared vision means that that a willingness and commitment to the change has been established in the change project. It also implies that there is an overall understanding about what the change is about.

If there has been no establishment of a clear vision and a positive commitment to the change initiative there is a risk that the change will meet residence and opposition from the people involved, this might have a negative affect the on the change initiative.

The change manager should make sure to establish a firm and clear vision and a positive commitment to the change initiative. The best way to establish this vision and understating about what needs to be done is throw communication, and positive reassurances form the Change Manager.

Find Key people
In order to make sure that the long-term success of the change it is important to find the right persons involved in the change. It is important to involve the people that will continue to work with what has been changed after it has been completed.

Influencing the right people
When working with change in intercultural organizations there is sometimes a need to influence people that belongs to an organization that is located in a different culture. The best way of making sure that the person is influenced is to use the formal ways of communication and find a manager that is higher in the hierarchy than the person that are to be influenced. The message should then be provided by the manager in the local organization, this will increase the likeliness of success in the attempt.

Standardized method

The findings made from the empirical may be summarized in the following way. An organizational change should always be conducted in a planned and systematic fashion using standardized method and techniques.

5 ANALYSIS AND RESULT

This chapter will discuss the data found in both the empirical- as well as the theoretical research, doing this will enable the data from the two data sources to be combined to one result. The result of this chapter will also form the answer of the main research question:

What are suitable guidelines for managing an intercultural team that conducts an organizational change initiative?

The discussion and analysis of the data in this analysis that will be conducted based upon the method presented in chapter 2.4.

5.1 Analysis

As discussed in chapter 2.4, the data from the empirical survey will be structured in such a way so that it is easy for the reader to understand the main themes of the research. The data will also be structured in such a way so that it is easy for the author to find commonalities within the data and to enable cross-reference of the data collected from the respondents to be done.

Table 2, provide this information. The data presented in the table is the different themes that have been discussed by the respondents; these themes are then structured as individual topics - Structuring the data in this way will enable the different themes that each respondent have discussed to be cross-referenced.

In order to assure that the result form analysis is has a high validity and be said to be representative of the studied case, 75-100% of the respondents most have discussed the specific theme. This means that at least three out of the four respondents need to have discussed a specific theme in order for it to be presented as a result.

A total of six individual themes have been recognized to have been discussed by at least 75% of the respondents, these are:

1. Communication
2. Understanding
3. Relations
4. Team spirit
5. Shared vision
6. Standardized method

Each of these six themes will be discussed in-depth in subsequent chapters. The aim of this analysis is to provide an in-depth understanding about each of these themes as well as combine the empirical data and the theoretical data to one result.

	The Controller	The Sourcing Manager	The Recruitment Manager	The Department Manager
Management of a intercultural team				
Communication	**X**	**X**	**X**	**X**
Understanding	**X**	**X**		**X**
Respect	**X**	**X**		
Relations		**X**	**X**	**X**
Team spirit	**X**	**X**		**X**
Shared vision		**X**	**X**	**X**
Find Key people			**X**	
Influence the right people				**X**
Change Management				
Standardized method	**X**	**X**	**X**	**N/A**

Table 2: Empirical findings

5.1.1 Communication

From the matrix it is acknowledged that communication stands out as the most important factor in assuring a successful change initiative. At the same time it is also recognized that the meaning of what a good communication is differs between the different respondents and the literature.

Controller
The controller addresses two major communication problems that might accrue in a intercultural team. The first one is that there is a gap between what a person thinks that they understand and what they really do understand, this might lead to miss underrating's with in the team.

The second problem is that because of different languages and cultural backgrounds the different team members might interpret what needs and how it should be done different from each other. This might lead to misunderstandings within the team.

In order to counteract these possible problems it is important that the communication, is well understood by the team. It is important that the message is clear in order to avoid misunderstandings. The respondent continues and talks about the need to have the right mindset when communicating in a intercultural environment. The respondent always assumes that he will be misunderstood and then act accordingly.

The Sourcing Manager
The Sourcing Manager also recognizes good communication as an essential part in assuring a successful change. However the respondents stretch the argument and discuss communication as a way of building relations and forming a team spirit within the team.

The Recruitment Manager
When it comes to communication in these intercultural teams it is important to understand that culture has a major impact on understanding. It is important to understand that even though the team members talk the same language they are still affected by their culture.

In order to assure a good understanding with in these intercultural teams it is important that there is a good communication. A good communication will assure that all the team members have a good understanding.

In order to assure that everyone within the intercultural team understand that the communication must be clear, pervasive and repeated may times in order to assure that everyone understand the message. The respondent continues and discusses the need for dialog between the different stakeholders in order for the different stakeholders to express their views.

The Department Manager
The Department Manager argues that a good communication within a intercultural team is essential in order to assure successful change initiative. The respondent continues and discusses the need for good communication in order to assure an understanding among the team members. ¨

This understanding is important because it helps to form relationships between the different team members. The respondent concludes by arguing that communication is important in assuring a good understanding about the organization.

Theoretical Study
In the literature it is recognized that ineffective communication might be a major obstacle to effective multicultural teamwork. Brett 2009 and Luthans 2006 discuss how people from different cultures differ in the way that they communicate.

People from some cultures are direct and explicit in their way of expressing themselves where's people from other cultures typically are more restrained in how they expresses themselves and the message needs to be interpreted in order to be understood. Brett 2009 and Luthans 2006 continue and discuss that there might be major differences in fluency and understanding between different cultures. Both these dimensions might cause serious misunderstandings and might damage the relationships; hence these cultural dimensions need to be addressed.

Holden 2002 and Hajro & Pudelko 2010 continues the discussion from a slightly different perspective, that from the manager. They acknowledge that the most important trait for the manager in these intercultural teams is to transfer knowledge. The manager's responsibility is to assure a good communication within the team in order to assure an effective teamwork of a intercultural team.

Delimited summary
From both the empirical study as well as the theoretical study it is clear that a lack of good communication may cause major frictions as well as creating major obstacles in forming an effective teamwork.

The Recruitment Manager as well as the controller both discusses the impact of culture and how this affects the communication with in the team. The same is true with both Brett 2009 and Luthans 2006 as well as with Holden 2002 and Hajro & Pudelko 2010, all discuss cultural and how culture may impact the understanding with in these intercultural teams.

All the respondents as well as all the authors stress the need for an effective and good communication in order to assure success in endeavors involving people with various cultural backgrounds. It is clear that a good communication with in these intercultural teams is one of the most important factors in assuring the success of these teams.

5.1.2 Understanding

As displayed in the figure in chapter 5.1, 75% of the respondents discuss understanding as an important factor in assuring an effective team work. However at the same time as understanding is recognized as an important aspect when creating an effective team work it is also recognized that the different respondents have a slightly idea of what understanding means.

Controller
The Controller discusses understanding from two perspectives, a cultural perspective and a team perspective. The respondent argues that a lack of understanding among the team members within a team may cause serious problems to the relationship between the different team members. The Controller means that it is important that the team members respect each other's differences and that they need to understand each other's pre conditions and cultural differences in order to avoid misunderstandings.

The Controller continues and discusses the need to always have an open mind and never think that one knows everything when working in a intercultural team environment. Being complacent and think what one knows everything might lead to serious problems and misunderstandings that might harm the relationships with in the team.

The Sourcing Manager
The Sourcing Manager discusses the need for understanding from a personal perspective. The respondent argues that in order to build relations it is important that the individual team members understand and respect each other.

The Respondent continues and discusses ways of how this may be done. The Sourcing Manager argues that one of the best ways of building this trust and enabling the different team members to create an understanding about each other is to conduct activities that´s not connected to work, team activities and etc. The respondent continues and argues that the most effective way of doing this is to have the team members of these intercultural teams to meet each other in real life.

The Department Manager
The Department Manager discusses the need for understanding as an integrate- and important part in forming a relationship. The Respondent argues that it is important that the different understand each other's preconditions in order for them to form relations.

The Department Manager continues and argues that one of the best ways of making sure that the team members form personal band and get to understand each other is to have them meet in an environment that is not connected to work. The Respondent continues and discusses that it is important that the team members meat in person.

Theoretical Study
Authors such as Hajro & Pudelko 2010, Brett 2009 and Holden 2002 among others have all discussed the importance of forming a understanding with in a intercultural team. In their article *An analysis of core-competences of successful intercultural team leaders* Hajro & Pudelko 2010 argues that intercultural awareness is one of core traits that a team leader of a intercultural team should possess. They argue that the reason form many failures in intercultural team initiatives is that the team leader is unwilling to change and adapt his or her behavior to different cultural contexts. In order to avoid this problem the team leader should be adept understand and change to different cultural environments in to avoid cultural problems.

Brett 2009 continues and argues that one way to avoid cultural problems in a intercultural team is to let the different team member's work together and enable the team members themselves to find out the under lying causes of the problems. The individual team members should take responsibility and work together in order to understand the underlying problem and avoid these cultural problems.

Rigby 1987, Luthans 2006 and Brett 2009 explore the subject of understanding from the perspective of the team member. They argue that there are cultural dimensions that may impact the relationship between the different team members. They argue that your cultural background will determine how you act in different circumstances, for example: decisions and how these are made may differ from culture to culture. Some cultures have a tendency to take fast decision with little analysis where people from other cultures tend to do the opposite. The same is true when it comes to authority; some cultures tend to

have a very high tendency in following strict hierarchies where other cultures are the opposite.

In order to avoid that these cultural dimensions cause problems within the intercultural team it is important that there is an understanding about these cultural differences so that they may be avoided.

Delimited summary
When analyzing the empirical as well as the theoretical data it is clear that a mutual understanding and respect stands out as one of the most important factors in avoiding cultural problem and assuring the success of a intercultural team initiative.

It is also clear that understanding is an important part in enabling good relations to be formed with in the intercultural team.

The Controller, Sourcing Manger as well as The Department Manager all discuss the need for a mutual understanding in the intercultural teams in order to build relationships. They all discuss the need for an understanding both from a cultural as well as a personal perspective. They continue and argue that in order to form a relationship it is important that the different team members have an understanding about each other's backgrounds in order to form relationships and avoid possible cultural problems.

The same is true in the literature. Especially Hajro & Pudelko 2010 stand out when they argue that one of the most important traits of a leader is to have a multi-cultural awareness in order to be effective. Rigby 1987, Luthans 2006 and Brett 2009 continue and argue that it is critical to understand the underlying cultural dimensions that may cause problems in order to avoid them.

It is clear form bout the theoretical as well as the empirical data that it is important to have a understanding about each other's cultures and preconditions is one of the most important factors in forming a intercultural team.

5.1.3 Relations

When analyzing the Table 2, it is clear that three of the four respondents discuss the importance for good relation relations between the team members when forming an effective team.

The Sourcing Manager
The Sourcing Manager discusses the importance of building relations as an important part in forming a team spirit. The respondent argues that in order to build a team spirit with in these multiunit teams it is important that the team members know each other.

The Respondent continues and discusses the need that in order to build these relations the team members must know each other not only on professional level but also on a

personal level. The respondent argues that the best way of making sure that these personal relations are formed is to do activities in which the team members can meet in person.

The Recruitment Manager
The Recruitment Manager argues that trust among the team members is one of the most important factors in enabling relationships to be formed.

The Recruitment Manager continues and discusses that trust can be created in a many ways. However one of the most important elements when creating trust is a good communication and a good contact between the group members. All these are important in assuring that trust and relations are formed with in the group.

The Department Manager
The respondent argues that the reason why it is important to form relations among the team members is because relations enable a unity and team spirit to be formed. The reason why this is important is because it helps to avoid and overcome difficulties that might impact these intercultural teams and make them ineffective.

The respondent continues and discusses the best ways of forming these relations. The Department Manager argues that a one important ingredient in forming this relationship is to assure that there is a mutual understanding between the team members. Another way of making sure that the individuals of the group meet in real life, this will help forming informal bands between the different team members.

Theoretical Studies
Much of the literature does not discuss the importance of forming relations as a separate topic. However it is still clear that may authors thinks that forming relations is important.

Authors such as Brett 2009 and Rigby 1987 both address the need to form relations in order to create an effective teamwork environment in order for a intercultural team to be affective.

Holden 2002 continues and discusses the importance of enabling people from different cultures to interact and learn from each other. The author discusses the need for an effective cooperation between the team members in order to overcome cultural differences and enable an effective team work to take place in these intercultural teams.

Even though Holden 2002 doesn’t expresses the importance of forming relations specifically it is still evident that forming relationships is an important ingredient in forming an effective teamwork. This is most clear when he discusses the need for cooperation among the team members and the emphasis of team work in order to solve these cultural differences.

Delimited summary
When analyzing the theoretical as well as the empirical data it is obvious that an important ingredient in forming an effective intercultural team is that there is a good relationship between the different team members in of the intercultural team.

Both the Sourcing Manager as well as The Recruitment Manager both discusses the importance of having a good relationship among the team members as an important component in creating a good team spirit. The Recruitment Manager doesn't argue that the goal of having a good relationship is to create a good team spirit; however the respondent maintains that relationships are important in order to assure an effective team work. It is thus safe to say that even though the Recruitment Manager doesn't argue that relations is important to form a team spirit the respondent still recognize the need for good relationships among the team members as an essential part in enabling an effective team work.

5.1.4 Team Spirit

As is shown in the matrix in chapter 5.1 Analysis, three of the four respondents addresses and discusses the need for creating a team spirit as one of the most important factor in creating an effective intercultural team.

Controller
The controller argues that a team spirit is the creation of a fellowship and understanding between the different team members. The respondent discusses the need to be able to adapt to the particular group in order to become a part of it.

The Sourcing Manager
The Sourcing Manager continues and discusses the importance of building a team spirit, the Sourcing Manager talks about building a team spirit within the intercultural team as the ultimate goal. The Responded argues that in order to create an effective team the most important thing is to create team spirit between the members of the intercultural team.

The respondent continues and argues that this is done by letting the team members getting to know each other and form relations. The Sourcing Manager discusses the importance of build this relations on a personal level and not only a professional level. The respondent continues and argues that the best way of making sure that people get to know each other and form these personal relations is to do joint team activities and meet each other in real life.

The Department Manager
The Department Manager argues that one of the most important factors in enabling an effective team work is to make sure that there is a team spirit in the intercultural team. The respondent continues and discussion that in order to build this team spirit it is important that the team members build relationships and get to know each other.

The Department Manager continues by discussing ways of forming these relationships. The respondent argues that it is important that the team members get to know each other on a personal level and builds informal bands in order to build these relationships. This relationship will then enable a team spirit to be formed.

Theoretical Study

Brett 2009 argues that one way to avoid and overcome these cultural problems that may affect these intercultural teams is to let the teams themselves work together and find solutions on how best to overcome this difficulties. The author argues that by letting the team members take own responsibility they can often find ways to overcome problems and work together. Even though Brett 2009 don't mention the importance of building a team spirit in a direct way, the author still recognize the importance for the team to work tougher in order to solve problems.

Hajro & Pudelko 2010 continues by arguing that one of the most important traits that a team leader should possess is the ability to create a system of shared values and moms with in these intercultural teams. The authors continue and discuss the need to create a positive environment in these intercultural teams, this is important because it help to form a positive and effective team.

Delimited summary

From both the empirical data as well as the theoretical data it is evident that it is important to form a team spirit with in these intercultural teams. The data from both the sources argue that a good team spirit with in intercultural teams is an essential part in overcoming cultural difficulties and other problems that might affect these teams.

However even though the data discuss the importance of a good team spirit there still are differences what the meaning of a team spirit is, especially in the empirical data. The controller stands out from the two other respondents in way that the controller addresses the importance of team spirit from a personal perspective where the Sourcing Manager and The Department Manager discuss team spirit from a team perspective. However the controller recognizes the importance of creating and having a good team spirit in this intercultural team. This is apparent when the respondent talks about the importance of being a part and integrate to the existing team as an important part in assuring an effective teamwork.

The same is true with Brett 2009, the author has also an indirect approach when discussing the importance of creating a team spirit. Brett 2009 doesn't explicitly address the subject of creating a team spirit in worlds, however the author still emphasis the importance of team work and finding a common ways around problems. In order to do this and overcome a problem some form of team spirit is essential.

To conclude the data from both the empirical as well as the theoretical data both agrees that it is important create a sense of team and a team spirit with in these intercultural teams in order for them to be effective.

5.1.5 Shared Vision

When analyzing the matrix in chapter 5.1, the data shows that 75% of the respondents address and discusses the topic of having a shared vision as one of the most important factors when creating an effective intercultural team.

The Sourcing Manager
The Sourcing Manager recognizes the importance of having a positive vision as one of the most important factors in assuring the effectiveness of a intercultural team. The respondent argues a positive and shared vision also means that there is a willingness and commitment among the team members to do a good job.

The respondent continues and argues that a positive vision may help the team to overcome problems, by changing negative feelings and problems to something positive. The Sourcing Manager concludes by arguing that a positive and shared vision may be used to create a sense of urgency that that might help the team to be more effective.

The Recruitment Manager
The Recruitment Manager argues that it is important to create an overall vision and understanding with in the team regarding the work that needs to be done. The respondent argues that a vision helps the team to focus and be more effective.

The Recruitment Manager continues and discusses how this shared vision may be created. The respondent argues that it is important to have a dialog within the team where the individual team members can interact and together form a shared vision and understanding about what and how they should conduct the change.

The Department Manager
The Department Manager discus the need for creating a vision and willingness among the team members to do the change, the responded argues that a unity and a team spirit within the team will help the team to be more effective and overcome possible problems that might arise during the change.

The respondent continues and argues that a shared vision and a team spirit is best created when the team members have a personal relationship and have a common understating about what needs to be done.

Theoretical Study
Hajro & Pudelko 2010 argues that one of the most important traits of a team leader in a intercultural team is to be able to motivate the team. They continue and discusses that it is important to make sure that the team strives towards a common goal. The authors conclude by arguing that a system of shared values and norms should be created with in these intercultural teams in order for them to be as effective as possible.

Delimited summary
Data from both the empirical as well as the theoretical study both show that creating a shared vision is an important part in assuring an effective teamwork with in these intercultural teams. Infract it so important so that Hajro & Pudelko 2010 argues that the ability motivate the team towards a common goal is one of the most important traits that that a leader should possess.

The same is true when it comes to the empirical research, all the respondents except the Controller address the need to create a common vision in order to maximize the effectiveness of these intercultural teams.

5.1.6 Standardized method

When analyzing the matrix in chapter 5.1 Analysis, a common pattern emerges. All respondents excluding one conclude that the use of a standardized method when working organizational changes is important.

Controller
The controller explains that all change initiatives within the organization is conducted as a project using a standardized method. The respondent continues and discusses the similarities between the method used and presented in literature and used in the wither field. The respondent claims that the method used within the organization is similar to other methods used.

The Sourcing Manager
The Sourcing Manager explains that an organizational change initiative is normally initialized via a project. The respondent continues and explains that all changes are structured and managed based on an existing methodology that is used throughout the organization.

The Recruitment Manager
The Recruitment Manager states that all change initiatives within the organization are normally conducted using an existing standardized methodology that is used by the whole organization. The respondent continues and discusses that a project is normally initialized and driven as a project.

Theoretical Study
The authors in the literature uniformly recognized that a change initiative should be conducted in a planned and systematic fashion in order to be successful.

Nickolas 2006 and Palmer 2009 both argues that an organizational change should be conducted in a planned and systematic fashion using standardized models, methods, techniques, tools and other forms of knowledge that may support the change effort.

Kanter 1992 and Todnem 2005 continue and discusses that this idea is not new in fact it is well established in literature. They argue that the first model for planned change was first developed in 1946 by Lewin. Todnem 2005 and Palmer 2009 continue the discussion by stating that since that time many more methodologies and method have been developed.

Kotter 1996, Nickols 2006 among others all argues that it is of vital importance that a change initiative should be executed using these methodologies in order for them to be successful. Todnem 2005 and Palmer 2009 and Hurn 2012 continue and argue that Kotters eight stage process for change is the most famous and well known of all these methods.

This model developed by Kotter is a method consisting of eight steps, each of equally important in assuring a successful change. Kotter 2009 emphasizes the each of these steps should be conducted in sequence in order for it to be as successful as possible.

Delimited summary
It stands clear from both the empirical as well as the theoretical data that an organizational change initiative should be conducted in a systematic manor using standardized and proven methods.

All the respondents argues that an organizational change in a intercultural environment should be conducted using an existing standardized methodology. The respondents continue and argue that these changes are normally conducted as a project. It is thus clear that the respondents all acknowledge that an organizational change should be conducted in a planned and organized manor. It is also evident that the respondents recognize the importance of using standardized method for conducting these change initiatives that is carried out in a multi- cultural environment.

When reviewing and analyzing the literature it evident that the idea of using standardized methods and techniques when conducting organizational changes is considered to be best practice. It is widely acknowledged that an organizational change should be conducted in a planned and organized manor using standardized models, methods and other techniques in order to assure success of these organizational changes.

To conclude when conducting organizational changes both in an intercultural environment as well as in a homogeneous environment it is widely recognized that an organizational change should be conducted in a planned and systematic manor using standardized methods and techniques.

5.2 Result summary

As discussed in chapter 1.5, the expected outcome of this study is to provide guidelines that may be used by used by professionals and academia. These guidelines will form the result of the main research question.

"What are suitable guidelines for managing an intercultural team that conducts an organizational change initiative?"

In order to provide these guidelines two types of data has needed to be collected, empirical data and theoretical data. As stated in chapter 2.2, the result from these two data sources will together form the foundation for answering the main question. This will is done by combining the result form both data sources in to one result, i.e. answering the research question.

5.2.1 Theoretical data

As stated in chapter 5.1.6, best practice when conducting an organizational change is to use standardized methods or other techniques when managing an organizational change. The findings also states that an organizational change should be conducted in a planned and organized manor in order to assure success.

To conclude, the evidence shows that an organizational change should be managed in a **planned and organized manor using standardized methods and techniques** in order to assure the best possible conditions for a successful change.

5.2.2 Empirical data

From the empirical data five factors have been recognized to influence an intercultural team. These are:

1. A good **communication** between the team members with in the group
2. That the team members **understand** and respect each other
3. That the team members have good **relations** to each other
4. That a good **team spirit** exist within the intercultural team
5. And finally that there is a **shared- and positive- vision** about what should be done.

The evidence illustrates that a manager of an intercultural team should take actions and make sure to apply these attributes in order to avoid or minimized possible negative cultural aspects that might have a negative impact on the teamwork of an intercultural team.

5.2.3 Research question

"What are suitable guidelines for managing an intercultural team that conducts an organizational change initiative?"

In order to avoid or minimize negative cultural aspects that might impact the team work within an intercultural team the manager should make sure that the team work is consistent with these five principles, good communication, a mutual understanding between the team members, good relations, a good team spirit and a shared and positive vision among the team members. Making sure that the team work according to these principles will help the team to avoid or minimize possible negative cultural influences that otherwise could harm the teamwork and have a negative effect on the quality of the work produced.

Making sure that the team avoids these possible cultural problems will go a long way in ensuring the success of an organizational change initiative. However as the analysis show - a good and effective teamwork in these intercultural teams is not the only component in assuring a successful organizations change. The evidence shows that an essential factor in assuring a successful change is to make sure that the change is managed in a planned and controlled way as well as conducted in a systematic fashion using standardized methods and techniques.

Conclusion, to create the best possible conditions for a successful change initiative conducted by an intercultural team, the manager must find ways to minimize the possible negative effects that culture may have on these intercultural teams. This may be done by applying and using the five principles of a good and effective teamwork. The manager should treat these principles as guidelines that should be used to create the best possible conditions for a good and effective teamwork in these intercultural teams. As is stated in Figure 7 - by creating the best possible conditions for a good and effective teamwork it is also likely that the organizational change is successive.

It has also been recognized by the analysis that an organizational change should be managed in planed and structured manor using standardized methods and techniques. If the manager conducts the organizational change in this way it is also more likely that the organizational change is successful. The manager should therefore apply this knowledge as the sixth guideline in order to assure the best possible conditions for a successful organizational change that is conducted by an intercultural team.

However having said this, applying this guidelines will not guarantee the success of an organizational change. What these guidelines will do is to assure that the best possible conditions for conducting a successful organizational is created.

Figure 7: Research Result

6 DISCUSSION

6.1 Conclusions

The conclusion of this study is that a manager should use and apply guidelines when managing intercultural teams in order to assure the best possibly success of an organizational change initiative.

A total of six specific guidelines have been recognized to be of importance when assuring that an organizational change is as successful as possible. Applying these guidelines will not guarantee a successful organizational change, instead by applying these guidelines the manager will assure that the best possible conditions for conducting a successful organizational is created.

These six guidelines may be broken-down to two areas of importance - how to maintain and secure a good teamwork of an intercultural team when conducting an organizational change and what is best practice when conducting an organizational change.

6.1.1 How to maintain and secure a good team work in a intercultural team

When managing an intercultural team there is always a risk that different cultural aspects may impact the teamwork of these teams in a negative way. What these aspects have in common are that they might harm the relationship and cause frictions between the team members.

In order to counteract and minimize these negative cultural aspects a total of five different guidelines should be applied by the manager:

1. That a good **communication** exist between the team members within the group
2. That the team members **understand** and respect each other
3. That the team members have good **relations** to each other
4. That a good **team spirit** exist within the intercultural team
5. And finally that there is a **shared and positive vision** about what should be done.

6.1.2 Best practice when conducting an organizational change

The sixth and final guideline that has been acknowledged as important is that best practice when conducting an organizational change is considered to be that an organizational change initiative should be conducted in **a planned and systematic fashion using standardize method or techniques.**

The findings may be summarized as is shown in Figure 8. In order for the manager to assure the best possible success of the organizational change, two requirements should be fulfilled:

1. The team work within the intercultural team should be as good as possible; this may be done by applying the five guidelines for an effective intercultural team.

2. The second objective that should be done by the manager is to make sure that the organizational change is conducted accordingly to best practice. This may be done by making sure that the organizational change is conducted in a planned and organized fashion using standardized methods or techniques.

Applying these guidelines will lower the risk involved when conducting an organizational change with an intercultural team – thus create the best possible conditions for conducting a successful organizational change.

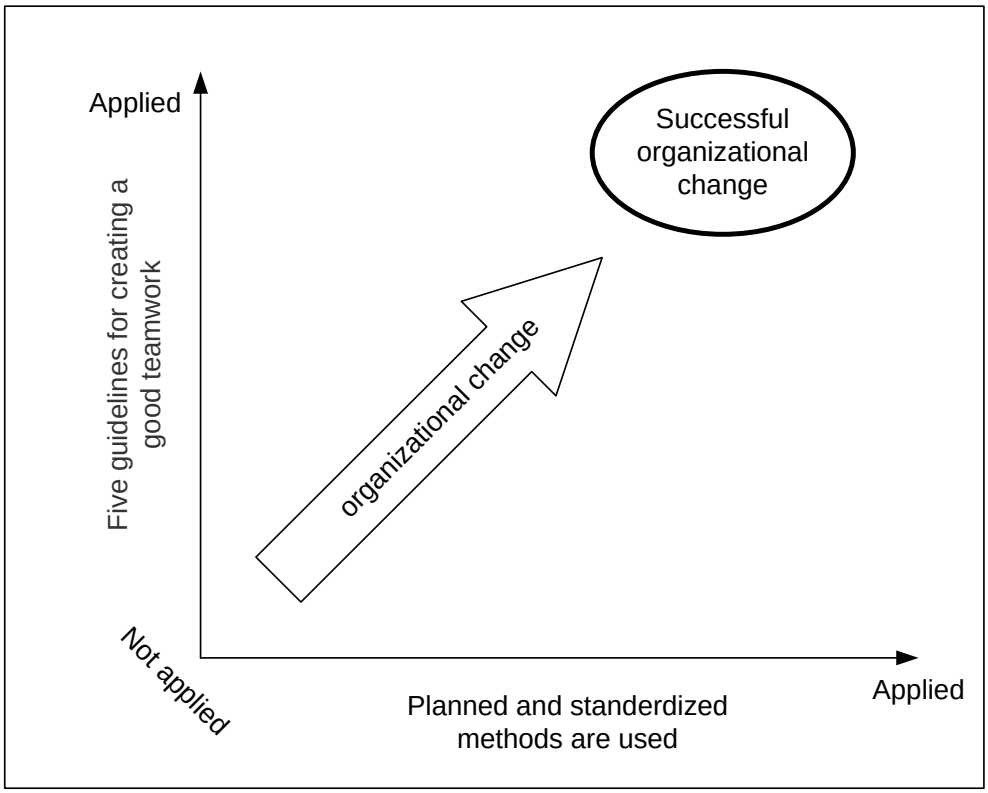

Figure 8: Relation between the use of method and a good teamwork

6.2 Implications for Informatics

The case study is conducted at a large international IT–company, the empirical data that the respondents provided are all based upon an IT perspective - consequently it is safe to argue that the data is applicable in the field of informatics as it is based upon data that originates from the field of informatics.

IT- and IS- systems are an integrate part of a modern organizations operations (Hoffer, et al., 2005). When an organization needs to change to stay competitive so too does the IT- and IS- systems used by the organization need to change in order to continue to support the organization. As organizations are spread to many different parts of the globe so too is does the IT- and IS-systems need spread to many different parts of the world in order to support the organization.

As the IS- and IT- systems are so closely related to the organization it is important that the managers form the organizations IS/IT units understand as well as practice this findings that has been made in this study.

As it is clear that much of the development taking place in this IS/IT systems are conducted at different geographical locations and at the same time by people from many different cultural backgrounds. It is thus important that the managers that manages these development activities knows how to make sure that these teams that consist of people from various cultural background are as effective as possible.

6.3 Method evaluation

6.1.3 Theoretical research evaluation

The theoretical research had two objectives; the first was to provide data that could be used to answer the main question. The second objective of the theoretical data was to provide data that could be used to validate and strengthen the findings made in the empirical research. This study was conducted by studying texts from published articles, scientific journals and textbooks.

The findings made by studying these texts provided sufficient answers to fulfill the purpose of the theoretical research. The data provided by this research has been used to provide answers for the main question. Data was also provided that was used to validate and strengthen the findings made by the empirical findings.

Despite the fact that the theoretical research provided sufficient answers to fulfill the purpose of the theoretical research there are still relevant areas that were not addressed in the research. This is especially true when discussing the second objective of the theoretical research (to provide data that could be used to validate the findings related to the empirical research). The theoretical research provided sufficient data that was used to validate and strengthen the findings made by the empirical research.

However there are still areas that were not addressed that would help to strengthen the result further. The areas of team management and management in general would both be beneficial in providing additional data that could be used to validate and support the findings related the findings made by the empirical research.

6.1.4 Empirical research evaluation

The empirical research had two purposes, the first and most important was to provide answers for the main question. The second objective with the research was to provide data that should be used to validate and strengthen the findings related to the findings made in the theoretical research.

The findings made in the empirical research provided answers sufficient to fulfill the purposes of the research. The data generated by this study was used to answer the main question. The data was also used to validate and strengthen the theoretical data gathered.

Despite the fact that the empirical research provided enough data to the support and fulfill the research purples of the empirical research there are still issues that impacted the quality of the data collected.

The first and most serious of these issues was that only one interview where planed with each of the respondents. The result of this was that I was unable to ask additional questions. In some cases this lead to an incomplete picture, an example of this was that there were no time to question the Department Manager about how the respondent normally conducts an organizational change and what methods the respondent normally uses when conducting this change initiatives.

Another improvement that would have been valuable would be if more questions about how to conduct an organizational change were generated. The emphasis of the interviews was focused on exploring the subject of how to manage an intercultural team that conducts an organizational change. It would have been beneficial if more questions were raised regarding the method that is used by the organizational to conduct an organizational change. This would have provided a deeper and more fulfilling understanding about how an organizational change should be conducted. However it is important to state that even though it would be beneficial to have a deeper and more fulfilling understanding it was not required by the method chosen for this research.

6.4 Result evaluation

As been discussed in chapter 2.5 three criteria's for validating the findings have been chosen to be used in this research. The criteria's that have been chosen are internal validity, external validity and triangulation.

Internal Validity
Internal validity evaluates if there is a match between what has been observed and what has been presented in the research, i.e. if the data presented is trustworthy.

The result is constructed based on data from type's sources, a theoretical data based on published articles, scientific journals and textbooks and also empirical data based on interviews. The data gathered in the theoretical research is based upon sources that are

acknowledged as accurate and correct. The scientific journals have all been peer reviewed, the textbooks used are all well-established as course literature used by universities over the world and the articles used have all been collected from well-established publishing firms. The theoretical data collected may therefore be viewed as trustworthy and accurate.

The data collected from the empirical research has been collected from a well-known and It-company renowned for its excellence in the IT-business. All of the respondents have many years of experience in their different professions. Equally important when determining the trustworthiness and the accuracy of the result is if the background information is presented so that it might be understood by the reader. The data collect for this research is presented in a way so that it is easy to understand; all the arguments are all well-grounded and are all connected to at least one quotation. Furthermore the background information leading to the final result are logically structured providing conditions for an easy understating by the reader.

The conclusion is that both data sources uphold a high trustworthiness and accuracy and so too does the overall result uphold a high trustworthiness and accuracy resulting in a high internal validity.

External Validity

External validity is used to determine if the findings are generalizable to different people, settings and times. The aim is to determine how representative the data samples are.

The main result of this research is created based on data from the theoretical- as well as the empirical research. The main goal of the theoretical research was to provide data about how an organizational change should be conducted; the goal of the empirical data was to provide data about how to manage an intercultural team that conducts an organizational change.

The result related to the theoretical research, i.e. how to conduct an organizational change was based upon well know literature in the form of texts from published articles, scientific journals and textbooks. As a result of that it is a high trustworthy ness of the sources chosen it is also likely that the result provided may be used in many different settings and by many different people.

The result related to the empirical research - how to manage an intercultural team was based on data collected by four different interviews. The data used in this research was discussed by at least 75% of the respondents. Data provided that had a percentage lower then this was not used in the final result. The result was also validated by existing theory in the literature providing a more secure result. As the data represent such a high percentage of the respondents as well as it has been validated by existing literature it is likely that other people despite background would provide similar answers.

To conclude, as both the empirical – as well as theoretical research has been recognized to be general in the sense that the same result would be generated if the data were

collected by different people, in different settings or times. It is also likely that the main result would also be generated in the same way. The result has thus a high external validity.

Triangulation
Triangulation is used to determine the overall credibility of what's been stated in the result.

Triangulation was used in two in different cases in this report, to provide credibility for the empirical research and to provide credibility of the theoretical research. Triangulation was used in the empirical research in two ways. Four different respondents were interviewed - enabling triangulation to be conducted between the different respondents. The result from the empirical research was also triangulated with parts of the theoretical research, enabling a more credible result.

Triangulation was used in two ways for the theoretical research. The data gathered was gendered from many different sources – resulting in a credible result. The result from the theoretical research was then triangulated and validated by parts of the empirical data – enabling an even more credible result.

To conclude, as the individual result has been acknowledged as having a high credibility the same is also true with the overall result of this research.

6.5 Possibilities to generalize

As discussed in chapter 2.1, a qualitative method of thought has been used in this research. The main reason for this is that the focus of the study was to create an in-depth understanding about a specific that was researched. The focus of this report has not been focused on creating a result that may be generalized in the population at whole.

However even though the aim of the result was not to create a result that would be general in the population at whole, the result may still be generalized to some degree. There are mainly two reasons for this:

The first reason for this is related to the respondents, the data collected are not based on one specific organizational change initiative, see chapter 4.2.3 - instead each respondent provided data based on experiences from many different change initiates. As the result gathered from the empirical research is based upon data from many different change initiatives it is also likely that the result may is general in the population at whole. Important to note is that further research needs to be conducted in order to assure that the result is general in the population at whole.

The second reason that suggests that the result may be generalized in the population at whole is related to the theoretical sources used. All theoretical data collected for this research is gathered from well-known and trustworthy sources. As the sources used are

considered to be trustworthy they are also recognized to be good and accurate representation of what's being discussed.

Conclusion, it is reasonable to argue that the result generated by this report may be generalized in the population at whole. However in order to assure that this is true further research must be conducted with the aim of verifying that the result may be generalized in the population at whole.

6.2 Ideas for continued research

As discussed in previous chapter the result form this report may very well be general in the population at whole. However this claim cannot be verified form this research alone – further studies must be conducted with the aim of verifying that the result of this research is general in the population at large.

It would also be interesting if further studies were conducted with the same focus but using samples from different cultures. In this study the data collected was gathered from a Swedish sample. It would be interesting to explore if the result would be the same if people from different cultures were interviewed.

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Högskolan i Borås är en modern högskola mitt i city. Vi bedriver utbildningar inom ekonomi och informatik, biblioteks- och informationsvetenskap, mode och textil, beteendevetenskap och lärarutbildning, teknik samt vårdvetenskap.

På **institutionen Handels- och IT-högskolan (HIT)** har vi tagit fasta på studenternas framtida behov. Därför har vi skapat utbildningar där anställningsbarhet är ett nyckelord. Ämnesintegration, helhet och sammanhang är andra viktiga begrepp. På institutionen råder en närhet, såväl mellan studenter och lärare som mellan företag och utbildning.

Våra **ekonomiutbildningar** ger studenterna möjlighet att lära sig mer om olika företag och förvaltningar och hur styrning och organisering av dessa verksamheter sker. De får även lära sig om samhällsutveckling och om organisationers anpassning till omvärlden. De får möjlighet att förbättra sin förmåga att analysera, utveckla och styra verksamheter, oavsett om de vill ägna sig åt revision, administration eller marknadsföring. Bland våra **IT-utbildningar** finns alltid något för dem som vill designa framtidens IT-baserade kommunikationslösningar, som vill analysera behov av och krav på organisationers information för att designa deras innehållsstrukturer, bedriva integrerad IT- och affärsutveckling, utveckla sin förmåga att analysera och designa verksamheter eller inrikta sig mot programmering och utveckling för god IT-användning i företag och organisationer.

Forskningsverksamheten vid institutionen är såväl professions- som design- och utvecklingsinriktad. Den övergripande forskningsprofilen för institutionen är handels- och tjänsteutveckling i vilken kunskaper och kompetenser inom såväl informatik som företagsekonomi utgör viktiga grundstenar. Forskningen är välrenommerad och fokuserar på inriktningarna affärsdesign och Co-design. Forskningen är också professionsorienterad, vilket bland annat tar sig uttryck i att forskningen i många fall bedrivs på aktionsforskningsbaserade grunder med företag och offentliga organisationer på lokal, nationell och internationell arena. Forskningens design och professionsinriktning manifesteras också i InnovationLab, som är institutionens och Högskolans enhet för forskningsstödjande systemutveckling.

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